

## **The Effect Of Human Resource Management Strategies In Achieving Competitive Advantage: Analytical Study Of The Opinions Of A Number Of Employees Working In The Thi-Qar Communications Directorate**

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### **Abstract**

The current paper aims to learn about the effect of human resources management strategies in achieving the competitive advantage of a number of staff working in the Directorate of Thi-Qar province. To achieve the search objectives, a form designed for paper, distributed (40) questioned the sample personnel. Inscription, where the number of residents of statistical analysis (30) (75)% (75)% and the arithmetical set (SPSS V.25) and AMOS V.25 were working for the purpose of analyzing data and a number of statistical means:

\_ Alpha Cronbach coefficient \_

\_Global analysis \_

\_ Factor difference

\_Simple linear link \_

\_Simple linear regression \_

\_Arithmetic mean \_

\_standard deviation

The paper has reached a number of conclusions, most notably the need for the Directorate of Thi-Qar, the implementation and adoption of human resources management strategies, which ensures the effective human element to achieve its current and future objectives, and the paper recommended a number of recommendations to the Organization more

attention On the average, long perspective and appropriate service for expectations and requirements of beneficiaries.

**Key words:-** Human Resource Management Strategies , Competitive Advantage , Innovation

### **Introduction**

Human resource management is unique of the greatest significant supports on which the organization of organizations is based at the present time. The rapid developments in the work environment have helped in the emergence of effective strategies for human reserve organization in line with the general strategy of the organization in order to coordinate and integrate business and take note of all changes at the level of the internal and external environment of the organization. Human resources through managing successful strategies that harmonize between competitive challenges and create results that help the organization to survive in the labor market through competitive advantage, achieving excellence in performance, diversifying fields of work, and reaching a high level of quality in providing goods and services to achieve customer satisfaction and a larger market share. The organization has a better competitive position among competitors.

### **First: the paper problem**

Thi-Qar Communications Directorate is concerned with granting licenses to local networks within the governorate. In light of the growths that have occupied home, the development in the communication sector has witnessed a remarkable form in line with global changes to become one of the basics of infrastructure in contemporary organizations to deliver the service in the shortest time and at the lowest costs. Hence, the paper problem begins in observing what the governorate suffers from over the past years from the weakness of the Internet, due to the lack of expansion of the optical network, which increases the efficiency of the service provided to citizens. activities in the directorate.

### **Second: The importance of paper**

1. Discussing the intellectual aspects in the literature related to the paper variables (human resource management strategies and competitive advantage)
2. Searching for solutions that contribute to the development of human resources management strategies to enhance the competitive advantage in the Directorate of Communications in Thi-Qar Governorate
3. Knowing the nature of the work of the Directorate of Communications in the province of Thi-Qar and highlighting the quality of the services it provides on the Internet to citizens in the province.

**Third: Paper objectives**

1. Measuring the level of the paper variables (human reserve organization strategies and modes tbenefit) in the paper organization
2. Knowing the correlation between the strategies of human resource management and its combined dimensions in the competitive advantage and its combined dimensions in the surveyed organizations.
3. Suggesting a number of recommendations to the Directorate of Communications in Thi-Qar Governorate, founded on the consequences of the current paper, in the light of which a number of conclusions are presented.

