

The Role of Human Resource Quality In Achieving Competitive Advantage: Analytical Research in the General Company for Vegetable Oil Industry¹

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ABSTRACT

The research aims to demonstrate the relationship between its main variables, the quality of human resources with its dimensions (quality of recruitment and appointment, quality of training and development, quality of compensation, quality of employee relations) as an independent variable and competitive advantage with its sub-dimensions (cost, quality, creativity, excellence, knowledge) as a dependent variable.

To know this and to show the desired results, the research was applied to the community of the Ministry of Industry (the General Company for the Vegetable Oil Industry), and distributed to a sample of (118) individuals. And the level of the relationship in terms of connection and influence to benefit from it by generalizing the results on the field of research (the General Company for the Vegetable Oil Industry).

The researcher used the questionnaire as a main tool for collecting data and information that took place within the General Company for the Vegetable Oil Industry. The main and sub-research hypotheses on which the research was based and related to correlations and influence were tested. To answer the research questions and reach the goals to be achieved, many statistical methods were used such as coefficient Simple correlation, linear regression, arithmetic mean, and standard deviation, in addition to the use of some figures and illustrations to clarify and demonstrate the relationship between research variables and their sub-dimensions.

The research reached a set of conclusions, including the existence of a correlation between the quality of human resources and the competitive advantage of significant significance between the research variables, with a significant effect between its variables, and this confirms that the results obtained were close to what was assumed by the research hypotheses.

INTRODUCTION

The research aims to link the visions, ideas, and concepts presented in this research, which were reached by writers and researchers in the field of public administration on the variables of research, and present a new intellectual production through what the writers and researchers have reached through their modern intellectual and philosophical production.

Accordingly, the efforts of writers and researchers in the field of public administration focused on searching for tools and methods that enable public organizations, especially industrial ones, to compete with the private sector.

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Today, attention is paid to the quality of human resources, as it is of great importance in reaching excellence and achieving success along with other organizational resources.

The current research aims for organizations to possess a human element of high quality to be the main pillar in building a methodology through its intellectual chapters and scientific applications. And public organizations aim to bring about qualitative changes in the nature and quality of individuals who possess high quality in the management of organizations and create a good climate that enables them to achieve excellence in their work.

The current research sought to find logical and acceptable solutions by asking intellectual questions in general and practical ones in particular. The answer was through diagnosing the level of importance of the research variables by analyzing the relationship between impact and correlation.

CHAPTER ONE: RESEARCH METHODOLOGY

First: The Research Problem

The failure of the organization's departments to realize the importance of the quality of human resources and thus achieving the targeted competitive advantage means the absence of an administrative vision that is capable of leading the organization toward achieving its goals. The question I miss the following sub-questions.

1. What is the level of interest of the General Company for the Vegetable Oil Industry in applying the quality of human resources?
2. Is there a clear vision for the General Company for the Vegetable Oil Industry about the competitive advantage?
3. Does the quality of the human resources of the research sample derive its components through achieving competitive advantage?
4. What is the nature of the relationship between the research variables in the public (company) research sample?

Second: The Importance of Research

The importance of the research lies in the importance of its variables, topics, and research elements that it sought to study, the results it produces, and its effects on the researched organization (the General Company for the Vegetable Oil Industry). We can determine the importance of research through the following:

1. The research presents a theoretical aspect of the concepts of variables (quality of human resources, competitive advantage).
2. The importance of the issue of quality of human resources as it is a philosophy and an alternative approach to the management of traditional human resources used by organizations to achieve success, improve performance, and achieves employee satisfaction in organizations operating in the service and industrial sectors.
3. The importance of the study comes from its reliance on modern references, most of which are from accredited scientific journals.
4. From an applied point of view, the current research aims to increase the ability of the researched company to attract and select the best competencies from human resources with high quality in performance to achieve excellence in its business.
5. It is hoped that the current research will contribute to providing the research sample company with new ideas and applications and assisting it in completing its developments on what the research presented.

Third: Research Objectives

The main objective of the research is to diagnose the nature of the relationship between the quality of human resources and the competitive advantage and to identify the role of the quality of human resources in achieving the highest levels of excellence in providing goods and services to customers. We can define the research objectives as follows:

1. The research seeks to clarify the nature of the relationship between the main research variables (quality of human resources, competitive advantage) and its dimensions by tracing the theoretical paths of the specialized

literature and rooting the knowledge it contains, as well as presenting a conceptual framework that describes the explanatory trends of these topics and classifies the theorists' opinions in this regard.

2. Providing those concerned and interested with practical and theoretical information that explains the nature of the research variables, their sources and causes, the extent of their repercussions on the research sample, and the extent of the researched company's interest in its dimensions.

