

The Effect of Training Human Resources to Achieve the Competitive Advantage in Jordanian Telecommunications Companies: Zain Case Study

By

Fawzieh Masa'd

Faculty of Business, Jadara University, Irbid, Jordan fawziehm@jadara.edu.jo

Ahmad Nader Aloqaily

Faculty of Business, Jadara University, Irbid, Jordan a.aloqaily@jadara.edu.jo

Abstract

The competition that organizations face has increased due to a number of changes that have occurred in their internal and external environments at local and global levels. However, this paper aims to identify training process and its effect on achieving competitive advantage at Zain Telecom Company in Jordan. To achieve the objectives of the study, the researcher designed a questionnaire to collect primary information from the study sample of (180) employees of Zain Company, located in Amman city. The Statistical Package for Social Sciences (SPSS) program was used to analyze data from collected questionnaires. The findings indicate that the most prominent of which were that the level of the dimensions of competitive advantage separately (cost reduction, quality improvement, increased flexibility, and increased innovation) was high, according to the point of view of employees working in Zain Jordan Telecom company, and the existence of a significant correlation between human resources training and competitive advantage in all its four dimensions. Based on the results of the study, the researcher recommended the need to increase flexibility, and respond quickly to customers' requests in Zain Telecom Company, and the need of the company to study, analyze and evaluate the results of training programs periodically to know the extent to which they meet the current and future needs of employees in the company and in accordance with the strategy followed by Zain Company.

Key words: Training, competitive advantage, Zain Telecom company, Jordan.

Introduction

The era of globalization that the world has witnessed and its economic and cultural openness constitutes a number of challenges to different organizations facing these international changes. As a result, rather than being limited to either a national or regional level, competition among such organizations become global. As a consequence, the organizations are seeking uniqueness in terms of providing goods and services to the customers in order to attract a large number of them. To that end, organizations focused on human resources, viewing them as one of the most important investments for dealing with competition.

It is worth mentioning that training human resources unfailingly garnered the attention of a large number of researchers. They opine that having professional workers who are able to accomplish their tasks and to commit to target benchmarks achieve a competitive advantage. All of which can be achieved by designing distinctive training programs that enable teamwork to gain such an advantage. In addition, the training of employees became the subject of

widespread attention and discussion among the various researchers where they agreed that the most inevitable way to achieve competitive advantage is through the possession of a skilled team capable of achieving performance and adherence to the target standards, which can be achieved by building distinct training programs, capable of forming a team that can achieve this advantage. Accordingly, competitive advantage might be considered as the foundation of organizational performance. It is further considered as a key factor that contributes to the success of the organization by furnishing it with financial, organizational, and human resources by taking the critical decisions that influence customers' behavior in ways that satisfy their needs (Al-Mutairi, 2020). As Ajaj & Al-Shibli (2015) agreed that creating a competitive advantage for the organization relies on skills, planned effort to facilitate knowledge acquisition, behavioral patterns, and training that is not only related to the employees' competence, i.e., having the skills, kinds of knowledge, and essential behaviors for improving the organization's performance, but also contributes to creating a competitive advantage for the organization. However, this paper seeks to articulate the impact of training human resources on achieving the competitive advantage that Zain Company for Telecommunications seeks to achieve always. Moreover, the competition that organizations face has increased due to a number of changes that have occurred in their internal and external environments at local and global levels, which affect the viability of these organizations and their ability to remain and compete in a rapidly evolving and open world. Such changes impose the organization's management to set plans and essential programs to make a difference in its various programs and operations and to exert a lot of effort to reach excellence, creativity, and the ability to compete with other organizations by reconsidering its plans and programs as well as restructuring its operations through the competent management and right investment of its human resources.

Based on the foregoing, human resources in any organization are highly important since they are considered the essential pillar for achieving its success, implementing its objectives, and enabling it to remain viable and competitive. Accordingly, the organization is concerned with preparing, training, and qualifying such human resources, whether vocationally or behaviorally, to obtain the particular skills and experiences that promote their creativity.

Theoretical Framework

Training Human Resources

Training human resources in the organization is considered a key strategy that should be adopted for the viability of the organization. Since the major objective of the training is manifested in the organizations' and employees' adaptations to the environmental changes and rapid developments, whether at the local or global levels, Nowadays, successful management of the training process is regarded as a cornerstone of proper management. Therefore, it is of utmost importance for training to be a continuous, planned, and essential activity for the organization to gain a competitive advantage (Masa'd, 2020).