**Fourth: Paper Methodology**

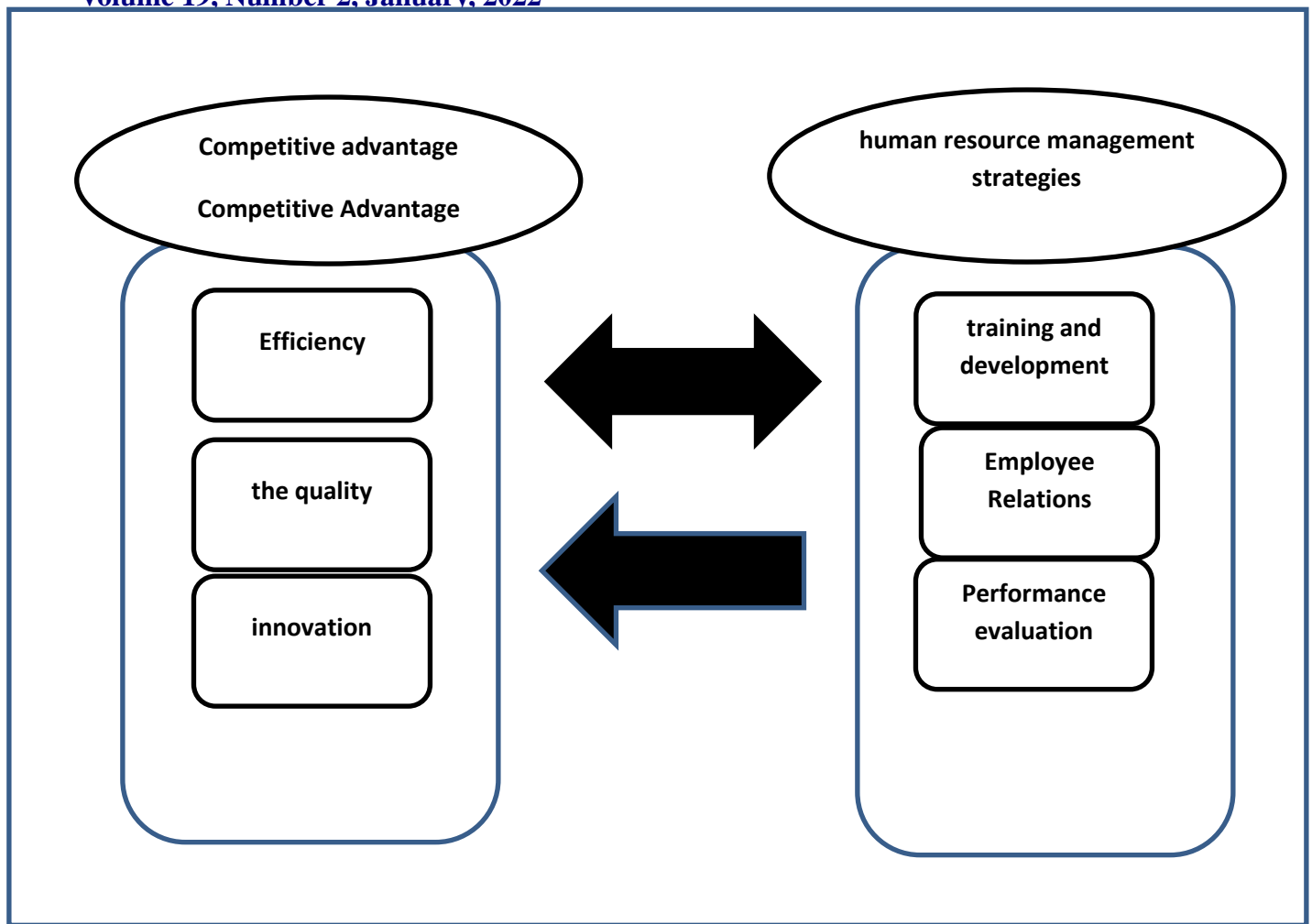
To spread the best results, the analytical evocative method was relied upon to give a comprehensive view and interpretation of the relationships between the variables and to analyze the results to reach the most important indicators that serve the purpose of the paper.

**Fifth: The method of data collection: It was relied on two axes:**

- 1- The theoretical aspect: A number of paper, theses and theses related to the variables and dimensions of the current paper were used.
- 2- The practical aspect :- The data necessary for the paper was obtained by preparing a questionnaire form that was designed in accordance with the

The axes of the current paper, which included two axes, the first axis dealt with (12) paragraphs on human resources management strategies distributed in the form of (4) paragraphs for each of (training and development, employee relations, performance evaluation), (FLORA et al., 2013: 36 and dealt with the axis The second on competitive advantage (12) paragraphs distributed in the form of (4) paragraphs for each of (efficiency, quality, innovation) (Hosseini et al., 2018: 7).

