



THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ACHIEVING THE COMPETITIVE ADVANTAGE OF ORGANIZATIONS

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Article history:	Abstract:
Received: 1 st July 2022 Accepted: 1 st August 2022 Published: 8 th September 2022	Human resources are the important component to reach the desired goals and objectives. Its importance lies in its influential role in raising the efficiency of the organization's management and the performance of its tasks and activities as a final result of the efficiency and effectiveness of its internal and external activities. A financial challenge for the organizations and the clients they serve, but, arguably more importantly, for most of them the time spent on a job far exceeds the time spent away from work. Talent It seeks to ensure that the roles that individuals play in the client's face with interpersonal skills.

Keywords: human resources, competitive advantage, institutions

INTRODUCTION:

The contemporary world is experiencing rapid changes, whether on the economic and commercial level, or on the organizational level, or on the technological and knowledge level. The rapid and astonishing development that I have known and is familiar with is telecommunications and the Internet and their uses in various economic fields. All of this was the result of globalization. In light of this evolving situation, a fundamental question arises, how can simple business organizations that are mired in their problems and affected by an inappropriate economic environment rely on their human resources to turn the situation around and enter the arena of conflict from its wide door and win the bet for the future?

For this reason, human resources are the important element to reach the desired goals and objectives. Its importance lies in its influential role in raising the efficiency of the organization's management and its effectiveness in performing its tasks and activities as a final outcome of the efficiency and effectiveness of the organization and its internal and external competencies. Appointing distinguished, qualified and trained competencies, then carefully planning, taking care of them, conservation and developing them, setting up a Premium system for salaries, rewards and incentives, and adopting objectivity in promotion decisions according to fair considerations and criteria that are clear to all and with a degree of transparency. From here, the human resources department plays an influential role in fulfilling the requirements to achieve

excellence, which has given human resources management special importance and vitality, which has changed its nature and operations. It also called for the need to introduce modern technology and rely on it in the activities and tasks of human resources management, such as planning, attracting, selecting and appointing, and others.

From the foregoing, the main role played by the human resources department in the organizations is evident in providing the necessary manpower with efficient and specialization in addition to carrying out many tasks and responsibilities such as planning and attracting them and attracting them and rewards and incentives and the performance of the current study management and promotion practices. humankind in achieving the competitive advantage of the institution.

STUDY PROBLEM: Human resources contribute significantly to improving management systems in general, when the administrative problems facing institutions are exacerbated, and because the strategic direction of human resources is to take far-reaching decisions about employees in systems at all organizational levels, where the direction of this management is under the umbrella of management. The supreme organization of the organization, which expresses the general direction of the organization to achieve its strategic (long-term) goals and achieve excellence through its human resources that contribute its efforts in organizing the work and activities of the organization.



THE IMPORTANCE OF THE STUDY: The study of the concept and importance of human resource management and institutional excellence (competitive advantage) is one of the main and important topics for organizations. Human resource management in achieving the competitive advantage of the organization, in a way that gives a clear picture of the aspects that must be increased attention and given priority.

OBJECTIVE OF THE STUDY: The research seeks to achieve a set of objectives, the most important of which are:

1. Familiarity with human resource management, its practices and competitive advantage.
2. Identifying the impact of human resource management practices (recruitment and appointment; training and development; performance evaluation; compensation; occupational health and safety) in achieving institutional excellence.
3. Statement of proposals to ensure the successful activation of human resource management practices.
4. Indicate the extent to which human resource management practices contribute to achieving the competitive advantage of the institution.

RESEARCH HYPOTHESIS: There is a statistically significant impact of human resource management to achieve institutional excellence.

HUMAN RESOURCE MANAGEMENT PRACTICES AND THEIR IMPACT ON ACHIEVING ORGANIZATIONAL EXCELLENCE

Introducing human resource management practices: Attention and care for human resources is one of the most important phenomena that concern all officials in both public and private organizations and institutions at the present time, due to the fact that human resources represent an important element of production, marketing and financing... etc. And without the availability of the necessary human expertise and skills. Perhaps one of the reasons that also drive developing countries to pay attention to human resources is the feeling of low productivity, the imbalance between demand and supply in some disciplines, the massive spread of unemployment, and the desire to develop the workforce as the first basis for plans comprehensive development. (Abd al-Baqi, 2001: 13)

