

Impact of Human Resources Management practices on Achieving competitive Advantage for Industrial companies (An Empirical study at Al Hassan Industrial Estate-Jordan)

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Abstract

The purpose of this study is to examine the impact of Human Resources Management practices on achieving competitive Advantage for industrial companies at al Hassan industrial Estate. The variables of this study consisted of independent Variable (Human resources management practices), and the dependent variable (achieving competitive advantage).

The study employed the statistical analytical descriptive approach based on the literature review and field work to discuss hypothesis.

The population of this study consisted of (40) industrial company located in Al Hassan industrial estate – Irbid – Jordan. The study adopted purposive sample which is included all directors of Human resources department in the Industrial companies that the sample included. The sample totaled (40) Human resources directors. The study used questionnaire as a tool to collect data and to measure study samples individuals attitudes towards the impact of Human resources practices on achieving competitive advantage and to clarify the importance of its practices for companies' success.

The findings indicated that there is positive correlation with statistical significant at significant level ($0.05 \geq \alpha$) among sample individual attitudes toward all dimensions of independent variable and dependent variable.

The findings also indicated that there is high impact and prediction capacity for each of the independent variable dimensions on dependent variable.

Major findings of this study indicated that there is a strong effect of selecting and placement on achieving competitive advantage. The other dimensions of human resources management practices as job analyses and design, recruitment, training and development and employees performance appraisal shows that there is no significant impact on achieving competitive advantage.

The study recommends that business organizations have to apply and pay more attention to all human resources management functions in parallel

Keywords: HRM, Job analysis and design, Recruitment selection and placement, Training and development, performance Appraisal, Competitive advantage.

1- Introduction

Human resources are one of the important sources that achieved competitive advantage, essential function to determine organization performance and it is a process which the organization manages its employees and helps them to grow and develop.

In the mean time the HRM considered as an asset and supportive function since it is a major input for organization's operations, Although HRM play an important role as a partner in organization's strategy.

Consequently, the HRM Functions which are deal with recruitment, developing and keeping the best people, HRM has the opportunity to move out of the back ground into the mainstream of organizational strategy and management. In other words, all worlds now are a knowledge work and intellectual capital is crucial for economic success. Nina polosk vokic Maja vidovic, (2007).

2- Literature review

In recent years, Human resources have been recognized as an important source of sustained competitive advantage. The human resources of the organization may be an extremely important source of sustained competitive advantage (Barney, 1991).

Whilst human resources as defined by Wright McMahan (1992), as the pool of employees under the firm is control in a direct employment relationship can provide the firm with a source of competitive advantage with respect to its competitors.

- Recent academic research has attempted to demonstrate the impact of firm performance and the relationship and the relationship between the practices and firm outcomes are discussed best in the strategic human resource management literature (Pfeffer, 1988 white, 1998).

In fact the role of HR is to acquire, develop, manage, motivate and gain the commitment of the employees. (Baruch, 1998).

2-1- Job analysis and design

Is the first step in the recruitment process to undertake a job and role analysis to identify the tasks that new recruits are expected to undertake (Marchington and Wilkinson, 2002) and to gather all data about each existing job, which activities are profound and what skills are needed (Foot and Hook, 2005).

The relevant information can be obtained from different source, such as employees with similar jobs division managers and all other relevant people involved in the position posted.

Job analysis is viewed as the backbone or cornerstone of recruitment and selection activities and the importance of job analysis has been highlighted in literature as a strategic HRM practices with potential contribution to organizational performance Cascio,(1998) .

2-2- Recruitment process

It is an important practice for human resource management and crucial in achieving organization effectiveness and success. (Djabatey, Edward Narety, 2012).

Recruitment consider as the key of organization works successful and the instrument which enable the organization to acquire it's competitive value. Through continuing supply required and desired quality and number of HR which the organization needed at the wright time and place with least possible cost.

The essential of recruitment process is researching and attracting candidates for organization to fill functional positions.

The recruiters should be aware of job analysis process, HR plan and determining targeted work place in the light of required and desired capabilities, skills, knowledge for vacant jobs. The recruitment efforts should be matched and combined with organization's vision, mission and strategy. (Jackson, Suzan, Schuler, Randall and Werner, Steve, 2009).

