



Cambridge
International

Professional Research Thesis

Titled

*The role of human resources management in
achieving competitive advantage in institutions.*

Researcher

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Supervisor signature

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SUMMARY

Human resource management is considered one of the fundamental pillars that contributes pivotally to enhancing the ability of organizations to adapt and grow in today's competitive business environment. At a time when economic and technological challenges are accelerating at an unprecedented pace, the human element emerges as one of the most important factors that can achieve organizational excellence. Institutional success is no longer limited to the ability to possess material resources or advanced technologies alone, but has become primarily dependent on investing in and developing human capital, which is considered the true source of creativity, innovation, and sustainable growth. Numerous studies and research have proven that organizations that effectively manage their human resources are more capable of outperforming their competitors and maintaining sustainability in changing work environments.

In this context, it has become necessary for organizations to recognize the importance of developing human resource management strategies that align with modern market needs. The ability to attract distinguished talents, develop employee skills, motivate them to give and create, and involve them in the decision-making process has become one of the priorities that senior management must address. Consequently, human resource management can directly contribute to improving organizational performance by enhancing positive interaction among employees, developing their capabilities, and building a work environment that encourages innovation and continuous improvement.

Although most organizations focus on improving their production and technological processes, the strategic role of human resource management

in achieving competitive advantage remains below the required level in many organizations. Therefore, the current stage requires organizations to reconsider how to invest their human energies to develop and achieve effective competitive strategies. As such, human resource management is considered a critical element in building a sustainable competitive advantage, as it contributes to improving performance through optimal employment of human resources and developing an organizational culture that supports excellence and innovation.

This thesis aims to study the role of human resource management in achieving competitive advantage for organizations by reviewing its modern strategies and methods that focus on improving and developing the human element. The thesis also seeks to analyze the factors affecting institutional excellence and the ability of human resource management to contribute to enhancing innovation and creativity, and achieving competitive superiority. Through this study, the relationship between human resource management and other organizational strategies that contribute to raising performance levels and achieving market excellence will be analyzed.

The study Problem.

The study problem is embodied in the challenges faced by many organizations in light of the accelerating competitive environment and continuous technological developments, which require them to effectively adapt their strategies and human resources to ensure their sustainability and success. Despite the importance of the human element as a key tool in achieving organizational excellence, many organizations do not give sufficient attention to human resource management strategies in a way that reflects the vital role of this element in improving performance and achieving competitive advantage. The fundamental problem is that human resource management in many institutions is still limited to traditional tasks such as recruitment and routine management of employees, which reduces its strategic role in enabling the organization to excel and innovate in the market.

In addition, there is significant difficulty in directly linking human resource management practices with the strategic objectives of the organization, as human capital is not optimally invested in a way that enables it to provide real value to the institution. Moreover, work culture that encourages collaboration, creativity, and motivation does not receive adequate attention, which leads to weak impact on improving organizational performance in the long term. In this context, questions arise about the effectiveness of human resource management strategies in creating a sustainable competitive environment, and how these strategies can contribute to achieving competitive advantage for organizations in light of accelerating changes.

The study problem is represented in the lack of clarity regarding the precise relationship between human resource management and the competitive capability of organizations, especially in how to maximize the benefits from human resources under changing competitive conditions. There is also a need to research how to develop human resource management strategies in a way that is compatible with contemporary challenges and enhances competitive capability in the long term.

The importance of studying:

This study acquires significant importance at the present time due to the increasing challenges faced by institutions in the contemporary work world, where economic, technological, and social changes are accelerating, requiring innovative and effective strategies to ensure the sustainability of competitive success. The study of the role of human resource management in achieving competitive advantage for institutions comes at a critical time, as the human element has become the main driver of institutional performance, which is reflected in the ability of institutions to adapt to rapid changes in markets and increasing competition. The traditional role of human resource management is no longer limited to recruitment affairs and routine procedures, but extends to a strategic role that enhances the organization's ability to excel and innovate, which makes this study of particular importance at the present time.

Research on this topic can provide a deep understanding of how to optimally invest human capital to achieve competitive superiority, and contributes to raising awareness among decision-makers in institutions about the necessity of developing integrated strategies for human resource management that align with the general strategic objectives of the organization. This study also highlights the relationship between various human resource management practices - such as employee selection, training, and skills development - and the competitive ability of the institution, which opens the way for organizations to adopt more effective methods in managing and developing their human energies.