And when these practices are used in institutions, whatever their size, the process of achieving the organization's goals will be easy, and all of this comes by linking all jobs to each other, so that there is a result and the existence of a succession from one job to another, based on the lists of required practices, an

analysis is being conducted Each exercise separately. Job analysis is a basic entry point for determining the minimum specifications necessary for the proper performance of job tasks, and job analysis is also the cornerstone for other jobs that are no less important than it, but it serves as a standard used for the process of human resources planning, recruitment, selection, development and development, and it is also a standard To determine wages, rewards and benefits, all in pursuit of the desired goals of the organization, human resource management practices can be classified on the basis of three main practices: (Najm, 2019: 17)

1. **Specialized practices:** These are the practices practiced by the human resources department in the organization, whether this organization is affiliated with the state sector or the private sector. The number of these practices varies from one organization to another depending on the philosophy of higher management, the size of the organization, the type of technology used, the characteristics of the labor market, and the efficiency and skill of employees In which.
2. **Administrative practices:** These are the practices that human resources management needs to accomplish its work and its specialized functions.
3. **Consulting practices:** which is represented in providing advice on workers and all departments operating in the organization, whether legally or technically, in addition to proposing improvements and developing instructions and regulations related to workers in terms of wages, incentives, services, working conditions and others. (Mu'ayyad and Adel, 2002: 28)

THE IMPORTANCE OF HUMAN RESOURCE MANAGEMENT PRACTICES:

First: Recruitment and Recruitment :The activity of polarization includes obtaining the human resources required to ensure the continuity of the organization's operations, and this includes the search for qualified individuals suitable to work within the organization and who are expected to apply for work to the organization as a result of the existence of job vacancies currently or the expectation of such vacancies in the future. (Mu'ayyad and Just, 2002: 30)

Polarization also means that it is the set of the organization's activities related to searching for and attracting candidates to fill job vacancies therein, with the number and quality required and desired, and at the right time. The function of polarization also includes fulfilling the needs, desires, abilities and



interests of candidates for positions. Thus, polarization provides an opportunity for the organization and its applicants to choose each other according to their interests and interests. (Muhammad, 2003: 76)

Polarization sources:

1. The internal sources on which the organizations rely in attracting working individuals, thus promoting from within; Transport ; internal advertising; former employees; The information base in the organization, recruitment through employees. (Muhammad, 2001: 117)
2. External sources: Here the organization relies on a group of external sources to attract workers in the event that there are no people in the organization qualified to fill the vacant position. Among the advantages of the external source for attracting human resources are the following: providing the opportunity for progress and development by allowing the entry of new skills, capabilities and knowledge that did not previously exist; establishing cooperative relationships with multiple parties and the possibility of changing inappropriate traditional habits in the organization; And it is less expensive than preparing a program to train workers to adapt to the vacant job. (Najm, 2010: 54)

Second: Training and development:

Training is the process of learning new knowledge, methods and behaviors that lead to changes in individuals' abilities to perform their work. Therefore, understanding learning and adopting it is one of the basic and important matters in building effective training experiences. Training is the transfer of specific and measurable knowledge and skills (Nadimi, 2000: 51)

The goal behind the training revolves around developing skills, refining capabilities, increasing the sum of knowledge and information, and changing or modifying trends or confirming their validity, in order to ensure the achievement of the required changes in behavior and efficiency for the better and in the ability to deal with work, in order to achieve the goals of the organization and the goals of working individuals and their desires quantitatively and qualitatively, and that training and development takes into consideration the importance of the working individuals and the organization, the development of workers and the organization and the development of human relations, including: (Wales, 2005: 40)

1. Increasing productivity and organizational performance and helping to link employees' goals to taking the organization.

2. Clarifies the general policies of the organization and creates positive internal and external directions.
3. It leads to the development of leadership styles, rationalization of administrative decisions, and helps in renewing and enriching information. Develops performance motivation and helps develop interpersonal communication skills.
4. Strengthening the relationship between management and working individuals and developing individuals' ability to accept adapting to the changes that are taking place. (Muhammad 2005: 85).

Third: Performance Evaluation:

Performance appraisal is a study and analysis of the performance of employees for their work and observing their behavior and behavior during work in order to judge their success and level of efficiency in carrying out their current work and also to judge the possibilities of growth and progress for the individual in the future and his bearing greater responsibilities, or his promotion to another job, and he indicated that it is an objective measurement process and the level of what has been done Its completion of work, in comparison with the judgment and level of the target work, quantitatively and qualitatively, in the form of a relative relationship between the existing or target situation, and the objectives of performance evaluation (later, 2007: 45)

Fourth: Compensation:

The organization rewards its employees for the effort they provide in three main ways: (Suad, 2004: 261)

1. The wages and/or salaries you grant them, for a specific effort they perform.
2. Additional material privileges granted by it, such as transportation, housing, and others.
3. Incentives to perform an effort that exceeds what they receive the basic wage for.