The organization may fail in selecting actual need of the weather it is in quality or number, when the recruitment pool is large.

Recruitment department performs the essential functions for drawing and important Human resource capital into the organization (Barber, 1998). According to Barber "Recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees.

Rynes (1990) suggested that the recruitment encompasses all organizational practices and decision that affect either the number, or types of individuals who are willing to apply for, or to accept, a given vacancy.

2-3- Selection and placement

It is contributing by vital and significant role in HRM system to achieve several goals (Jackson, Suzan,Schuler, 2009).

Randall and Werner stereotypes supply qualified employees and have been able to achieve high productivity and create Motivation to work, customer satisfaction and been to executive organization strategy.

The significant of selection strategy is to maximize economic utility for organization which indicates to selection process should integrate with other HRM practices to encourage candidates to except to work.

Selection process is the responsibility of general manger, HR manager, manger of other departments and employs their skills in the organization.

Applicants who pass the initial screening are moved forward to more costly and time – intensive selection procedures (Gate wood and Field, 2001, Baur et al, 2004). The tradition approach to selection has been used classic trio' selection of application form, references and interview for the most vacancies the advertisement attracts applicants, who return an application form and applicants with satisfaction references are short listed and invited for interviews .

2-4- Training and development

It is an awareness and planned efforts aim to assist, encourage and motivate employees to acquire knowledge, skills, capabilities, attitudes and new behavior to apply during the working in the present and in the future. Jackson and his colleagues(2011) in order to aid organization to achieve its goals, and work by full efficiency and effectiveness, in addition to achieve competitive advantage. Jackson and his colleagues(2005,2009).

The researcher adopts wide insight for training to include development, formalization and socialization orientation because it connects to each other and it is very difficult to separate or recognize.

Training and development strategy of HRM has vital importance for organization wither it is in the present and future.

It is considered as cornerstone to HRM and prosperity key to achieve organization goals.

The designing and carrying out the training programs and activities by high efficiency and effectiveness may contribute by different ways to active critical advantages. To active successful training and development for organization, Jackson and his colleague (2005), (2009). The programs must revise and renew to give employees

more flexibility and should connect with rewards and incentives, in addition to allocate special financial budget to support training process.

2-5- Performance appraisal

The purpose of performance appraisal to improve employees performance to contribute in achieving organization goals through observe and Measure their skills knowledge attitude and behavior during the working and compare there performance with what we expect and help developing / Noe and his colleagues (2011) as more Employee performance is high the more successful organization goals and strategy and achieving the sustainable competitive advantage (Avery, R.D and Murphy, k. R. (1998).

2-6- Competitive Advantage

Competitive Advantage is a concept which describes the degree of relative advantage possessed by an enterprise within it's sector or markets as compared with other organizations with which it directly or indirectly competes, or with which its use of people, finance, and resources must be compared Johnson .G.scholes.K.whittington.R (2008).

M. E porter (1985) comment that competitive advantage is at the heart of a firms performance in competitive advantage are everywhere in a firm (most) Every department, facility, branch office, and other organizational unit has a role that must be defined and understood. All employees regardless of their distance from the strategy formulation process must recognize their role in helping a firm achieve and sustain competitive advantage.

Competitive advantage may classify for two categories value and source which build on.

Competitive advantage is important element which gives an essential chance for the organization to achieve many indicators which used to indicate that the organization possess a competitive advantage as willing strength, low cost, market share trading reputation, customers satisfaction uniqueness, imitating difficulty, work flexibility. Technology, employment, productivity, profitability and quickness delivering goods to customers.

Competitive advantage is the unique status which the organization has develop through the effective usage for it's skills and resources comparing with it competitors. It is the purpose of the activity. The good performance is essentially connected with competitive advantage which way head to high performance, if the organization can control of effective factors during the carrying out of the strategy.

Sustainable competitive advantage mainly depend on available number of conditions as continuing gaining by customer on more big value when he selects organization products comparing with competitors who are working in the some industry. The difference in more big value is the direct result of gap among organization capabilities and competitors.