Moreover, this study is considered an important resource for researchers and practitioners in the field of human resource management, as it

provides an accurate analysis of how to enhance the role of this department in promoting innovation, motivation, and cooperation among individuals within the institution. Therefore, the results of this study may contribute to formulating new strategies for human resource management that can improve performance levels and contribute to building an organizational environment that encourages excellence and sustainability in work.

Objectives of the study:

- *Study the role of human resource management in achieving competitive advantage for organizations.*
- *Analyze human resource management strategies that contribute to improving organizational performance.*
- *Explore the relationship between human resource management practices and organizational innovation.*
- *Determine the impact of human resource management strategies on developing a competitive organizational culture.*
- *Evaluate the role of human resource management in attracting and developing distinguished human competencies.*
- *Study the effect of motivation and professional development in enhancing the competitive capability of organizations.*

Study hypotheses and questions.

Study Hypotheses.

- There is a positive relationship between human resource management strategies and achieving competitive advantage for organizations.
- Modern human resource management practices contribute significantly to improving organizational performance.
- Developing human competencies through training and professional development enhances the organization's ability to adapt to competitive changes.
- There is a strong relationship between a motivational work environment and innovation within the organization.
- Human resource management plays a pivotal role in attracting creative talents that contribute to achieving organizational excellence.

Study Questions.

- What role does human resource management play in achieving competitive advantage for organizations?
- How do human resource management strategies affect improving organizational performance?

- What is the relationship between human resource management practices and organizational innovation?
- How can human resource management enhance an organizational culture that supports competitive excellence?
- What is the impact of motivation and professional development strategies on the competitive performance of organizations?

Study Approach.

The descriptive analytical approach was used to understand “the role of human resources management in achieving competitive advantage in institutions.”

The limits of the study:

Spatial boundaries: The Arab world.

Time limits:2025-2006

Study plan:

Chapter One: Theoretical Framework and Scientific Concepts

First Section: Human Resource Management: General Introduction

- 1. The Nature of Human Resource Management*
- 2. Stages of Human Resource Management Development*
- 3. The Shift from Personnel Management to Human Resource Management*
- 4. Factors of Interest in the Human Resource Management Function*

Second Section: Introduction to Understanding Competitive Advantage

- 1. The Nature and Importance of Competitive Advantage*
- 2. Classification and Determinants of Competitive Advantages*
- 3. Types of Competitiveness*
- 4. Indicators for Measuring Competitive Capability*

Chapter Two: The Role of Human Resources in Achieving Competitive Advantage in Organizations

First Section: The Impact of Human Resources on Competitive Advantage

- 1. The Role of Human Resources in Achieving Competitive Advantage*
- 2. Required Elements for Achieving Competitiveness in Human Resource Management*
- 3. Improving Human Resource Productivity to Support Competitive Advantage*

4. *The Role of Human Resource Management in Improving Productivity at the Organizational Level*
5. *The Impact of Human Resource Motivation in Achieving Competitive Advantage*

Second Section: Human Resource Management and Employee Performance

1. *Concept, Objectives, and Responsibility of Employee Performance Evaluation*
2. *The Entity Responsible for Employee Performance Evaluation*

Chapter Three: The Role of Innovation in Achieving Sustainable Competitive Advantage

First Section: Innovation and Sustainable Competitive Advantage

1. *The Concept and Characteristics of Innovation*
2. *Types of Innovation*
3. *Degrees of Innovation*
4. *Methods of Pursuing Innovation*

Second Section: The Relationship Between Environment and Competitive Advantage

1. *The Nature of the Environment*
2. *Types of Environment*
3. *Environmental Analysis*

Chapter Two: The Role of Human Resources in Achieving Competitive Advantage in Organizations

First Section: The Impact of Human Resources on Competitive Advantage

Achieving a competitive advantage in a competitive market is a goal that every organization seeking survival and profit aims for. Human resources are the most important resource that competitive organizations pursue. They are considered one of the organization's resources and have an impact on achieving competitive advantage. Every organization seeks to care for and develop this resource to have a positive impact on competitive advantage.

First: The Role of Human Resources in Achieving Competitive Advantage

The competitive advantage of an organization, its maintenance, and the role of human resources can be understood through three ways in which human resource management can implement strategies, deal with change, and build strategic unity for the strategic organization. This becomes clear by tracking the role of human resource management in preparing and implementing the organization's strategy:

Strategy is linked to establishing the organization's mission and basic objectives within the framework of environmental conditions and the capabilities of that organization. Strategy deals with the future and provides the organization with answers to a number of questions, the most important of which are:

- What opportunities are available to the organization currently and in the future?
- What threats does the organization face from competitors, legal organizations, technological change, and changes in customer preferences?
- What are the strengths in internal capabilities and how can they be exploited to develop competitive advantage?