Training can be defined as an organizational effort that aims at facilitating the acquisition of skills and information that are related to the workplace or changing either the attitudes or the behaviors of workers in order to improve their performance or face the environmental challenges and achieve the objectives of the organization (Uzundu, 2013). It can be considered boosting the confidence of the workers in the organization by improving their performance as McClelland (2002). As Neo et al. (2010) suggested that training is an organized and planned efforts that seek to change the behaviors of the trainees by equipping them with

skills, efforts, and new abilities that aim at improving their performance efficiency. According to Onyango and Wanyoike (2014), it is an interaction between the individual and educational experiences that seeks to build and improve the desired characteristics and abilities, namely, mental, performance, and orientation skills that enable the individual to accomplish defined tasks and duties according to particular work circumstances.

Training human resources is of great importance to any organization, regardless of its work nature, size, or field. Recently, organizations have given more attention to training owing to their confidence that effective training for human resources in the organization is one of the most main methods for increasing productivity, achieving the best sales, delivering high quality goods and services to customers, and making profits for the organization (Becker et al., 2006, Masa'd,2020).

According to Erekat et al. (2010), achieving the above-mentioned objectives entails preparing qualified, trained, and competent employees who are able to perform their tasks by adopting the best and most effective methods. Training is an investment in expense that achieves tangible revenue in order to meet the needs of the employees, organization, and society as a whole, (Masa'd& Al-Jawarneh, 2020) Training, furthermore, is considered a key approach that enhances the organization's ability to adapt to the environmental changes and achieve competitive advantage by developing human resources and preparing competent employees who are able to achieve all organization's objectives (Richard et al., 2009; Qasim et al., 2017).

Owing to the rapid technological development, the interest in training has increased in terms of inventing new methods for improving business performance, which saves time, costs, and effort (Aloqaily & Rawash, 2022). The advent of globalization and the openness to the outside world has increased organizational awareness concerning the importance of applying total quality principles and continuous improvement to all the organization's resources, including human resources, to cope with the rapid changes in both the internal and external environment due to the importance of training in achieving the desired organizational objectives and its pivotal role in facilitating the workflow, improving the workers' skills, and defining their duties (Hafeez and Akbar, 2015, Alnidawi, 2015). Al-Shawabkeh (2016) pointed out that training is considered one of the human resources' policies and is closely related and influenced by these policies

The workforce planning process, moreover, helps in identifying the skills shortage which can be resolved by employment or furnishing workers with essential skills (Masa'd, 2020). Furthermore, pinpointing the gaps between the actual performance and the accepted performance is one of the main goals of job performance evaluation that can be reduced by training (Alnidawy, 2015). Training is also connected with promotion policies for improving workers' abilities to develop their abilities and skills to enable them to get promoted and to occupy high-level job positions (Becker et al., 2006). However, it should be mentioned that the training process is divided into four phases, namely, identifying the planning needs, planning the training program, implementing the training program, and evaluating the effectiveness of the training program (Erekat et al., 2010; Aloqaily, 2022).

Competitive Advantage

Over the past two decades, the competitive advantage concept has attracted increasing interest from researchers, managers, and economists in the field. There were diverging views among management and economic researchers regarding the importance and content of this concept. Berdine et al. (2008) revealed that a company's ability to obtain an advanced competitive position in the market constitutes a competitive advantage. According to Barone

& DeCarlo (2003), it is creating and finding unique characteristics of competing products that concern the organization's customers .

Kolter (1997), moreover, defined it as the organization's ability to achieve the value for the customers according to the organization's financial abilities, in which the client has the ability and the readiness to pay to receive the obtained value for the purchased commodity. As for Wang et al (2011), the competitive advantage is the organization's ability to achieve the customer's needs or the value that s/he seeks to obtain from the service or product. Competitive advantage is considered a strategic element that enables the organization to succeed. Not to mention that it reflects a distinct competitive situation for the organization in comparison to its competitors by providing high-quality products at lower prices; thus, it provides great and unique value to customers (Oseremen, 2019). In addition, the organization should have distinctive resources that are manifested in applying information and communication technology, followed by strategic competencies; both of these are considered the most important resources in the light of the knowledge economy. Several studies (Czpiel, 1992; Ajaj and Shibli, 2015) opine that achieving superiority and excellence of the organization as opposed to its rivals are considered the most distinctive characteristics of competitive advantage.