**Sixth: The hypothetical paper model**



**Figure (1) Hypothesis Research Model**

**Seventh: The paper hypothesis**

- There is a statistically important association amid human resource management strategies and competitive advantage
- There is a important result amid human resource organization strategies on competitive advantage

**The second topic: Theoretical framing of the paper**

**First:-** Strategies for managing human resources

**A- Training and development**

Today, the main key in building competitive advantage is building human competencies, and it is noted how human resource management strategies helped to discover the essence of competencies by developing employees' skills and competencies. Product and service

quality and cost control, making employees a dependable basis of modest benefit (FLORA et al., 2013: 33). While training is related to planning for business learning related to knowledge and skills in employee behavior, development in turn is related to how to find the best way to acquire skills that enable them to improve Their abilities to meet current and future challenges through the company's comprehensive training program in terms of interpersonal relationships, understanding the local culture and understanding consumer values and behavior, and transferring the company's culture through strategies and selection of technologies that help adapt to new environments (Mulang, 2017: 4)

### **B- Employee relations**

The human resource management systems in any organization cannot be static in light of the continuous dynamic change and the strategic integration as an imperative necessity helps in creating organization amid the various activities in the group and between the human resource management strategy and the organizational strategy. Companies nowadays believe that it is necessary to establish an internal system Coherent in terms of human resource management practices rather than resource plans that are practiced in a framework of isolation to found the harmonious association amid human reserve management goals and organizational goals (Gilani et al, 2012: 225 Gilani), and the two-way communication between management and employees plays an significant part in achieving satisfaction And the welfare of employees, as the consolidation of relations has helped to overcome many internal and external crises of the organizations. The interdependence between employees also contributes to reducing turnover rates, as managers succeed in making their employees happy by providing a pleasant and productive place, and this was confirmed by ((Harris & Nelson, 2008) that communication is one of the The most important and dominant activities in organizations, where the work of organizations and their survival depends on effective relationships between individuals and groups in the course of time In the same context, Berri (Jones et al., 2004) states that the development and enactment of organizational capabilities takes place through intensive social and communicative processes (Tewari & Kumar, 2019: 328).

### **C- Performance Appraisal**

Performance appraisal plays an significant role in the human reserve organization system since it brands the worker additional dedicated. Recompense is a vital share of this system, which confirms that recruitment and selection must be made on rational grounds because human capitals are the assets devoted to the group in gaining competitive advantage 2019: 181) et al.,) The performance appraisal includes a variety of processes

that are concerned with developing the performance of individuals in the field of work. The important matters included in the performance appraisal are:

1. The presentation assessment process is a two-way procedure. To the extent that the boss desires to amount and comprehend the employee's presentation, the worker, in turn, wants to receive compensation for this evaluation.
2. The evaluation process revolves around developing the performance of employees and exploring the possibilities of developing their careers.
3. The evaluation discusses an significant issue, which is the degree to which the public image of individuals and what they present in the workplace is viewed after carrying out the tasks and activities of the basic job (for example, to what degree do they help their team to work additional effectively?) (Sabir, 2017: 29) It should also be noted that the methods of performance evaluation have developed to reach the best methods in terms of time, costs and ease of use. et al., 2013: 22).

**Second:-** the competitive advantage

#### **A- Efficiency**

High efficiency helps to attain modest benefit through a low-cost construction. The main element of competence measurement in most organizations is employee output, which is frequently slow based on all worker. Organizations that have the uppermost output often have the lower mostmanufacture cost and there are four main factors To maintain the competitive advantage which is superior efficiency, quality, innovation and accountability to customers (Hosseini et al., 2018: 3). The extent of efficiency success is measured by converting contributions to productions. The lesscon tribution susage to make productions, the higher the competence rate. In this regard, the Porter's Total Productive Maintenance system, which proposes to reach efficiency, eliminate the following six losses:

1. Low yield
2. Process defects
3. Low speed
4. Slight deceleration and stop
5. Setup and adjustment
6. Equipment failure (Bartuševičienė & Šakalytė, 2013: 49)