3. Testing the type of relationship through statistical methods between the main research variables and their dimensions.

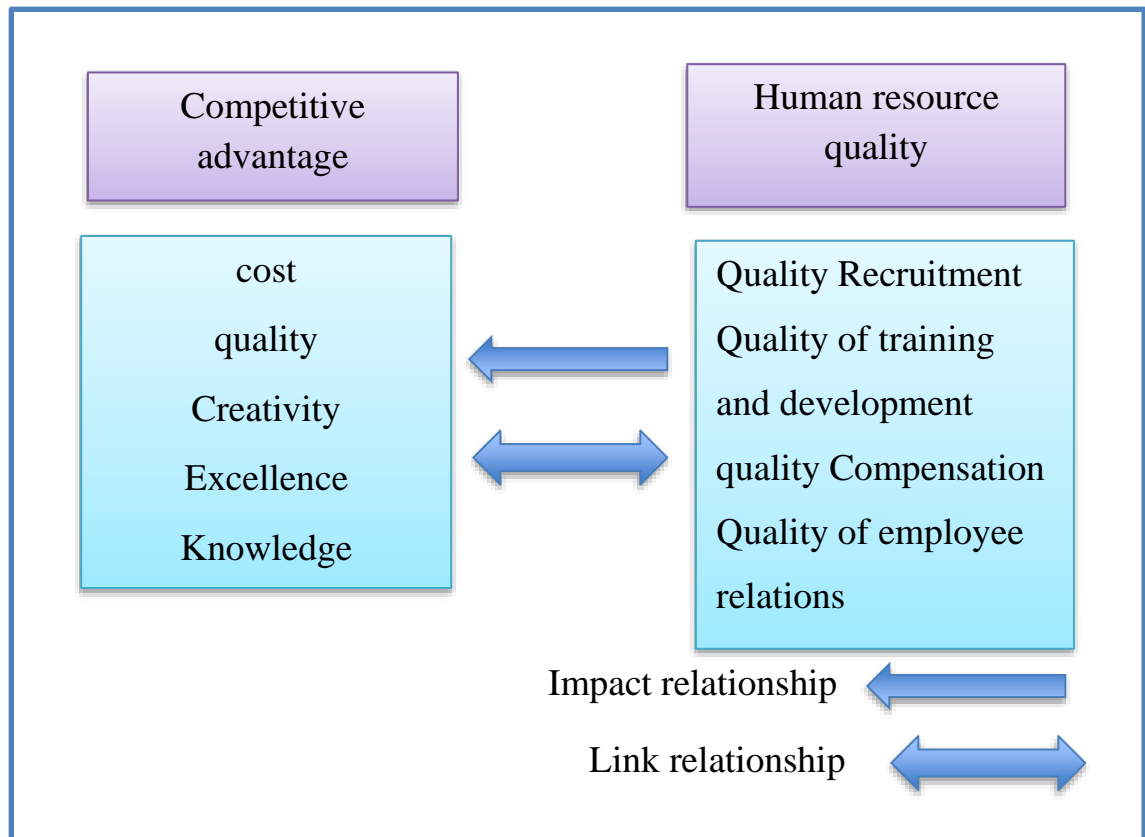
4. Diagnosing the reality of the research sample in the public company according to its current performance and what are the requirements to upgrade to the level in which it is as best as possible.

Fourth: The Research Plan

The hypothetical scheme of the research aims to clarify the relationships between the relevant main or sub-variables. The dimensions of the variables were chosen based on the results of the review of the literature on human resource quality and Competitive Advantage. Figure (1) aspects of the research plan can be clarified through the following:

1. The independent variable: (quality of human resources) and consists of sub-dimensions (recruitment and appointment, training and development, compensation, employee relations).
2. The responsive variable: (competitive advantage) and consists of the sub-dimensions (cost, quality, creativity, excellence, knowledge)

Figure (1): The hypothetical outline of the research



Fifth: Research Hypotheses

The research hypotheses were formulated according to the research problem and its objectives, and the research hypotheses can be clarified by my agencies

The first main hypothesis: There is no statistically significant correlation between the quality of human resources and their dimensions and the competitive advantage.

From the first main hypothesis, the following sub-hypotheses emerge:

1. There is no statistically significant correlation between the quality of recruitment and recruitment and the competitive advantage
2. There is no statistically significant correlation between the quality of training and development and the competitive advantage
3. There is no statistically significant correlation between compensation quality and competitive advantage
4. There is no statistically significant correlation between the quality of employee relations and the competitive advantage

The second main hypothesis: There is no significant effect relationship between the quality of human resources and their dimensions and the competitive advantage.