Competitive advantage is of paramount importance to the organizations that seek to achieve it in the light of highly competitive challenges (Lynch, 2000). It is further considered as a means for facing the market and rivals' challenges, which enables it to be more responsive to customers and to obtain more market shares from its rivals, which means increasing the volume of its sales and profits (Lynch & Ariely, 2000, 2013; Progress et al., 1992; Czepil 2013, Baidoum, 2003). Moreover, having a competitive advantage leads to achieving great profits that rely heavily on three factors that are manifested in the company's products' value that are of interest to consumers, the imposed price of the company on its products, and value costs (Lynch & Ariely, 2000; Barney & Hesterly 201). Thus, the importance of competitive advantage is manifested in increasing the customer value, meeting their needs, guaranteeing their loyalty, and improving the image of the organization in their minds (Wang et al., 2011; Navarro-Garcia et al., 2018).

Several studies (Hazier and Render 2011; Evans and Collier, 2007; Stevenson, 2007; Davis et al., 2003; Jones, 2001; Slack et al., 2005; Krajewsky and Ritzman, 2010) propound that cost, quality, flexibility, and delivery are considered to be the basic and most common dimensions of an organization's competitive advantage. As Hill and Jones (2001) suggest, efficiency, quality, innovation, and responsiveness are regarded as the four basic building blocks for competitive advantage. According to Lynch and Baince (2004), it is innovation, core competences, organizational reputation, knowledge, and organizational standardization. Thomson & Strickland (1999), however, mentioned that the dimensions of competitive advantage are cost, distinction, innovation, improvement, and alliances. Besides, business organizations that seek to maintain continuous preeminence over their rivals must adopt competitive dimensions that are commensurate with their abilities, potentials, and market environment. This study adopts four dimensions that received considerable attention from scholars, including quality, flexibility, cost, and innovation.

The requirements for high quality accompany all stages of production because they impact directly and completely on both the performance and reputation of the organization (Render & Hazier, 2001). The quality concept is defined from the products and customer's

perspectives. According to the product, quality is measured in terms of product specifications that had previously been put in place (Al-Harere, 2016). As for the customer, quality is more comprehensive, i.e., the customers are concerned with the quality from two aspects: the first one is the continuity, safety, and accessibility of the product, whereas the second one is the customers' interest in the quality in terms of the accuracy, responsiveness, and continuity to support the product, which is so-called after-sales services (Zolghadar, 2007; Hindrikes et al., 2006). Applying quality in the organization depends on gathering and analyzing information to identify the customers' needs, along with creativity for determining the specifications that the customers require from the product (Ritzman & Krajewski, 2005). According to Evans (2007) it entails satisfying the customers by providing them with the products with the specifications they deem appropriate and delivering them at the appropriate time, place, and price. Besides, quality is related to customer satisfaction and it is considered an essential aspect for gaining competitive advantage. The organization will never succeed by providing products with the expected quality standards to meet customers' needs and expectations to survive and compete in the market (Noe et al., 2010; Armstrong, 2009).

With regard to flexibility, it means the organization's ability to respond and adapt to changes in the customers' needs and provide them with a reasonable and affordable price in less time and with less effort (Slack et al., 2004). According to Krajewsky et al. (2005), flexibility is the organization's processes that enable it to efficiently and effectively respond to customers' needs. Hill and Jones (2001) point out that the company's ability to respond to the customers' needs is considered one of its characteristics. Therefore, the company that responds positively to the customers' needs as opposed to its rivals' gains a competitive advantage. In this respect, Chase et al. (2001) suggest that flexibility is closely connected with strategic perspective, i.e., the ability to provide a wide range of products for customers in general and the ability to provide new products and services for them in a timely manner in particular.