#### **B- Quality**

Companies are always looking for a quick way to introduce new products to the market in order to attract many customers and maintain market share. Paper has shown that speed in introducing new products to the market is not a sufficient factor, but consumers usually search for high-quality products and many companies are not interested in factors Quality for many reasons, the most important of which is that companies find it difficult to define and measure quality, as well as any benefit that comes from quality takes a long

time (Bach, 2013: 1267 (& Alghamdi). Quality through surveys and respondents' perceptions that these practices lead to increased sales, reduced costs and improved profits (MORRIS, 2003: 4). Nowadays, excellence has develop a planned question for companies that govern product development. Practitioners in the philosophy of finances, advertising and processes organization offer multiple sentiments about what excellence is from Juran, 1979) Suitability of usage with a focus on four thoughts: 1- Quality of design: - Quality of market place paper (the idea of marketing is accountable for the quality of paper). The market, while manufacturing is the main responsible for the excellence of the concept and specifications 2- Quality of conformity: - the production of a product that meets the needs and the excellence of conformity is determined by technology, manpower and organization 3- Availability:- is determined by the reliability of the creation, maintainability and logistical provision 4 Field service: determined by speed, efficiency and honesty (Lakhal, 2009: 638).

### **C- Innovation**

Innovation, according to the opinion of a number of paper, be contingent carefully on the intelligent and/or structuralin formation possessions and the organization's aptitude to employment these possessions.

- A strong association between market presentation and new crops.
- New products help maintain market shares and recover success.
- Growth through non-price factors (design, quality, individuality, etc.).
- The ability to replace old products (shortening the creation life cycle).
- Innovating procedures that shorten manufacture time and accelerate new creation growth compared to contestants, 2013: 84 (Hana), companies today are working under great pressure in front of large companies, competition, and the desire of customers who expect more from the product they desire, forcing organizations to constantly search for new production methods, offer new products, or enhance existing products. Novelty is a procedure of transformation New thoughts and new information into novel crops and facilities (Shqipe et al., 2013: 11) and Schumpeter, 1977) states that innovation in order to occur within the organization needs a combination of materials and strengths, and the company is truly innovative by providing properties and facilities that do not be before By adopting new structural methods that are not previously used, innovation is a critical process because it differentiates crops and facilities after contestants and creates extra or new worth for clientele (Conto et al., 2016: 398).

### **The third topic: the practical aspect**

**First: the consistency and stability of the tool**

Reliability refers to the constancy of the study scale and the constancy of the results that can be obtained from the scale over a different period of time. The structural stability of the measuring instrument is confirmed by usage Cronbach's alpha test. The reliability coefficient of the instrument was calculated using the Cronbach's alpha constant shown in Table (1):

<b>Table (1) Cronbach's alpha coefficient</b>	
<b>Alpha Cronbach</b>	<b>Research variables and dimensions</b>
<b>0.804</b>	<b>training and development</b>
<b>0.818</b>	<b>Employee Relations</b>
<b>0.821</b>	<b>Performance evaluation</b>
<b>0.930</b>	<b>human resource management strategies</b>
<b>0.810</b>	<b>Efficiency</b>
<b>0.817</b>	<b>the quality</b>
<b>0.711</b>	<b>innovation</b>
<b>0.912</b>	<b>Competitive advantage</b>

Table (1) shows that the values of Cronbach's alpha constant reached amid (0.930-0.711) and it is statistically good in administrative and social paper because its value is greater than (0.70), which indicates that the tool is characterized by consistency and internal stability.

**Second: assertive constructivism**

The purpose of confirmatory structural validity is to confirm the sizes and sections constituting them rendering to their the oreticon struction fixed in the works, sense to ensure that the sizes constituting the size and the paragraphs signified within the example statistics healthy their starting place in the idea and related works, and this kind of aspect evaluation is unique of the programs of demonstrating The structural reckoning carried out through the arithmetical application (AMOS V.25), as the indicators shown in Table (2) were used to show the indicators of good conformity with the variables under study.