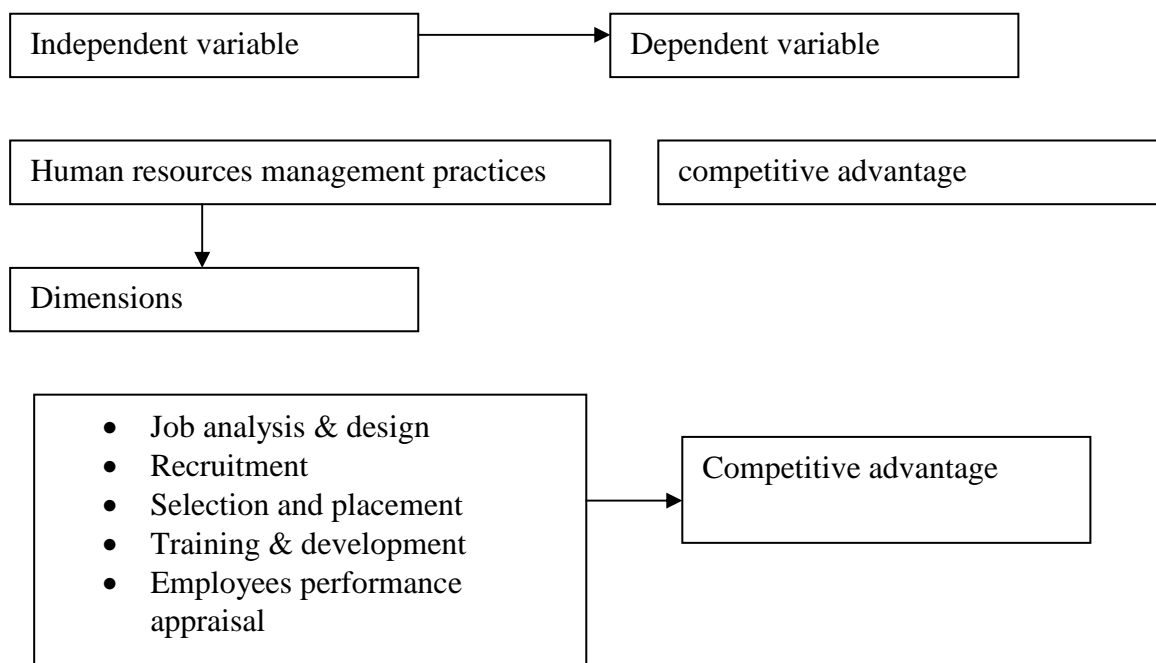
3- Methodology.

3-1- Population and sample

The population of the study consisted of(40) industrial company located in Al Hassan industrial Estate in Irbid City –Jordan. Researchers adopted the HRM manager of each respondent company as a sample of the study. The sample size was (40) HR managers.

3-2- Research Model and Hypotheses.

3-2-1- Study Model



3-2-2- Hypotheses

Ho: There is no impact of HRM practices on achieving competitive advantage for industrial companies.

H1: There is no impact of job analysis and design practices on achieving competitive advantage for industrial companies.

H2: There is no impact of recruitment practices on achieving competitive advantage for industrial companies

H3: There is no impact of selection and placement on achieving competitive advantage for industrial companies.

H4: There is no impact of training and development practices on achieving competitive advantage for industrial companies.

H5: There is no impact of Employees Performance appraisal on achieving competitive advantage for industrial companies.

3-3- Data Analysis

Descriptive statistics was used to analysis the primary data which collected from this study where the data analyzing carried out through SPSS, Mean and standard deviation, t...test, correlation and simple regression.

3-4- Research instrument

Study collected the data by using an administered questionnaire based of focused literature review researchers pre -tested the questionnaire with academicians and managers to ensure that respondents understood the items and the overall format were easily understood. Further researchers tested the questionnaire with representatives of Al Hassan industrial estate to increase the clarity of the questions and avoid interpretation errors.

4- Results analysis and discussion

After conducting the collected data using the SPSS statistical package researchers reached the following results regarding the study hypothesis.

The first hypothesis state that:

There is no significant effect with $(0.05 \geq \alpha)$ for Hr management on achieving competitive advantage for Jordanian industrial companies.

Based on this main hypothesis, we have another five sub hypothesis.

Hypothesis, 1: there is no significant effect with $(0.05 \geq \alpha)$ for the Job analysis on achieving competitive advantage for Jordanian industrial companies.