Fifth: Occupational Health and Safety:

Occupational health and safety is represented in maintaining the health of individuals in various professions by maintaining their physical, mental and psychological health and improving their social being. That is, occupational safety considers a view related to the individual worker, the nature of work and the environment in which the individual works, and Safety & Healthy Environment can also be defined as a work environment that enjoys the necessary conditions to provide safety and health for workers, that is, it is a work environment that protects workers from the possibilities of accidents and disease, and the environment Healthy work, ensuring that it is free of diseases. (Regrett and Supporter, 2006: 23)



Institutional Excellence (Competitive Advantage)

Excellence is a way of life that can occur in a small or large organization, governmental or non-governmental, that provides a service or manufactures a commodity. stakeholders or the community as a whole, within a culture of learning, creativity and continuous improvement. (Mr., 2007: 114)

Excellence is also a holistic and comprehensive concept that is indivisible, in the sense that it is not possible to depict the excellence of a distinct organization in a particular field, while performance collapses in other areas. The real is the pursuit of excellence, and the other is that all the actions and decisions issued by the administration and the systems and activities it adopts are distinguished, and the two dimensions are complementary, and it is considered that the two sides of the same coin are not achieved without the other. (Ali, 2001: 12)

TYPES OF INSTITUTIONAL EXCELLENCE:

First: Leadership Excellence: The senior leadership has a direct impact on excellence, through developing the capabilities of individuals, and encouraging them to move towards creativity and excellence, through their leadership skills, effective work relationships, and the ability to renew thinking that moves away from tradition, as well as their interest in encouraging competition. between individuals to come up with new ideas. (Nile, 2007: 11)

Second: Excellence in service provision: All classes of customers are consumers of goods and services, and when a good is obtained that does not meet the needs of customer classes or increase their expectations, these merchants turn to competitors to deal with them. Under Excellence Management, resorting to these results is an indication of an error in the method of providing the service that led to the production of this service, and these symptoms lead to an action plan, to correct these errors or deficiencies. Undoubtedly, the use of the structural approach to solving problems makes it possible to continuously move towards continuous improvement (Hadi, 2007: 33) that there is a set of rules that develop the mechanism for providing service to customers, including: (Mohammed, 2008: 44)

1. Putting the customer in the first place, which includes upgrading the level of services provided to meet the expectations of the customer. It also includes trying to understand the desires of customers and trying to provide them in an optimal way.
2. Building a long-term relationship by extending a helping hand to the customer after the sale process is completed and ensuring that the customer is satisfied with what he has purchased.

3. Identify the organization's capabilities and weaknesses, and work to enhance the organization's capabilities in minimizing weaknesses in order to provide services to customers.
4. Communicate with clients by listening to them, identifying their needs and improving mechanisms for providing future services.

The practical side of the study

In order to strengthen the theoretical and practical side and prove the validity of the research hypotheses using the performance of the concerned specialists in the textile factory under study, the proposed model was presented to a group of accounting cadres in the factory and their performance was extracted in the light of what was mentioned in the questionnaire specially prepared for this purpose. The number of forms that were distributed They are fifteen forms, all of them conform to the conditions of scientific research. The answers were as follows:

First: Classification of the sample according to educational attainment: By analyzing the sample according to educational attainment, the following was found:

Table (1) Classification by educational attainment

Educational attainment	issue	percentage
Diploma	7	% 18
Bachelor's degree	16	% 42
Master's Degree	15	% 40
Total	38	%100

From the above table, it is clear that the sample members who hold a bachelor's degree make up 42% of the total sample, in addition to 40% of the holders of higher degrees, and this indicates the efficiency of the participating sample in understanding the research and answering accurately that leads to the achievement of the research hypothesis.

Second: Classification according to years of experience

Table (2) Classification by years of experience

Years of Experience	issue	percentage
less than five	6	% 16
5-15	20	% 53
more than 15	12	% 31
Total	38	%100

From the above analysis, we see that the sample members who have experience from (5-15) are concentrated on the total level, as their percentage is 53% of the total sample, followed by those who have experience of more than 15 years, where they



represent 31% of the total sample and this makes their answers characterized by experience and objectivity and are based on To a long practical experience.