<b>Table ( 2 ) IndicationsHassanmatching</b>						
<b>rms</b>	<b>Lewis</b>	<b>Comparative</b>	<b>ratio</b>	<b>degree</b>	<b>X2 K-</b>	<b>pointer</b>



<b>approximated error RMSEA ( ))</b>	<b>Frequency Index ( TLI)</b>	<b>Match Index (CFI)</b>	<b>between X2 and degree of freedom DF</b>	<b>of freedom (DF)</b>	<b>Square</b>	
<b>less than or equal to 0.08</b>	<b>0.9-1</b>	<b>0.9-1</b>	<b>less than 5</b>	<b>---</b>	<b>---</b>	<b>Al-Qaeda</b>

1- Confirmatory factor analysis of the variable human resource management strategies

Figure (2) demonstrates the confirmatory issue analysis of the Human Resources Management Strategies Model, which consists of three basic dimensions and consists of (12) paragraphs. It is evident from Table (3) that the standard saturation values of all paragraphs of the human resources management strategies variable ranged between (0.543, 0.869), which is a good relativity. The normative (CR) for all items ranged between (3.447- 5.890), which is better than the dangerous normative value (CR) of (1.96), and this designates the cogency of the statements and is a good indicator for conducting subsequent statistical analyzes, as the worth of the meaning level for all paragraphs of the strategies variable reached Human resources management at (0.000), which is fewer than the meaning level of (0.05), and this also designates that all paragraphs are significant and indicates the sincerity of the statements, which is a good indicator.

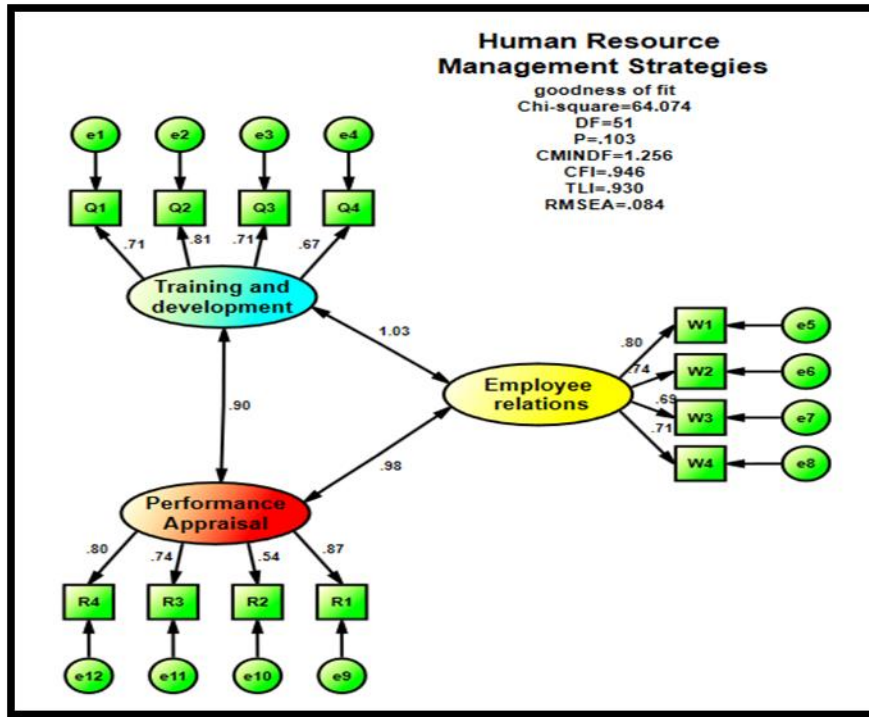


Figure (2) The complete model of the human resource management strategies variable

Table (3): Saturation, standard error, critical values, and level of significance for dimensions a variable human resource management strategies							
vertebrae	path	Dimensions	Standard Estimate	Estimate	SE	CR	P
Q1	<---	training and development	.707	1.000			
Q2	<---		.808	1.804	.390	4.631	***
Q3	<---		.711	1.307	.320	4.089	***
Q4	<---		.674	1.288	.332	3.876	***
W1	<---	Employee Relations	.801	1.000			
W2	<---		.742	1.000	.199	5.033	***
W3	<---		.694	.894	.194	4.617	***
W4	<---		.710	1.092	.230	4.756	***
R1	<---	Performance evaluation	.869	1.000			
R2	<---		.543	.571	.166	3.447	***
R3	<---		.744	.856	.163	5.262	***
R4	<---		.799	.871	.148	5.890	***