The following sub-hypotheses emerge from the second main hypothesis:

1. There is no significant effect relationship between the quality of recruitment and appointment and the competitive advantage
2. There is no significant effect relationship between the quality of training and development and the competitive advantage
3. There is no significant effect relationship between the participant's compensation quality and competitive advantage
4. There is no significant effect relationship between the quality of employee relations and the competitive advantage.

Stability Test

The Alpha Cronbach test is used to know the stability of the study questionnaire, and the value of the extracted coefficient is between (0 and 1). The questionnaire is ready to perform statistical analyzes when the test value is (0.70) or more (Nunnally & Bernstein 1994), and the value of Cronbach's alpha for the resolution, variables, and dimensions are shown in Table (1) below:

Table (1) Alpha Cronbach coefficient analysis					
variants	dimensions	paragraphs	Cronbach's alpha coefficient		
			dimensions	variants	Resolution
Human resource quality	quality Recruitment	Q1-Q5	0.939	0.962	0.985
	Quality of training and development	Q6-Q10	0.886		
	quality Compensation	Q11-Q15	0.920		
	Quality of employee relations	Q16-Q20	0.892		
Competitive advantage	cost	Q21-Q25	0.932	0.982	
	quality	Q26-Q30	0.923		
	Creativity	Q31-Q35	0.938		
	Excellence	Q36-Q40	0.893		
	Knowledge	Q41-Q45	0.940		

From the table above, it is clear that the Cronbach alpha coefficient for the human resource quality variable amounted to (0.962), and for the competitive advantage variable it reached (0.982), and for the questionnaire it reached (0.985), and that all of them were greater than the value (0.70), meaning that the questionnaire is of high stability and its results can be adopted.

CHAPTER II

The First Topic: The Quality of Human Resources

The success of any organization depends on the performance of its employees at all levels, and this requires that they be the subject of attention and care in all their aspects, starting from the process of recruitment, testing, appointment, filling jobs, division of performance, training programs, motivation method, building self-managed work teams, and ending with participation, cooperation and finding Solutions to problems (Al-Salami, 1995: 25). And modern administrative literature focuses on the need to re-employ the human resource from the organization in a way that achieves maximum benefit in exploiting its other resources in a way that tends to be ideal to achieve an increase in its productivity, and the efficiency of workers is one of the decisive factors in increasing that productivity and achieving the requirements for success in light of continuous change (Quynh 2017, 207). The management of human resources is one of the important pillars of the pillars of total quality management and its second importance in that achieving a high level of quality depends on the optimal use of the skills and capabilities of the workforce in the organization and that good achievement requires the latter to train, educate and educate its employees, so that we can benefit from their abilities to the fullest (DalleBarrie, 1992:52), where training is divided into three main groups (training and education related to creating awareness and awareness of quality management, training and education related to orientation towards the goals to be achieved, training and education related to skill development (Joseph, 1992:62), Therefore, success depends on the speed of the organization's response and adaptation to change, by conducting an extensive study on how to involve its human resource and develop its management in a way that can benefit from its full potential and employ it in accordance with the strategy it sets, as well as follow-up by conducting a continuous evaluation of that department's capabilities its workers and identify their necessary needs, while making sure to build an organizational work environment conducive to high performance (Fairoz, 2018, 39). To be possible if the organization takes the initiative to look beyond the type of job required and pay attention to identifying the needs of workers and addressing them through effective recruitment and selection, training and development, compensation management, and relations between the worker and the employer to ensure their work in an environment concerned with their development and well-being to achieve quality in their performance (Paderna, 2019, 64) It can be said that there are three areas of connection between human resources and the quality management system, which are (human resources and quality system documentation, customers and the essence of the total quality system, the matrix of the clauses of the international standard ISO 9000 - functions related to human resources (Jean, 1998: 228).

The Second Topic: Dimensions of the Quality of Human Resources

1. The Quality of Recruitment and Appointment

Recruitment is those activities designed to attract and identify a sufficient number of qualified applicants to meet the needs of an organization's management (Noe et al., 2010: 123). Besides, the selection is the process of selecting the best-qualified candidates from among the available applicants who are most suitable and likely to perform the job successfully (Byars & Rue 2010:82) Recruitment and selection practices as a proposal suggested an organization to search for employees, motivate them to apply and select them, and seek to match the competencies of The person with the characteristics and requirements of the organization. Phillips (1998) stated that effective recruitment and selection will help improve the fit between the individual and the organization by providing applicants with appropriate information or insight into the job tasks needed for them to make informed decisions about their job (Vuong & Sid 2020: 51,1636). The researcher believes that recruitment and appointment is a process of filtering applicants in the light of the standards set by the management of the organization concerned with quality to choose the best of them who have the constituents matching those criteria. What the organization aspires to achieve within the strategy carries with its quality standards.