A competitive advantage is achieved when the company sells the same products that are bought by the customers, but at a lower price. The more the company reduces the cost of its products, the more customers it gains without sacrificing quality, resulting in increased profits. Moreover, the company seeks to achieve the lowest level for its production costs of commodities through the efficiency of using the production capacity, the continuous development of its products' quality, innovation in designing products, and using technologies in the processes (Slack et al., 2010). Reducing the cost, if properly implemented, is considered an important competitive tool that achieves a competitive advantage for the organization, which enables it to confront its rivals in the market, particularly the organization's customers, who are highly sensitive towards the price of the purchased goods (Porter, 2004).

In respect of the competitive advantage, it is defined as the ability to produce a new product during a specific period of time as a result of the individual's interaction with his/her acquired experience, which occurs when the individual thinks about producing a unique product by using new innovative methods that differ from traditional methods. To put it differently, it achieves individuals' and the company's satisfaction (Robbins, 2004). Arguably, innovation represents one of the most important foundations for competitive advantage; it has received considerable attention from intellectuals and researchers in the twenty-first century, which has experienced major developments in terms of human resources, technology, telecommunication systems, and the information revolution in the long run ref. Moreover, it should be noted that both the innovation in designing the products and the use of modern

techniques contribute to achieving a competitive advantage for the organization (Evans & Collier, 2007¹), which means that competitive advantage does not occur unless there is an intellectual creativity that is commensurate with the organization's provided potential that differentiates it from other organizations.

Based on above discussion, the following are the hypotheses were developed.

The main study hypothesis (H1) “There are no statistically significant effect of training human resources in achieving the competitive advantage in Jordanian Telecommunications Companies”.

- (H1-1) there is a statistically significant effect for training human resources on cost advantage.
- (H1-2) there is a statistically significant effect for training human resources on quality advantage.
- (H1-3) there is a statistically significant effect for training human resources on flexibility advantage.
- (H1-4) there is a statistically significant effect for training human resources on innovation advantage.

Methodology

A descriptive analytical approach was used to determine the impact of human resource training on achieving a competitive advantage in Jordan's Zain Telecommunication Company (ZTC). In addition, a questionnaire was used to collect the data. The population of the study encompasses all employees in Zain Company for Telecommunication in Jordan, which accounts for 1200 individuals, whereas the sample of the study was chosen randomly in which all the essential information and data were taken by the electronic link by distributing a questionnaire to the sample that consists of 350 employees. There were 300 questionnaires valid for statistical analysis, which means the response rate of this study is 86%. The study sample was calculated according to Morgan Table (Morgan, 1970). In the following subsection, the distribution of the sample according to the personal variables, such as gender, scientific qualification, job title, and years of experience, is illustrated in Table No. 1 below:

Table no. (1) Demographic characteristics of respondents (n=300)

Gender	Frequencies	Percentage
Male	110	36.67
Female	190	63.33
Total	300	%100.0
Academic Qualification		
Diploma or below	50	16.67
University	220	73.33
Master	28	9.33
Ph.D.	2	0.66
Total	300	%100.0
Age Group		
Head of Department	37	12.33
Manager	20	6.67
Employee	243	81.11
Total	300	%100.0

Years of Experience		
Less than 5 years	180	60.1
From 5 to 10 years	76	25.33
From 10 to 15 years	20	6.67
15 years and above	24	8.00
Total	300	% 100.0

Reliability of the Instrument

The questionnaire was used to determine the impact of training on achieving a competitive advantage in Zain Company for Telecommunications in Jordan in order to achieve the study's objectives and answer the questionnaire's items. For checking the internal consistency of the instrument, their fields, and measures, the reliability coefficient was found by calculating instrument reliability (Cronbach's Alpha) for the whole measures and fields of the study measure as indicated in Table No. 2.

Table No. (2) Cronbach's alpha factors for fields of study

No.	Field	No. of items	consistency coefficient
	Training variable :	10	0.89
1.	Cost	5	0.89
2.	Quality	5	0.78
3.	Flexibility	5	0.83
4.	Creativity	5	0.90
	Competitive advantage variable as a whole	20	0.88

Table No. 2 shows the findings of computing Cronbach's Alpha for finding out the reliability coefficients for the fields and variables of the instrument that ranged between (0.90-0.78) for the competitive advantage fields, while the competitive advantage variable amounted to (0.88) as a whole, the training variable accounted for (0.89). all of which are considered high and reasonable consistency coefficients for achieving the objective of the present study. They, moreover, reveal good data consistency, which, in turn, indicates the validity of the collected data from the participants.