Ref: program SPSS AMOS V.25

2-Confirmative factor analysis of the competitive advantage variable

Figure (3) illustrates the assenting factor examination of the competitive advantage model, which consists of three basic dimensions and consists of (12) paragraphs. As shown in Table (4), the standard saturation values for all paragraphs of the competitive advantage variable ranged between (0.471-0.819), which is a good relativity. The items ranged between (2.467-4.703), which is better than the dangerous normative value (CR) of (1.96), and this designates the cogency of the statements and is a good indicator for conducting subsequent statistical analyzes. The value of the significance level for all paragraphs of the competitive advantage variable reached (0.000), which is lesser than the meaning level of (0.05), and this also indicates that all paragraphs are significant and indicates the validity of the statements, which is a good indicator.

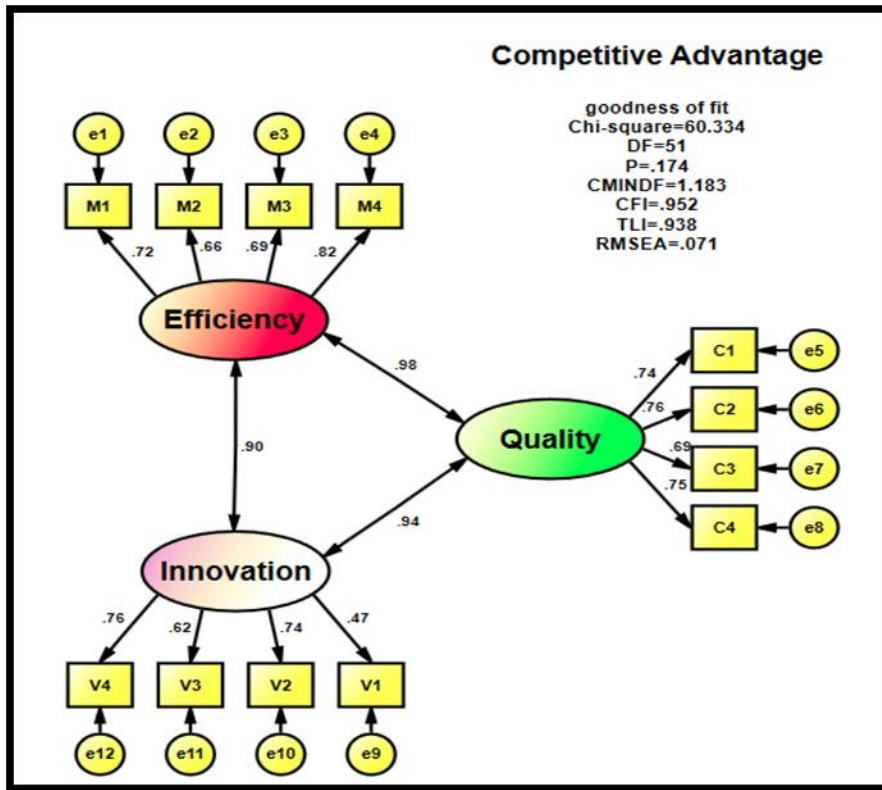


Figure (4) The complete model of the competitive advantage variable

Table (5): Saturation, standard error, critical values, and level of significance for dimensions a variable Competitive advantage							
vertebrae	path	Dimensions	Standard Estimate	Estimate	SE	CR	P
M1	<---	Efficiency	.719	1.000			

M2	<---		.659	.794	.210	3.787	***
M3	<---		.686	.820	.208	3.943	***
M4	<---		.819	.983	.209	4.703	***
C1	<---	the quality	.740	1.000			
C2	<---		.763	1.030	.225	4.573	***
C3	<---		.686	.841	.206	4.081	***
C4	<---		.748	.756	.169	4.477	***
V1	<---	innovation	.471	1.000			
V2	<---		.737	1.154	.434	2,660	008
V3	<---		.624	1.447	.586	2.467	.014
V4	<---		.755	1.665	.620	2,684	007