2. The Quality of Training and Development

It is the learning process that must be identified and provided to employees to enhance their knowledge, skills, and abilities to achieve incremental improvement for better performance (SUBRAMANIAM, 2018:17). Training is

generally viewed as a set of activities designed to improve the knowledge, skills, and abilities of employees to provide a better match between the employee and the characteristics of the job. Service training programs should establish "clear standards of behavior across all aspects of the service encounter". It must also be designed in line with the specific needs of the service provided. Organizations must ensure that their employees know and understand what they are doing and why, to be able to provide a high level of service to customers (Vuong & Sid,2020: 1636).

3: The Quality of Compensation

The quality of compensation refers to the activity of human resources management to design types of payments aimed at attracting, retaining, and motivating human resources and implementing them in line with the strategic objectives of the organization (Pinnington, 2000: 146) and includes all forms of payments that are provided to workers for their work in the organization (Hassan, 2005: 85) . Compensation is of great importance because it is linked to the strategic objectives of the organization in a way that exceeds the rest of the functions of human resource management. After all, compensation is linked to the reputation of the organization and affects negatively or positively on its competitiveness. It also helps them to grow, especially if they are linked to the performance and behavior of workers (Sani, 2012:20).

4: Quality of Employee Relations

High-quality employee relations refer to common goals, knowledge, and mutual and shared respect among employees that generate a positive social context in which they feel safe in performing their work, and accordingly employees behave in positive ways towards each other, which enables them to become active participants in their organization (CARMELL, 2009, 714). Individuals form relationships that involve not only their personal lives but also their jobs to achieve some shared goal or goal (Ferris et al, 2009,1379). This is especially the case when workers perceive that their workplace relationships made a positive difference in the achievement of Their tasks, and this enhances their ability to develop and develop these relationships to be of high quality in the workplace (Belle, 2013:9).

The Third Topic: Competitive Advantage

First: Definition of Competitive Advantage

The concept of competitiveness varies depending on whether it is a company or a sector or a state. There can also be a difference between relative advantage and competitiveness when the first entry into the labor market through reliance on support and protection from the first state and the use of factors of production, improved quality, and reduced costs. Thus production is competitive only in terms of price and not able to compete and compete in terms of quality in global and domestic markets (Nabil, 1998: 38). While the concept of competitive advantage has lost its importance in contemporary literature, management has seen substantial changes in the environment in which organizations operate. levels, whether local or international, as a result of the revolution in information technology and the revolution in communications and free global trade, no organization in the world is exempt from the effects of inflation, as often state intervention through its sectors and public institutions, as a result of which effective actions lead to the development of the competitiveness of organizations operating both nationally and locally. All organizations aim at the pursuit of competitive advantage within their sector of activity through the pursuit of competitive advantage (Witt & Meyer, 1999:76) and the creation of a competitive advantage once the organization reaches the point of discovering new methods more effective than those already in use by competitors, where it is responsible for the embodiment of this discovery field. It is defined as the ability to create a process of creation in the sense of speech (Porter, 1993:48) or (Kotler, 1997:53) to be able to respond in one or more ways to a place where competitors are present or in the future. Also (Lynch,2004:135) The ability to innovate something unique that the organization has over the rest of the competitors. And in the same way, noted Dressler, 2001:65)) as a set of factors that differentiate the organization's products from those of competitors to increase market share. Also pointed out (Al-Anani, 81:2004) that the organization's performance of its activities more efficiently and effectively makes it unique and distinct in generating value, which can be sustained for a long period. Ama (Mustafa, 2004:19) refers to the fact that the organization has a unique advantage over its competitors, which allows it to offer a unique product successfully and profitably.

Second: Competitive Advantage Dimensions

There have been diverging views of the literature and researchers in determining the dimensions of competitive advantage, with each researcher having specific criteria for the dimension of the feature according to the focus of the study, the desired income, and the type of sector (service or industrial or commercial) in which the study was conducted (Lynch & Baince, 2004:22). innovation- alchemy- knowledge of organization- knowledge- architecture of organization) while studying(Thompson & Strickland, 1999:37) tend to define the dimensions of competitive advantage (ingenuity, quality, innovation, excellence, knowledge) and the amount they will rely on The research, which is based on the opinion of most of the researchers, is considered by the researchers to be the basic dimensions to achieve competitive advantage in the public sector for the production of vegetable oils.

1- Cost:

Cost does not mean offering products with low cost only, but rather products with a price that is related to the quality that should be attractive in that market, giving an acceptable return on investment, Cost does not include the cost of processing data only, if any, includes testing low cost or research level Marketing or research costs may be lower than operational and administrative costs, or may result in a reduction in the time and effort required to perform specific activities (Zaebi, 2005: 162) Low costs cannot be considered a competitive advantage if increased productivity results from reduced production costs only in the short run, but organizations must continually strive to conserve costs by providing the organization with the information and technology it needs. To achieve development in their performance.