To verify this hypothesis we calculate the means and standard deviation to extrapolate of the study sample of the job analysis and job design and how they affect the competitive advantage achievement.

** Table no.(1)

| No | Variables | Mean | Standard deviation |
|----|-----------------------------------|------|--------------------|
| 1 | Job analysis and Job design | 4.28 | 0.69 |
| 2 | Competitive advantage achievement | 4.37 | 0.71 |

Results in table. No 1 indicates that the means of respondents answers about job analysis and Job design were (4.28) and its standard deviation was (0.69) and the mean of the answers on achieving competitive advantage was (4.37) with (0.71) standard deviation.

Also in the mean time Pearson correlation in between job analysis and job design, Table no 2.

Table no.(2) Pearson correlations between job analysis and job design with competitive advantage achievement for Jordanian industrial companies .

** Table no. (2)

| Variables | Statistically | Competitive advantage achievement |
|-----------------------------|-------------------------------|-----------------------------------|
| Job analysis and job design | Correlation coefficient value | 0.879 |
| | Significant | 0.000* |

- Significant $(0.05 \geq \alpha)$

Table no (2) indicates that there is positive correlation relationship with statistical significant level $(0.05 \geq \alpha)$ in between sample individuals attitudes toward job analysis and job design variable and competitive advantage achievement, for Jordanian industrial companies. Table no (3).

The calculation of totally pearson correlation coefficient in between two variables correlation coefficient square, adjusted correlation coefficient and standard error for evaluation of sample individuals attitudes toward job analysis and job design function and achieving competitive advantage for Jordanian industrial companies where the results as it illustrates in table no.(3).

** Table no. (3)

| Pearson correlation coefficient value | Correlation coefficient square | Adjusted correlation coefficient | Standard error for evaluation |
|---------------------------------------|--------------------------------|----------------------------------|-------------------------------|
| 0.879 | 0.772 | 0.767 | 0.342 |

- With statistical significant at statistically significant ($0.05 \geq \alpha$)

Table no. (3) Above indicates that there is positive correlation relationship with statistically significant level ($0.05 \geq \alpha$) in between attitudes of sample individual toward job analysis and design variable and achieving competitive advantage for Jordanian industrial companies.

Where the totally of correlation coefficient value reached (0.879) and correlation coefficient value reached (0.772) while the adjusted correlation coefficient value reached (0.767) and standard error value for evaluation reached (0.342).

Table no.(4): the results of regression analysis of the prediction capacity of job analysis and job design on achieving competitive advantage for Jordanian industrial companies.

** Table no.(4):

| Variables | B Value | Standard error | t- value | Significant level | Decision |
|-----------------------------|---------|----------------|----------|-------------------|-------------------------------|
| Constant | 0.527 | 0.326 | 1.614 | 0.114 | Rejecting the null hypothesis |
| Job analysis and job design | 0.899 | 0.75 | 11.938 | 0.000 | |

The results in table no.(4) reveal that there is an impact and a high prediction capacity of Job analysis and Job design on achieving competitive advantage for Jordanian industrial companies.

The second sub hypothesis, state that: there is no significant effect of recruitment process on an achieving competitive advantage for Jordanian industrial companies.

Researchers tested this hypothesis by calculating means and standard deviation of respondents answers on the questions related to recruitment and competitive advantage variables in Jordanian industrial companies, table no.(5) show the results of these calculations.

Table no. (5) Means and standard deviation of answers of the study sample on recruitment process and competitive advantage achievement variables.

**Table no.(5):

| 1 | Variables | Mean | Standard Deviation |
|---|-----------------------------------|------|--------------------|
| 2 | Recruitment process | 4.39 | 0.72 |
| 3 | Competitive advantage achievement | 4.37 | 0.71 |

Table no. (5) Shows that the mean of the answers of the study sample on recruitment process variables was (4.39) with a standard deviation of (0.72) and a mean of (4.37) with standard deviation of (0.71) for the variables of competitive advantage achievement.

Also Pearson correlation coefficient was used to calculate the correlation in between recruitment process and competitive advantage achievement variables in Jordanian industrial companies. The results came out as it is shown in Table (5). Table no.(6) pearson correlation coefficients in between Recruitment and competitive advantage achievement variables for Jordanian companies.