Ref:program SPSS AMOS V.25

**Third:** descriptive analysis of the paper variables

The main objective of using measures of central tendency and measures of dispersion is to summarize the data in an attempt to describe it by identifying its center and the amount of dispersion of data around this center (the degree of data homogeneity). Through these two indicators, the paper can understand the dimensions of the phenomenon under study, as the arithmetic mean is more The measures of central tendency are commonly used as it is considered the most important, but in some cases that the paper encounters when analyzing, the values of some paragraphs, dimensions, or variables appear to have the same value when using measures of central tendency. Variation is one of the most important measures of dispersion (Al-Qousi, 2014, 149), as the coefficient of variation was used to compare the dispersion between two or more dimensions, where the lower the value, the less scattered the answers of the papered sample, in addition to that the items were arranged in the light of the values of the coefficient of variation. The first level is given in footings of the comparative rank of the paragraph that has the highest value and the relative importance of the second level to the second paragraph that has the second highest value and so on

### 1- Human Resource Management Strategies

It is evident from Table (6) that the highest general arithmetic mean reached at the training and development dimension, as it reached (3.743) and at a decent level, as its normal noncom for mity reached (0.551) and a constant of variation (14.72), as this measurement originated in the first equal in footings of comparative rank, or less A general arithmetic mean, it was at the performance evaluation dimension, as it reached (2.381), with a weak level, a normal non conformity (0.854), and a constant of variation (16.09), as this measurement originated in the additional level in terms of comparative

rank. (3.622) with a good level with a normal noncom formity of (0.542), as the constant of difference touched (72.43), where it originated in the first sequence in footings of comparative rank

**2- Competitive advantage**

Table (6) demonstrations that the highest general arithmetic nasty reached at the quality dimension, as it reached (3.547) and at a decent level, as its normal non conformity was (0.642) and the constant of variation (29.05) as this measurement originated at the third level in footings of comparative ank, while the lowest mean My arithmetic in general, it was at the efficiency dimension as it reached (3.520), by a decent level, normal non conformity (0.572), and a constant of change (16.26), as this measurement originated in the second level in footings of comparative rank. Good, with a standard nonconformity of (0.531), as the constant of difference touched (70.72), where it originated in the second sequence in terms of comparative rank.

<b>Table ( 6 ) Statistical indicators of research variables and dimensions</b>				
<b>Relative importance</b>	<b>coefficient of difference</b>	<b>standard deviation</b>	<b>Arithmetic mean</b>	<b>Dimensions of search variables</b>
<b>the first</b>	<b>14.72</b>	<b>0.551</b>	<b>3.743</b>	<b>training and development</b>
<b>the third</b>	<b>17.18</b>	<b>0.615</b>	<b>3.581</b>	<b>Employee Relations</b>
<b>The second</b>	<b>16.09</b>	<b>0.570</b>	<b>3.541</b>	<b>Performance evaluation</b>
<b>(the first)</b>	<b>14.98</b>	<b>0.542</b>	<b>3.622</b>	<b>human resource management strategies</b>
<b>The second</b>	<b>16.26</b>	<b>0.572</b>	<b>3.520</b>	<b>Efficiency</b>
<b>the third</b>	<b>18.11</b>	<b>0.642</b>	<b>3.547</b>	<b>the quality</b>
<b>the first</b>	<b>14.75</b>	<b>0.522</b>	<b>3.541</b>	<b>innovation</b>
<b>(The second)</b>	<b>15.02</b>	<b>0.531</b>	<b>3.536</b>	<b>Competitive advantage</b>

**Ref: program SPSS AMOS V.25**

**Fourth:** Testing the paper hypotheses

This part of the analysis is concerned with testing the hypotheses of correlation and influence that were identified in the paper, for the purpose of determining the possibility of judging them with acceptance or rejection, as shown in Table (7).