Findings

The researcher will present the findings of the study that are aimed at determining the impact of training human resources on achieving a competitive advantage in Jordan's Zain Company for Telecommunication. They were presented according to the hypotheses of the study.

Hypotheses Testing

To examine the first main hypothesis (H1), Simple Linear Regression was applied to identify the impact of training on achieving a competitive advantage in Zain Company for Telecommunication in Jordan.

Table No. 3 The findings of Simple Linear Regression for identifying the impact of training on achieving the competitive advantage in Zain Company for Telecommunication in Jordan

Independent Variable	T-Value	“t” Statistical Significance	Beta Value	R value	R ² value	F value	Sig
Training	15.511	.000	.758	.758	.758	240.579	.000

Dependent variable: the competitive advantage as a whole.

Table (3) above shows the findings of applying Simple Linear Regression. Closer inspection of the data reveals that there is a statistically significant impact for the independent variable (training) on the dependent variable (competitive advantage) in Zain Company for Telecommunication in Jordan, where the F value amounted to (240.479) with a statistical significance of (0.000). Such a value shows the inconsistency in the impact of the independent variable (training) on the dependent variable (competitive advantage) with its four dimensions.

Also, the (R) value that represents the correlation coefficient between the independent variable (training) and the dependent variable (competitive advantage) was accounted for 0.758, which suggests a reasonable level of correlation between the dependent and independent variables. Besides, the R² value, which indicates that the training (independent variable) construes (57.5%) of the change in the level of competitive advantage (dependent variable) for Zain Company for Telecommunication, so, the main study hypothesis (H1) is accepted.

Testing the sub-hypotheses

Simple Linear Regression was used for testing the above-mentioned sub-hypotheses in order to reveal the relationship between training human resources and the dimensions of competitive advantage, as shown in Table No. (4) below:

Table No. (4) Simple Linear Regression for testing the relationship between the independent variable (training) and the four competitive advantage dimensions (quality, flexibility, cost, and creativity)

The sub-hypothesis	Dependent Variable	t Value	“t” Statistical Significance	Beta value	R Value	R ² Value	F Value	Sig
H1-1	Cost	10.907	.000	.633	.633	.401	118.957	.000
H1-2	Quality	11.546	.000	.654	.654	.428	133.318	.000
H1-3	Flexibility	13.004	.000	.698	.698	.487	169.115	.000
H1-4	Creativity	11.465	.000	.652	.652	.425	131.451	.000

Training is the independent variable

As indicated in Table No. (3) above, there is a statistical significance between the independent variable (training) and the dependent variable (the competitive advantage with its four dimensions, namely, quality, flexibility, cost, and creativity) in which the Sig. p-value for all the variables is accounted for at 0.05, which amounts to (00.00). Hence, the four sub-hypotheses are accepted.

Discussion

The findings of the study show that the management of Zain Company for Telecommunication is concerned with training its human resources to equip them with different and new skills and information in order to improve their skills and abilities to positively change

their behaviors and attitudes, thus improving their performance to ensure effective and efficient service delivery, which contributes to gaining competitive advantage for the company. Moreover, the study confirms that such a company is constantly concerned with improving its service quality through training programs that enable both the employees to provide high quality services that are commensurate with customers' expectations, and the company to face its rivals. Additionally, the study points out that the management of Zain seeks to improve the creativity and innovativeness in providing services to its customers, by enhancing creative abilities of its human resources through providing training programs for its employees and taking into account the circumstances and environmental changes that achieve the desired objective of the training process and give it a competitive advantage in a manner that enables it to constantly provide the best for its customers.

The study indicates the impact of training human resources on the competitive advantage dimensions, namely, cost, creativity, flexibility, and quality in Zain Company for Telecommunications in Jordan. The findings of this study are in strong agreement with Al-Shawabkeh's (2016) study, which concluded that all human resources management practices influence the competitive advantage of the Jordanian telecommunication companies. Additionally, the study is in line with Abdul Karim & Hamid (2017); Al-Mutairi, (2020) studies in terms of revealing that training programs for human resources have a positive impact on gaining a competitive advantage in the investigated companies.