** Table no.(6)

| Variables | Statistical | Competitive advantage achievement |
|---------------------|-------------------------------|-----------------------------------|
| Recruitment process | Correlation coefficient value | 0.828 |
| | Statistical significance | 0.000 |

- Significant at ($0.05 \geq \alpha$)

The results in Table no.(6) reveal that there is a strong positive correlation relationship and significant at ($0.05 \geq \alpha$) in between recruitment process and competitive advantage achievement variables, for Jordanian industrial companies.

Also researchers have calculated the total Pearson correlation factor for the two variables recruitment and competitive advantage achievement, in addition researchers calculate correlation factor square, the modified

correlation factor, and the standard error of respondents answers on recruitment and competitive advantage achievement for Jordanian industrial companies, table no.(6) shows the details for that.

Table no. (7) total Pearson correlation coefficient and the square of correlation factor, coefficient of modified correlation and the standard error of sample answers of recruitment and competitive advantage achievement for Jordanian industrial companies.

** Table no. (7)

| Pearson correlation coefficient factor value | square of correlation coefficient | The modified correlation coefficient | Standard error |
|--|-----------------------------------|--------------------------------------|----------------|
| 0.828 | 0.685 | 0.678 | 0.404 |

Table no.(7) shows that there is a positive correlation relationship and statistically significant ($0.05 \geq \alpha$) in between recruitment process and competitive advantage achievement for Jordanian industrial companies in which a total correlation coefficient was, (0.828) while the value of modified correlation coefficient reach (0.678) with a standard error of (0.404).

Table no.(8) the results of regression for prediction capacity of the effect of recruitment process on competitive advantage achievement for Jordanian industrial companies.

** Table no.(8)

| Variables | B value | Standard error | T – value | Significant level | Decision |
|---------------------|---------|----------------|-----------|-------------------|-------------------------------|
| Constant | 0.779 | 0.381 | 2.048 | 0.047* | |
| Recruitment process | 0.819 | 0.086 | 0.569 | 0.000 | Rejecting the null hypothesis |

In the mean time and to find the effect of recruitment on advantage achievement for Jordanian industrial companies, the researchers applied a simple regression test, the results were as illustrated in table no.(8)

Table no.(8) results of simple regression for the effect of recruitment process on achieving competitive advantage for Jordanian industrial companies.

The third sub hypothesis states that: (with $0.05 \geq \alpha$)

There is no statistically significant effect of selection and placement on achieving competitive advantage for Jordanian industrial companies.

To verify this hypothesis the researchers calculate, means, standard deviations of respondents answers on selection and placement and competitive advantage achievement for Jordanian industrial companies, they are illustrated in the following table no.(8): means and standard deviations of respondents answers on selection and placement of human resources and competitive advantage achievement for Jordanian industrial companies.

Table no.(9) means and standard deviations of respondents answers on selection and placement of human resources and competitive advantage achievement for industrial Jordanians companies.

**Table no.(9)

| NO. | Variables | Means | Standard deviation |
|-----|-----------------------------------|-------|--------------------|
| 1 | Selection and placement of HR | 4.42 | 0.73 |
| 2 | Competitive advantage achievement | 4.37 | 0.71 |

As illustrated in table no.(9) the answers means on selection and placement variable is (4.42) with (0.73) standard deviation while the mean of the respondents answers on competitive advantage achievement was (4.37) with (0.71) standard deviation.

The calculation of pearson correlation coefficient in between sample individuals attitudes toward selection and placement and achieving competitive advantage variables for Jordanian industrial companies where the results was illustrated in table no.(10) below .

**Table no.(10)

| Variables | statistically | Achieving competitive advantage |
|---------------------------------|-------------------------------|---------------------------------|
| Selection and placement process | Correlation coefficient value | 0.914 |
| | Statistically significant | 0.000* |

- With statistically significant at significant level statistically ($0.05 \geq \alpha$)

Table no.(10) illustrates that there is positive correlation relationship with statistically significant at statistically significant level ($0.05 \geq \alpha$) in between sample individual attitudes toward selection and placement variable and achieving competitive advantage for Jordanian industrial companies .