Third: Analysis of the results of the study: After conducting a questionnaire and distributing it, the results were analyzed according to the following:

Table (3) shows the opinions of the research sample

Questions	Phrase				
	Strongly agree	Agreed	I do not agree	neutral	Strongly disagree
Human resource management contributes to increasing productivity and organizational performance and helps in linking employees' goals to taking the organization.	%10	%40	%20	%30	
The human resources management leads to clarifying general policies of the organization and the creation of positive internal and external trends.	%50	%30	%5	%15	
The human resources department leads to the development of leadership styles, rationalization of managerial decisions, and assistance in replenishing and enriching information. It develops performance motivation and helps to develop interpersonal communication skills	%35	%30	%10	%20	%5
Documenting the relationship between management and working individuals and developing the ability of individuals to accept adapting to the changes taking place.	%50	%45		%5	
Institutional excellence contributes to allowing organizational independence at work.	%20	%60		%20	
Organizational excellence contributes to increasing productivity through employees by providing trust and participation.	%5	%40	%20	%35	
Institutional excellence contributes to the interest in the values of the organization.	%35	%35	%10	%20	
Organizational excellence helps to connect with the workers that the organization is good at.	%40	%35		%20	%5
Excellence gives simplicity and agility in the size of the organization and the levels of its organizational structure.	%30	%20	%30	%10	%10
Relying on achieving excellence contributes to building a long-term relationship by extending a helping hand to the customer after the sale process is completed and ensuring that the customer is satisfied with what he has purchased.	%5	%60	%5	%20	%10
There is a relationship between organizational excellence and human resource management	%10	%55	%20	%5	%10



Human resource management practices affect the achievement of organizational excellence, whether on operations or on the organization as a whole	%10	%30	%5	%45	%10
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From the above table, the results are shown:

The first question was answered by choosing "strongly agree" by 10%, choosing "agreeable" by 40%, choosing "neutral" by 30%, choosing "I disagree" by 20%, and choosing the second question by choosing "strongly agreed" by 50%, choosing "agreeing" by 30%, choosing neutral by 15%, and choosing Strongly disagree with 5%.

The third question was answered by choosing strongly agree by 35%, choosing to agree by 30%, choosing neutral by 20%, choosing strongly disagreed by 10%, choosing strongly disagree by 5%, and the fourth question was answered by choosing strongly agree by 50% and choosing agreed by 45% And choosing a neutral at a rate of 5%, while the answer to the fifth question was by choosing strongly agreed by 20%, choosing agreed by 60%, and choosing neutral by 20%, while the sixth question was answered by choosing strongly agreed by 5%, choosing agreed by 40%, and choosing neutral by 35% and choose not to agree with 20%.

The seventh question was answered by choosing 35% agree, 35% agreed, 20% neutral, 10% disagree, and the eighth question was answered by choosing 40% strongly agree, 35% agreed, 20% neutral, and no choice Strongly agreed by 5%, and the ninth question was answered by choosing "strongly agree" by 30%, choosing "agree" by 20%, choosing neutral by 10%, choosing "I do not agree" by 30%, and choosing "strongly agree" by 10%, while the tenth question was answered by choosing "strongly agree" by 5% Choosing to agree by 60%, choosing neutral by 20%, choosing to disagree by 5%, and choosing strongly disagree by 10%.

The eleventh question was answered by choosing "strongly agree" by 10%, choosing "agree" by 55%, choosing "neutral" by 5%, choosing "I do not agree" by 20%, choosing "strongly agreeing" by 10%, the twelfth question was answered by choosing "strongly agreed" by 10% and choosing "agree" by 30%, choosing 45% neutral, choosing 5% disagree, and choosing 10% strongly disagree.

CONCLUSION:

The truth lies in the numbers that describe the current state of disengagement from work, and it is clear that there is a problem when the vast majority of employees go to their job every day and have little passion for it, and not only the problem is finding a financial challenge for the organizations and clients

they serve, but, can Most importantly, for most of them, the time spent on a job far exceeds the time spent away from work, and herein lies the role of HRM practitioners in utilizing their practices to provide some assistance to employees in developing and finding strength, dedication and assimilation of employees, which Pays to find institutional discrimination.

It also requires institutions to follow the human resources management system, as it is a good system for administrative training based on the employee agreeing what he receives in his training courses with his actual practices and avoiding theoretical indoctrination and urging to connect reality and giving a kind of freedom to the employee facing the client in accordance with the wishes of the client and allowing Linking loyalty to the bank, and that employee evaluations are unbiased and actually linked to employee outcomes and its incentive system.

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