2- Quality:

What is known is a "set of characteristics" that determine a product's ability to meet customers' stated and implied expectations" (Al-Hahafiz, 47:2000) and pointed out, (Ritzman, 1996:4) that companies that were successful in quality use extensive training and promotion programs. They developed and created their schedules, which in turn provided the organization with the information and techniques needed by workers to achieve growth in their actions.

3- Creativity

The concept of creativity has been of great interest to many thinkers and researchers since the early 21st century, because of the human developments that have been noticed in this century, in terms of technology and systems of communication and information on the Internet, and in the industrial sector, which has led to changing conditions of competition and inflation in markets and shortening life cycle. Products and rapid developments in modern technologies and their wide application to various processes, changes in competition and rules, increased recognition that creativity is a proportional force necessary for enterprises to achieve success, and research on it, attention to studies, attention to human resources and classification, to human capital, access to methods, to the discovery of a place where knowledge and resources are available, rather than to expansion. Information to them and strengthening their confidence in their positions through increased participation in decision-making processes and taking such innovation as producing new products is one of the following steps to survive and adapt to the changes in the fast-paced business environment and achieve competitive advantage in the marketplace.

4- The excellence

The concept of distinctiveness refers to the distinctive services offered by the organization to create something that shows the level at which the organization operates because it is something unique and distinctive and takes the form of a distinctive design or a trademark that seeks to create a perception among users that the services of the organization are different from their counterparts in the same sector. This distinction may also come through creating a brand name or through the use of certain technology and using it in ways that differentiate the organization's services and products from those of competitors, or through adding unique features to the services or products that give them competitive attractiveness in the marketplace or the potential for opportunities to use the technology. The Information (Al-Za'abi", 162:2005).

5- The Knowledge:

Today, knowledge is the most important strategic resource for an organization, and many believe that competitive advantage is achieved by possessing more knowledge than competitors have, and knowledge is the exploitation of knowledge and information by employing the skills and abilities of individuals, their thoughts, and their commitment and desires." (Al-Salmi, 57:2000). 1999:76 (Witt & Meyer) Knowledge is the systematic experience and testing of

hypotheses that refer to subjective and explanatory models of understanding the environment, and to transfer knowledge to mental processes in the minds of managers and other workers in orga

CHAPTER III: PRACTICAL SIDE

First Measurement Level of Variables (Amount of Human Resources, Competitive Advantage)

The researcher measured the variable quality of human resources through the four dimensions (number of recruitment and hiring, quality training and development, quality compensation, quality employee relationships), and table (3) indicates the calculated mean and standard deviation and the coefficient of variation according to the study of the variable quality resources. human beings in the research company, where the mean of the calculated variation in human material quality is (3.647), which means that the availability is high, but the standard deviation is (0.802), and the mean variance is (21.99%), and its relative importance is (72.93%), and the results point to the top. The quality of human resources applied in the company through the skills and abilities of the workers we own, contributes to a high level of quality.

But the measure of the variable competitive advantage through the five dimensions (cost, quality, innovation, excellence, knowledge), and table (3) refers to the mean of the calculation and the deviation of the parameter and the coefficient of variation during the study of the variable advantage of the research company, where the mean The calculation for the change in competitive advantage is (3.571), which means that the availability is higher, but the standard deviation is (0.923), while the mean difference is (25.84%), and its relative importance is (71.42%), and the results above refer to the best in the company.

(Table 3) Statistical measures for the variables (quality of human resources, Competitive Advantage)

variable	Arithmetic mean	Standard deviation	Coefficient of difference	Relative importance	arrangement
Human resource quality	3.647	0.802	21.99%	72.93%	1
Competitive Advantage	3.571	0.923	25.84%	71.42%	2

Second: Verifying the Hypotheses of the Association Between the Variables (Quality of Human Resources, Competitive Advantage).