Also we calculate pearson correlation coefficient to examine the relationship in between selection and placement variable and competitive advantage achievement for Jordanian industrial companies. The results are illustrated in table no. (11)

Table pearson correlation coefficient between selection and placement variable and competitive advantage achievement in Jordanian industrial companies.

**Table no.(11)

| Pearson correlation coefficient value | Correlation coefficient square | Modified correlation coefficient | Standard error of evaluation |
|---------------------------------------|--------------------------------|----------------------------------|------------------------------|
| 0.914 | 0.835 | 0.532 | 0.293 |

The results illustrated in table (11) reveal a positive statistically significant ($\alpha \leq 0.05$) correlation between selection and placement and competitive advantage achievement for Jordanian industrial companies.

To find the effect of selection and placement of human resources process on competitive advantage achievement for Jordanian industrial companies, simple regression analysis was used, the results of this analysis are illustrated in table (11).Table no.(12) Results of regression analysis for prediction capacity of selection and placement on achieving competitive advantage for Jordanian industrial companies.

**Table no.(12)

| variables | b-value | Standard error | T – value | Significant level | Decision |
|-------------------------|---------|----------------|-----------|-------------------|-------------------|
| Standard | 0.458 | 0.272 | 1.687 | 0.099 | Rejecting of null |
| Selection and placement | .892 | .061 | 14.603 | .000 | Hypothesis |

- Significant at ($\alpha \leq 0.05$)

The results shown in table (12) reveal that the selection and placement process of human resources has a high effect on achieving competitive advantage for Jordanian industrial companies.

The forth sub hypothesis states that: there is no effect with statistically significant of training & development process at significant level ($\alpha \leq 0.05$) on achieving competitive advantage for Jordanian industrial companies.

To verify this hypothesis the researchers calculate means, standard deviations of respondent’s attitudes toward training and development dimension and competitive advantage achievement variable for Jordanian industrial companies.

They are illustrated in the following table no. (13)

Table no.(13)clarifies Means and standard deviation of sample individuals attitudes toward training and development process and competitive advantage achievement variable for Jordanian industrial companies.

**Table no. (13)

| No | Variable | Mean | Standard deviation |
|----|---|------|--------------------|
| 1 | Trianing & development | 4.35 | 0.82 |
| 2 | Process competitive advantage achievement | 4.37 | 0.71 |

Table no.(13) indicates that the mean for sample individuals attitudes toward Training and development Dimension is reached (4.35) and standard deviation (0.82). the mean for sample individuals attitudes toward achieving competitive advantage (dependent variable) for Jordanian industrial companies is (4.37) and standard deviation is (0.71). Although Pearson correlation coefficient among sample individuals attitudes for Training and development dimension and achieving competitive advantage.

For Jordanian industrial companies as it illustrated in table no (14).

**Table no (14)

| Dimensions | Statistically | Competitive advantage achievement |
|--------------------------------|-------------------------------|-----------------------------------|
| Training & development process | Correlation coefficient value | 0.886 |
| | statistical significant | 0.000* |

- With statistical significant at statistical significant level($0.05 \geq \alpha$)

Table no. (14) indicates that there is positive correlation with statistical significant at significant level ($0.05 \geq \alpha$) sample individuals attitudes toward training & development dimension and competitive advantage for Jordanian industrial companies.

The calculus of total pearson correlation coefficient in between two variables were completed and correlation coefficient square, adjustable correlation coefficient, standard error for sample individuals attitudes toward training & development process and achieving competitive advantage variable as it is illustrated in table no(15).

**Table no. (15)

| Pearson correlation coefficient value | Correlation coefficient square | Adjusted correlation coefficient | Attitude standard error |
|---------------------------------------|--------------------------------|----------------------------------|-------------------------|
| 0.886 | 0.786 | 0.781 | 0.330 |

- With statistical significant at statistical significant level($0.05 \geq \alpha$)

Table no (15) illustrates the results of simple regression analysis for prediction capacity and the impact of sample individuals attitudes toward training and development practice on achieving competitive advantage for Jordanian industrial companies .