**1- Test the main paper hypothesis (first)**

Which stipulated (there is a statistically important association amid human reserve management strategies and modest benefit)

The correlation constant amid human resource organization strategies and competitive advantage was (0.730) at the meaning level (0.000), which is fewer than the meaning level (0.05), as the intended (Z) value reached (5.415), which is better than the tabular (Z) value of (1.96). This result designates the significance of the association value, as it came at a strong level, which incomes refusing the null theory and tolerant the other hypothesis which conditions (there is a statistically important association amid human resource organization strategies and competitive advantage). As it appears from Table (7) that there is a association amid all sizes of human resource organization plans and competitive advantage.

**2- Testing the second main paper hypothesis**

Which stipulated (there is a important effect between the strategies of human resources management in the competitive advantage), as the calculated (F) value amounted to (39.956), which is better than (4.105) at the meaning level (0.000), which is lesser than the meaning level at (0.05). This incomes that there is a important effect amid the strategies of human resources management in the competitive advantage, as the value of (t) intended for the bordering grade constant recorded its value (6.321). It is better than the flat value (t) of (2.021) at the level of meaning (0.05), and this designates the meaning of the bordering grade constant of the mutable of human resource management strategies, as the effect value reached (0.715), and this indicates that the increase of human resource management strategies by unique unit One will principal to an upsurge in the competitive advantage by (71%), as the corrected determination constant (R2) for it is (0.520), meaning that the strategies of human resource management are talented to clarify what fraction (52%) of the competitive advantage variable, as shown in the table ( 7) Also, there is an effect amid all sizes of human resource organization plans and competitive advantage.

<b>Table (7) Statistical indicators between the dimensions of human resource management strategies in competitive advantage</b>					
<b>Comp etitive advan tage</b>	<b>Dimensions of human resource management strategies</b>				<b>Statistical indicators</b>
	<b>human</b>	<b>Performance</b>	<b>Employee</b>	<b>training and</b>	

	resource management strategies	evaluation	Relations	development	
	0.946	1.186	1.392	1.208	$\alpha$
	0.715	0.664	0.599	0.622	B
	0.730	0.712	0.694	0.645	R
	0.533	0.507	0.481	0.416	R2
	0.520	0.493	0.466	0.4	(R2) Adj
	39,956	35.969	32.447	24,956	F
	6.321	5.997	5.696	4.996	t
	5.415	5.197	4.989	4.471	Z
	0.000	0.000	0.000	0.000	sig
	moral	moral	moral	moral	indication

Ref: program SPSS AMOS V.25

## Conclusions and Recommendations

### Conclusions

1. The results generally designate the attention of the papered organization (Thi-Qar Communications Directorate) in implementing the human resources management strategies policy, as it adopts it in a way that ensures the securing of the effective human element to achieve its current and future goals through the adoption of a number of procedures, policies and programs that guarantee support for achievement and creativity of the element people in the organization
2. The results indicated that the paper organization is trying hard to employ its available resources in a way that achieves a certain level of outputs at the lowest costs in instruction to attain the organization's strategic goals.
3. The results indicated that the organization in question takes into consideration the development of its human cadre by involving them in specialized training programs.
4. The results showed that the organization in question adopts objective bases in evaluating the performance of working individuals, and the evaluation is not subject to personal or individual judgments.

5. The results showed a strong relationship between human useful resource control strategies in aggressive advantage
6. The results showed that the dimensions of human resource management strategies combined were able to explain what 50% of the variables occur in the competitive advantage.
7. The results showed that the dimension that affects the competitive advantage is the dimension of performance evaluation

### **Recommendations**

1. Paying more attention to the dimension of employee relations, as the common relations between individuals working in the organization contribute to facilitating communication and solving all problems in the field of work
2. Paying more attention to developing plans to attract and appoint distinguished human resources because of their impact on raising the performance of the organization
3. Paying more attention to the facilities if by the organization on the medium and long terms and the suitability of the service to the expectations and requirements of the beneficiaries.
4. Listening to our new and innovative ideas, which are presented by the employees of the organization, and transforming them into new products and services.
5. Paying more attention to areas of continuous improvement, especially the level of services provided to the beneficiaries, identifying strengths and areas of continuous improvement in the organization and working on them.

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