The researcher aims to verify the hypotheses of the correlation between the two variables of the study (the quality of human resources, Competitive Advantage) by employing the simple correlation coefficient (Pearson) to find out the strength of the correlation between them (strong, weak, or no relationship), as well as the type of relationship between them (directive / positive, inverse/negative), and table (4) shows the types and strength of the correlation relationship according to (Dancy & Reidy, 2017:182)

Table (4) determine the strength and direction of the association

(Correlation (Positive/Positive)				
Perfect connection	Strong connection	average correlation	Weak correlation	There is no link
1	0.7 0.99	0.49 0.69	0.1 0.39	0
(Correlation (inverse/negative)				
Perfect connection	Strong connection	average correlation	Weak correlation	There is no link
-1	-0.7 -0.99	-0.4 -0.69	-0.1 -0.39	0

Verifying the first main hypothesis and its sub-hypotheses

The first main hypothesis and its hypotheses are verified using the Pearson correlation coefficient, as shown in Table (5) below:

Table (5) Correlation coefficients between the quality of human resources and its dimensions with Competitive Advantage						
the independent variable	dimensions of the independent variable	Correlation indicators			intensity and type of association	dependent variable
		R	Sig.	N		
Human resource quality	quality Recruitment	0.691**	0.000	118	average direct correlation	Competitive Advantage
	Quality of training and development	0.832**	0.000	118	Strong direct correlation	
	quality Compensation	0.797**	0.000	118	Strong direct correlation	
	Quality of employee relations	0.848**	0.000	118	Strong direct correlation	
Total quality of human resources	0.889**	0.000	118	Strong direct correlation		
.Correlation is significant at the 0.01 level (2-tailed)						

It is clear from the above table that the Pearson correlation coefficient for the variable quality of human resources with competitive advantage reached (0.889**) at the level of significance (0.000), which is less than the statistical significance (0.05), which indicates that there is a direct and strong correlation between the quality of human resources with Competitive advantage, which results in not accepting the first main hypothesis, which states that "there is no statistically significant correlation between the quality of human resources and their dimensions and competitive advantage" and accepting the alternative hypothesis that states "there is a statistically significant correlation between the quality of human resources and their dimensions and competitive advantage." .

From the above table it is also clear that the Pearson correlation coefficient for the quality of recruitment and appointment with the competitive advantage reached (0.691**) at the level of significance (0.000), which is less than the statistical significance (0.05), which indicates that there is a positive and medium correlation between the quality of employment And recruitment with competitive advantage, which results in not accepting the first sub-hypothesis which states that "there is no statistically significant correlation between the quality of recruitment and recruitment and competitive advantage" and accepting the alternative hypothesis which states "there is a statistically significant correlation between the quality of recruitment and recruitment and competitive advantage" .

From the table above, it is also clear that the Pearson correlation coefficient for the quality of training and development dimension with the competitive advantage reached (0.832**) at the level of significance (0.000), which is less than the statistical significance (0.05), which indicates that there is a direct and strong correlation between the quality of training And development with competitive advantage, which results in not accepting the second sub-hypothesis which states that "there is no statistically significant correlation between the quality of training and development and competitive advantage" and accepting the alternative hypothesis which states "there is a statistically significant correlation between the quality of training and development and competitive advantage" .

From the table above, it is also clear that the Pearson correlation coefficient for the quality of compensation dimension with the competitive advantage reached (0.797**) at the level of significance (0.000), which is less than the statistical significance (0.05), which indicates that there is a direct and strong correlation between the quality of compensation with Competitive advantage, which results in not accepting the third sub-hypothesis, which states, "There is no statistically significant correlation between compensation quality and competitive advantage," and accepting the alternative hypothesis, which states, "There is a statistically significant correlation between compensation quality and competitive advantage."

From the above table it is also clear that the Pearson correlation coefficient for the dimension of the quality of employee relations with the competitive advantage reached (0.848**) at the level of significance (0.000), which is less than the statistical significance (0.05), which indicates that there is a direct and strong correlation between the quality of employee relations Employees with a competitive advantage, which results in not accepting the fourth sub-hypothesis which states that "there is no statistically significant relationship between the quality of employee relations and competitive advantage" and accepting the alternative hypothesis which states "there is a statistically significant relationship between the quality of employee relations and competitive advantage" .

Second: Verifying the Influence Hypotheses Between the Variables (Quality of Human Resources, Competitive Advantage)

The researcher aims to verify the effect hypotheses between the two variables of the study (quality of human resources, Competitive Advantage) by employing simple linear regression to know the effect of the independent variable / dimension on the dependent variable, and to know the type of effect (directive, inverse), for the second main hypothesis and the sub-hypotheses emanating from it. As shown in table (6) below:

Table (6) Indicators of influence between the quality of human resources and its dimensions in Competitive Advantage							
variable or dimension	A	β	t (β)	Sig. t(β)	R ²	F	Sig. (F)
average direct correlation	1.204	0.659	10.303	0.000	0.478	106.155	0.000
Strong direct correlation	0.105	0.927	16.132	0.000	0.692	260.240	0.000
Strong direct correlation	0.732	0.783	14.192	0.000	0.635	201.411	0.000
Strong direct correlation	0.350	0.887	17.212	0.000	0.719	296.245	0.000
Strong direct correlation	-0.161	1.023	20.947	0.000	0.791	438.791	0.000