**Table no (16)

| Variables | B value | Standard error | T. value | Significant level | Decision |
|---------------------------------|---------|----------------|----------|-------------------|---------------------------|
| Constant | 1.032 | 0.274 | 3.771 | 0.001* | Rejecting null hypothesis |
| Training & development practice | 0.0768 | 0.062 | 12.404 | 0.000* | |

Table no.(16) illustrate that there is a high impact and prediction capacity on achieving competitive advantage for Jordanian industrial companies.

Fifth sub hypothesis: There is no impact with statistical significant for employees performance appraisal practice at significant level ($0.05 \geq \alpha$) on achieving competitive advantage for Jordanian industrial companies, to verify this sub hypothesis, the calculation of mean and standard deviation for sample individuals attitudes toward employees performance appraisal practice and achieving competitive advantage variable was completed.

The result is illustrated in table no (17).

** Table no. (17)

| NO. | VARIABLES | MEAN | STANDARD DEVIATION |
|-----|--|------|--------------------|
| 1 | Employees performance appraisal practice | 4.34 | .84 |
| 2 | Achieving competitive advantage | 4.37 | .71 |

Although calculation of pearson correlation coefficient is completed for the attitudes of sample individuals toward employees performance appraisal and achieving competitive advantage for Jordanian industrial companies were the results illustrated in table no (18).

** Table no.(18)

| Variables | Statically | Achieving competitive advantage |
|--|-------------------------------|---------------------------------|
| Employees performance appraisal practice | Correlation coefficient value | .856 |
| | Statistical significant | 0.000* |

Table no.(18) above indicates that there is positive correlation with statistical significant level sample individuals attitudes toward employees performance appraisal practice and achieving competitive advantage variable for Jordanian industrial companies.

Although the calculation of total Pearson correlation coefficient was completed between two variables, correlation coefficient square, adjusted correlation coefficient, and standard error for sample individuals attitudes toward employees performance appraisal practice and achieving competitive advantage for Jordanian industrial companies, the result was illustrated in Table no (19) below.

**Table no (19)

| Pearson correlation coefficient value | correlation coefficient square | Adjusted correlation coefficient | Standard error for evaluation |
|---------------------------------------|--------------------------------|----------------------------------|-------------------------------|
| 0.856 | 0.733 | 0.727 | 0.373 |

- With statistical significant at significant level ($0.05 \geq \alpha$)

To find out the impact of sample individuals attitudes of employees performance appraisal practice on achieving competitive advantage for Jordanian industrial companies.

The simple regression analysis is completed where the result is illustrated in Table no (20).

**Table no (20)

| Variable | B Value | Standard error | t. value | Significant level | Decision |
|--|---------|----------------|----------|-------------------|----------------|
| Constant | 1.232 | 0.297 | 4.144 | 0.001* | Rejecting null |
| Employees performance appraisal practice | 0.0723 | 0.0067 | 10.751 | 0.000* | Hypothesis |

- With statistical significant at significant level ($0.05 \geq \alpha$).

Table no (20) above indicates that there is high impact and prediction capacity for employees performance appraisal practice on achieving competitive advantage for Jordanian industrial companies.

To test main hypothesis. The calculation of means and standard deviations was completed for sample individual's attitudes toward all dimensions of independent dimensions and dependent variable where the result was illustrated in Table no (21)

**Table no (21)

| Rank | Number | Independent variable Dimensions | Mean | Standard deviation | |
|------|--------|---------------------------------|---------------------------------|--------------------|------|
| 1 | 3 | Selection placement | 4.42 | 0.73 | |
| 2 | 2 | recruitment | 4.39 | 0.72 | |
| 3 | 4 | Training & development | 4.35 | 0.82 | |
| 4 | 5 | Employees performance appraisal | 4.34 | 0.84 | |
| 5 | 1 | Job analysis & design | 4.28 | 0.69 | |
| | | dependent variable | Achieving competitive advantage | 4.37 | 0.71 |

Pearson correlation coefficient calculation was completed among sample individual's attitudes toward dependent and independent dimensions as it illustrated in table no. (22).