Conclusion

In light of the findings of the study, the researcher recommends that the company should study, analyze, and evaluate the training programs that are offered periodically. It should identify the extent of meeting the current and future needs of its employees in the company. Moreover, the company should exert all efforts to reduce the direct costs that influence the production process. Companies should train their employees regularly to become able to adapt to and deal with strategic changes by opening private centers for companies or by cooperating with universities, colleges, and training centers that have modern and advanced training programs that guarantee the development of creative skills for human resources, which, in turn, will reduce the costs, improve the quality of services, and increase the creativity of products and services that are provided to customers by the company. The study further recommends the necessity of providing the essential physical and financial resources for training the employees of telecommunication companies and the necessity of considering training within the strategic priorities of the companies that seeks to achieve the required competitive advantage. The findings provided herein need further investigation concerning the topic under investigation, but in other industrial sectors, rather than telecommunication sector.

The significance of this study stems from the variables that it seeks to achieve, in which the topic of training human resources and competitive advantage is a matter of concern for researchers and specialists. The reason behind that is attributed to the positive and effective impact of training on the distinctive performance of different types of organizations. This study further contributes by providing a theoretical framework concerning both subjects that might benefit the researchers in this field. Furthermore, the findings of this study may be useful for all Jordanian telecommunication companies and their stakeholders in determining their future orientations. Not to mention that such a study is beneficial for acknowledging the impact of training human resources on gaining a competitive advantage for Zain Company for Telecommunications in Jordan in order to achieve the best competitive

performance for this company. Hence, the problem of this study lies in attempting to bridge this gap.

References

- Abdul Karim, A., & Hamid, A. (2017). The Impact of Human Resources Training in Achieving Competitive Advantage A field study in a Sample of Premium-Class Hotels, Journal of Baghdad College of Economic Sciences University, (35), 87-116.
- Ajaj, M., & Al-Shibli, H. (2015). Creative Orientation and its Impact on Achieving Competitive Advantage, a Field Study in the Jordan Telecom Group. International Scientific Conference on Business Organizations - Opportunities, Challenges, and Aspirations. Amman, Jordan, Al-Balqa Applied University, 1-24.
- Al-Mutairi, A. (2020). The Impact of Training Programs for Human Resources in Achieving Competitive Advantage in the Health Sector (a Field study on Al Rafia General Hospital), the Arab Journal for Scientific Publishing, (15), 2, 19-38.
- Alnidawy, A. (2015). The Effect of Identifying Training Needs on the Effectiveness of the Training Process and Improving the Individual and Organizational Performance: Applied Study in the Jordanian Health Sector. International Journal of Business Administration 6(4): 48-56.
- Aloqaily, A. N. (2022). The Effect of Emotional Intelligence on the Decision-Making Quality by Financial Institution Employees in Jordan. Journal of Positive School Psychology, 511-521.
- Aloqaily, A. N., & Rawash, H. N. (2022). The Application Reality Of Artificial Intelligence And Its Impact On The Administrative Human Resources Processes. Journal of Positive School Psychology, 3520-3529.
- Al-Shawabkeh, Z. (2016) entitled: "The Impact of Applying Human Resources Strategy in Achieving Competitive Advantage in the Jordanian Telecom Sector, An Applied Study", Administrative Sciences Studies, (43), 1, 431-451.
- Armstrong, M. (2009). Strategic Human Resource Management: A Guide to Action (4th Ed). Kogan page, Great Britain, Cambridge University press.
- Barone, M.J. , DeCarlo T.E. (2003). "Emerging Forms of Competitive Advantage: Implications for Agricultural Producers." Midwest Agribusiness Trade Research and Information Center Research Paper 03-MRP 5
- Becker, W., Bose, A., & Freeman, V. (2006). An executive take on the top business trends: A McKinsey Global Survey.
- Berdine, Matt; Parrish, Erin; Cassill, Nancy & Oxenham, William, (2008). "Measuring the Competitive Advantage of the U.S. Textile and Apparel Industry", Journal of Industry Business, Vol.(2), No.(1), 1-25.
- Czepil, J., " Competitive Marketing Strategy "(1992), Perntic-Hall, New Jersey.
- Erekat, A, Jaradat, N., & Al-Otaibi, M. (2010). The Role of Applying Recruitment and Appointment Criteria in Achieving Competitive Advantage, a Case Study - The Housing Bank for Jordan Trade and Finance, Zarqa Journal and Humanitarian Studies, (10), 2, 48-63.
- Evans and Collier, operation management an integrated goods and services, Approach, Thomson south, western, U.S.A., International, student edition, 2007.
- Hafeez U., Akbar, W. (2015). "Impact of Training on Employees Performance" (Evidence from