The value of the fixed regression parameter is ($\alpha = -0.161$) and indicates that if the value of human resources quality reaches (0), the competitive advantage will not be less than the fixed regression parameter, while the slope of the regression equation is ($\beta = 1.023$) and indicates that adding One value to the quality of human resources, the competitive advantage will increase by the addition multiplied by the value of the slope of the regression equation, and the value of t (β) reached (20.947) and its significance amounted to (0.000), which is smaller than the statistical significance (0.05), while the value of the coefficient of determination (R² It amounted to (0.791), meaning that the quality of human resources explains what is estimated at (79%) of the variation in the competitive advantage, and what remains is (21%) is an unexplained variation due to other factors that were not in the core of the study, and that the value of the impact test (F = 438.791) at a significant level (0.000), which is less than the statistical significance (0.05), which indicates the significance of the impact test, and from the above results it is clear that the quality of human resources has a fundamental effect on the competitive advantage, and that the effect relationship is a direct relationship, as the quality increases Human resources are affected and the competitive advantage increases. The regression equation in its general form is:

$$\text{Competitive Advantage} = -0.161 + 1.023 \text{ quality of human resources}$$

Which results in not accepting the second main hypothesis, which states that "there is no significant effect relationship between the quality of human resources, their dimensions, and the competitive advantage," and the acceptance of the alternative hypothesis, which states, "there is a significant effect relationship between the quality of human resources, their dimensions, and the competitive advantage."

The value of the fixed regression parameter is ($\alpha = 1.204$) and indicates that the value of recruitment and recruitment quality, if it reaches (0), the competitive advantage will not be less than the fixed regression parameter, while the slope of the regression equation is ($\beta = 0.659$) and indicates that adding a value One to the quality of recruitment and appointment, the competitive advantage will increase by the addition multiplied by the value of the slope of the regression equation, and the value of t (β) reached (10.303) and its significance amounted to (0.000), which is smaller than the statistical significance (0.05), while the value of the coefficient of determination (R² It amounted to (0.478), meaning that the quality of human resources explains what is estimated at (48%) of the variance in the competitive advantage, and what remains is (52%) is an unexplained variance due to other factors that were not

in the core of the study, and that the value of the impact test ($F = 106.155$) at a significant level (0.000), which is less than the statistical significance (0.05), which indicates the significance of the impact test, and from the above results it is clear that the quality of recruitment and appointment has a fundamental effect on the competitive advantage, and that the effect relationship is a direct relationship, as the quality of recruitment increases Appointment will be affected and competitive advantage will increase. The regression equation in its general form is:

$$\text{Competitive Advantage} = 1.204 + 0.659 \text{ quality of recruitment and appointment}$$

Which results in not accepting the first sub-hypothesis which states that “there is no statistically significant correlation between the quality of recruitment and hiring and the competitive advantage” and accepting the alternative hypothesis which states “there is a statistically significant correlation between the quality of recruitment and hiring and the competitive advantage”

The value of the fixed regression parameter is ($\alpha = 0.105$) and indicates that the value of the quality of training and development, if it reaches (0), the competitive advantage will not be less than the fixed regression parameter, while the slope of the regression equation is ($\beta = 0.927$) and indicates that adding a value One to the quality of training and development, the competitive advantage will increase by the addition multiplied by the value of the slope of the regression equation, and the value of $t(\beta)$ reached (16.132) and its significance amounted to (0.000), which is smaller than the statistical significance (0.05), while the value of the coefficient of determination (R²) It amounted to (0.692), meaning that the quality of training and development explains what is estimated at (69%) of the variation in the competitive advantage, and what remains is (31%) is an unexplained variation due to other factors that were not in the core of the study, and that the value of the impact test ($F = 260.240$) at a significant level (0.000), which is less than the statistical significance (0.05), which indicates the significance of the impact test, and from the above results it is clear that the quality of training and development has a fundamental effect on the competitive advantage, and that the effect relationship is a direct relationship, as the quality of training increases Development is affected and the competitive advantage increases. The regression equation in its general form is:

$$\text{Competitive Advantage} = 0.105 + 0.927 \text{ quality of training and development}$$

Which results in not accepting the first sub-hypothesis which states that “there is no statistically significant correlation between the quality of training and development and the competitive advantage” and accepting the alternative hypothesis which states that “there is a statistically significant correlation between the quality of training and development and the competitive advantage”