**Table no.(22)

| NO | Independent dimension | dependent variable (achieving competitive advantage) | |
|----|---------------------------------|---|-------------------------|
| | | Correlation coefficient | Statistical significant |
| 1 | Job analysis and design | 0.879 | *0.000 |
| 2 | recruitment | 0.828 | *0.000 |
| 3 | Selection and placement | 0.914 | *0.000 |
| 4 | Training & development | 0.886 | *0.000 |
| 5 | Employees performance appraisal | 0.856 | *0.000 |

- With statistical significant at significant level statistical ($0.065 \geq \alpha$)

Table no(19) illustrates that there is positive correlation with statistical significant at significant level ($0.05 = \alpha$) among sample individuals attitudes toward dependant and independent dimension for Jordanian industrial companies .

Total pearson correlation coefficient calculation was completed among variables correlation coefficient square, adjusted correlation coefficient, standard error for sample individuals attitudes toward job analysis and design and achieving competitive advantage variable Table No (23) illustrates the results.

** Table no.(23)

| Pearson correlation coefficient value | Correlation coefficient square | Adjusted correlation coefficient | Standard error |
|---------------------------------------|--------------------------------|----------------------------------|----------------|
| 0.931 | 0.866 | 0.848 | 0.280 |

- With statistical significant at significant level ($0.05 \geq \alpha$)

Table no (23) illustrates that there is positive correlation with statistical significant at significant level ($0.05 \geq \alpha$). A among sample individual attitudes toward independent and dependent variables in Jordanian industrial companies to determine the impact of sample individuals attitudes toward independent dimensions on dependent variable (achieving competitive advantage) for Jordanian industrial companies. Simple regression analysis was carried out where results was as it illustrated in Table no (24) .

Table no (24) the results of regression analysis for prediction capacity and impact of sample individual's attitudes toward independent dimensions on dependent variable in Jordanian industrial companies.

**Table no.(24)

| Variables | B value | Standard error | T value | Significant level | decision |
|---------------------------------|---------|----------------|---------|-------------------|----------------------------|
| Constant | 0.458 | 0272 | 1.687 | 0.099 | - |
| Selection and placement | 0.892 | 0.061 | 14.603 | 0.000 | null hypothesis rejected |
| Job analysis and design | 0.251 | 0.244 | 1.1613 | 0.114 | Nell hypothesis acceptance |
| Recruitment | -0.251 | 0.214 | - 1.400 | 0.169 | - |
| Training and development | 0.184 | 0.141 | 0.914 | 0.366 | - |
| Employees performance appraisal | 0.085 | 0.080 | 0.515 | 0.609 | - |

- With statistical significant at significant level ($0.05 \geq \alpha$)

Table no (24) illustrates that there is impact and high prediction capacity of selection and placement practices on achieving competitive advantage in Jordanian industrial companies while there is no impact on achieving competitive advantage collectively independent dimensions.

5- Conclusion:

The effect of independent variable dimensions on achieving competitive advantage for Jordanian industrial companies as a result of calculation means came by importance degree as following sequent, selection and placement, recruitment, training and development, employee's performance appraisal and Job analysis and design.

There is positive correlation relationship with statistical significant and significant level ($0.05 \geq \alpha$) in between study sample individuals attitudes toward

The correlation strength in between independent variable and dependent variable was as following sequent, Job analysis and design, Recruitment, selection and placement, Training& development, employees performance appraisal.

There is high effect and prediction capacity of dimensions of all independent variables on dependent variable (competitive advantage achievement) as separately.

The result of statistical analysis of simple regression indicates that there is no effect and prediction capacity for study sample individuals attitudes toward independent variable dimensions, on dependent variable (competitive advantage for Jordanian industrial companies collectively exceptional selection and placement process.

This study agree with pankaj Tiwari study (2012),specially the impact of HRM practices on achieving competitive advantage and also agree with Jelena venmic Darkovic study (2009), specially the impact of training and development practices on contributing of business goal.

Although this study agree with Fadiorn Richard Gbolahan study (2012), specially the impact of HRM practices on achieving most competitive advantage elements as customer satisfaction, innovation, productivity and reputation of industrial companies.

Noe and his colleagues study (2011) indicated that in his study " the more employee performance is high the more successful organization goals and strategy and achieving sustainable competitive advantage.

6- Recommendations:

- business organization have to pay more attention and apply all human resources management functions in parallel .
- Future researches have to deal with HRM Functions separately. To examine the impact of each one on achieving competitive advantage in different environments.

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