- Pharmaceutical Companies in Karachi, Pakistan). *Business Management and Strategy*. 6 (1). 49-64
- Hill, Charles W. L. and Jones, Gareth R., "Strategic management: theory and integrated approach", 5th ed., Houghton Mifflin Co., 2001
- Kerdpitak , C. , Jermstiparsert K.(2020). The Impact of Human Resource Management Practices on Competitive Advantage: Mediating Role of Employee Engagement in Thailand. *Systematic Reviews in Pharmacy*, 11(1): 443-452
- Kotler, Philip.(1997). *Marketing Management analysis planning implement and control*. New Delhi, Prentice-Hall.
- Krajewski, L. J.; Ritzman, L.P. & Malhotra, M. K.(2010). "Operations Management: Process & Supply Chains", 9th ed, Pearson, New York.
- Krejcie, R & Morgan, D. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
- LYNCH, Richard, (2000). "Corporate strategy" 2nd ed., prentice hall Inc.
- Lynch, R. & Baines, P.(2004), strategy Development in UK Higher Education Towards resource-based competitive advantage, *Journal of Higher Education Policy and Management*, 26.
- Masa'd, F. (2020). "The Effect of Human Resources Management Practices on Organizational Intelligence In Jordanian Commercial Banks ". *Palarch's Journal Of Archaralogy Of Egypt/Egyptogy* 17(6), 1395-1410 .
- Masad, F., Aljawarneh, N., (2020). "Administrative Creativity and Job Performance: An Empirical Study at Jadara University ". *International Journal of Psychosocial Rehabilitation*, 24, 8, 9574-9584.
- Masa'd, F. (2020). "The Effect of Knowledge Sharing on Job Performance in Jordanian Public Universities". *Palarch's Journal Of Archaralogy Of Egypt/Egyptogy* 17(3), 132-148 .
- Noe, R. , and Hollenback, J. , and Gerhart, B. , and Wright, P. (2010). *Human resource Management Gaining A Competitive Advantage* (7th Ed). McGraw-Hill, Irwin, US
- Onyango & Wanyoike, Markm. (2014).*Fundamentals of Operations Management*. Ed(4).McGRAW- Hill ,Irwin.
- Oseremen, E., (2019). "Green marketing and competitive advantage in the manufacturing industry in Nigeria", *International Journal of Business Forecasting and Marketing Intelligence*, Vol 5, No 2 , p 173-187.
- Porter, M. E. (2004). *Competitive advantage : creating and sustaining superior performance*. New York; London, Free Press.
- Qasim, Y. R., Ibrahim, N., Sopian, S. B. M., & Al-Zaqeba, M. A. (2017). Measurement the Performance Levels of Islamic Banks in Jordan. *Journal of Public Administration and Governance*, 7(3), 75.
- Richard P. J., Devinney T. M., Yip G.S., & Johnson G. (2009). Measuring organizational performance: Towards methodological best practice. *Journal of Management*, 35 (3), 718-804 .
- Robbins, Stephen, P., (2004). "Organization behavior" John wiley and Sons,New York.
- Slack, N., and Chambers, S., and Harland, Ch., & Harrston, A., and Johnston, R. (2004) *Operations Management*. (4th Ed), Prentice Hall: New York.
- Slack, Nigel, Chambers, Stuart & Johnston, Robert ,(2010). "Operationmanagement" 6ed Prentice Hall, New Jersey.
- Uzondu, Chinebuli (2013). Evaluation of Human Resource Management Practices on the

Productivity and Performance of Transport Organization in Nigeria. IOSR Journal of Business and Management (IOSR-JBM).12 (1),59-70
Wang, Wen Cheng, Lin, Chien Hung & Chu, Ying Chien. (2011). "Types of Competitive Advantage and Analysis", International Journal of Business and Management, Vol.(6), No.(5), pp.100-104.