The value of the fixed regression parameter is ($\alpha = 0.732$) and indicates that the value of compensation quality, if it reaches (0), the competitive advantage will not be less than the fixed regression parameter, while the slope of the regression equation is ($\beta = 0.783$) and indicates that adding one value To the quality of compensation, the competitive advantage will increase by the amount of addition multiplied by the value of the slope of the regression equation, and the value of $t(\beta)$ reached (14.192) and its significance amounted to (0.000), which is smaller than the statistical significance (0.05), while the value of the coefficient of determination (R²) reached (0.635), meaning that the quality of compensation explains what is estimated at (64%) of the variance in the competitive advantage, and what remains is (36%) is an unexplained variance due to other factors that were not in the core of the study, and that the value of the impact test is ($F = 201.411$) at a significant level (0.000), which is less than the statistical significance (0.05), which indicates the significance of the impact test, and from the above results it is clear that the quality of compensation has a fundamental effect on the competitive advantage, and that the effect relationship is a direct relationship, so the more the quality of compensation increases, the more the quality of compensation is affected and the competitive advantage increases. The regression equation in its general form is:

$$\text{Competitive Advantage} = 0.732 + 0.783 \text{ compensation quality}$$

Which results in not accepting the first sub-hypothesis, which states, “There is no statistically significant correlation between compensation quality and competitive advantage,” and accepting the alternative hypothesis, which states, “There is a statistically significant correlation between compensation quality and competitive advantage”

The value of the fixed regression parameter is ($\alpha = 0.350$) and indicates that the value of the quality of employee relations, if it reaches (0), the competitive advantage will not be less than the fixed regression parameter, while the

slope of the regression equation is ($\beta = 0.887$) and indicates that adding a value One to the quality of employee relations, the competitive advantage will increase by the amount of addition multiplied by the value of the slope of the regression equation, and the value of t (β) reached (17.212) and its significance amounted to (0.000), which is smaller than the statistical significance (0.05), while the value of the coefficient of determination (R^2) It amounted to (0.719), meaning that the quality of employee relations explains what is estimated at (72%) of the variance in the competitive advantage, and what remains is (28%) is an unexplained variance due to other factors that were not in the core of the study, and that the value of the impact test ($F = 296.245$) at a significant level (0.000), which is less than the statistical significance (0.05), which indicates the significance of the impact test, and from the above results it is clear that the quality of employee relations has a fundamental effect on the competitive advantage, and that the influence relationship is a direct relationship, the higher the quality of the relationships Employees are affected and the competitive advantage increases. The regression equation in its general form is:

$$\text{Competitive Advantage} = 0.350 + 0.887 \text{ quality of employee relations}$$

Which results in not accepting the first sub-hypothesis which states that "there is no statistically significant correlation between the quality of employee relations and the competitive advantage" and the acceptance of the alternative hypothesis which states that "there is a statistically significant correlation between the quality of employee relations and the competitive advantage".

THE FOURTH CHAPTER

First: Conclusions

- 1- It was found that the organization meets the needs of its employees by providing training programs, whether online or online, and that these courses have varied according to the specializations that exist in the organization, which was efficient and effective for them.
- 2- It is clear that the training programs were properly directed to the workers and developed them in solving and realizing their problems and helping them to understand acceptable and unacceptable behavior and actions.
- 3- The organization has established rules and foundations that help it to achieve its activities in a better way through the expertise of the workers in performing their work and promoting them to reach a higher level of performance in the organization.
- 4- It was found that the organization invests in the learning mechanism by encouraging its employees to think about the direction and clarify the method in their performance that is reflected in the performance of the organization and giving them opportunities to respond to the opportunities available in the environment surrounding the organization to reach leadership.
- 5- It turned out that the dimension of recruitment and appointment quality came in the fourth order in terms of availability on the rest of the dimensions of the variable quality of human resources (quality of training and development, quality of compensation, quality of employee relations).

Second: Recommendations

- 1- There is a need for more attention and contracting with specialized experts and academics with the aim of designing a comprehensive compensation system for the development of workers through comprehensive and effective rewards, guidelines and programs of rewards provided to workers.
- 2- Paying more attention to the quality achieved by workers completing their work by setting up a committee in the company that follows up, monitors and raises the information of each worker and the extent to which he achieves quality in his work and links it to his entitlement to the compensation system for integration and motivation.
- 3- Exerting greater efforts in managing personnel affairs by following up the performance of their work and the policies established to know their interests and aspirations, such as providing an appropriate work environment and avoiding the phenomenon of fatigue from reducing working hours or applying rest periods during the day, reducing noise in the work environment, removing monotony in business, and raising the level of care Health and safety.

- 4- Allowing workers to present their ideas by providing a safe work environment, where the manager hears them, believes them, and accepts their opinions, even if they do not involve his opinion in order to benefit from them in the company.
- 5- Work harder to seize the new opportunities from the environment surrounding the company and the global environment as well, monitor the changes taking place in them, and discover the threats and risks that the company may face as a result of seizing these opportunities to increase the competitiveness of the company.

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