It is certain that an organization with a strategic vision can achieve a competitive advantage over other organizations that lack such a vision. For a strategy to be successfully implemented, it requires the participation of individuals at all organizational levels and functional areas. Successful strategy implementation also requires integration between strategic human resource planning and the organization's strategy.

Developing a human resource strategy requires a type of future thinking, making integrated decisions, formal procedures, and establishing programs for various human resource activities. All of this must be done within the framework of the organization's mission and strategic objectives.

Human resource management planning includes a number of programs and strategies, and on the other hand, its internal capabilities and tools that are simply means to solve internal organizational problems associated with the organization's strategy.

Identifying and analyzing strengths, weaknesses, opportunities, and threats are fundamental aspects of the strategic planning process, which also includes analyzing and developing a strategy through which to respond to available environmental opportunities as well as threats by exploiting and strengthening internal strengths and overcoming weaknesses. Effective

analysis of internal strengths and weaknesses includes most organizational design activities, which is one of the strategic areas of human resource management.

Second: The Requirements for Achieving Competitiveness in Human Resource Management

There are a set of qualifications that must be available in strategic human resource management officials:

- *Knowledge of the organization's business and activities*
- *Knowledge of the financial and economic capabilities of the organization*
- *Product capabilities, knowledge of customer requirements, how to measure those requirements and technology, knowledge of important research and developments and technological processes*
- *Skills in designing and delivering human resource management programs*
- *Organizational design*
- *Recruitment*
- *Employee and organizational development*
- *Performance management*
- *Reward systems*
- *Labor relations*
- *Productivity improvement*
- *Health and safety*
- *Change management skills*
- *Establishing relationships with employees and external experts*
- *Problem diagnosis*
- *Intervention as an agent of change*
- *Implementing changes to facilitate gaining competitive advantage*
- *Evaluating changes, assessing results, and creating alternatives*

- *Influence skills to introduce required modifications*

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Conclusion.

At the conclusion of this study, it can be said that human resource management represents a central element in achieving competitive advantage for organizations in the contemporary competitive environment. The results of the study have shown the importance of human resource management strategies in improving institutional performance through attracting creative talent, developing employee skills, and promoting an organizational culture supportive of innovation and collaboration. Additionally, the role of management in creating a motivational environment that encourages productivity and creativity has become essential in achieving superiority over competitors in global markets.

The study confirms that organizations that establish comprehensive and integrated strategies for managing their human resources can improve their ability to adapt to rapid market changes, thereby achieving sustainable competitiveness in the long term. The study also showed that investment in the human element is not merely a matter of motivation or training, but includes restructuring organizational processes so that human resources become a fundamental pillar for achieving the strategic objectives of the organization.

In light of the results reached, the study recommends that organizations need to focus on developing and updating human resource management strategies in line with contemporary needs and market requirements. The study also emphasizes the importance of employing motivation, training, and development tools in a way that harmonizes with continuous challenges and changes, so that organizations can remain at the forefront of competition and achieve sustainable success.

Results.

- *The study showed that human resource management strategies represent a critical factor in achieving competitive superiority for organizations. Human resource management can enhance competitive capability through improving employee recruitment and development, and developing their skills in line with changing market needs.*
- *The study revealed that selecting appropriate competencies and providing continuous training and development programs enhances the ability of organizations to adapt to technological and economic changes, which contributes to improving institutional performance and increasing employee productivity.*
- *The results showed that organizations that are keen on creating an organizational environment that encourages cooperation and innovation enjoy a greater competitive advantage. A work environment that supports creativity and innovation contributes to improving the level of overall performance and enhancing the ability to provide new solutions that meet market needs.*
- *It was found that institutional motivation strategies have a significant impact on enhancing employee morale and increasing levels of creativity and productivity, which positively reflects on the organization's ability to compete in the market.*
- *The study confirmed that organizations that adopt human resource management strategies aligned with their strategic objectives are more capable of achieving sustainable success. Human resource management must be an integral part of the organization's strategic plans, so that it contributes to achieving growth, innovation, and excellence goals.*

Recommendations:

- *Organizations should adopt integrated human resource management strategies that align with the overall strategic objectives of the organization. This includes improving recruitment processes, continuous training, and professional development in line with changing market needs.*
- *It is necessary for organizations to invest in advanced and sustainable training programs aimed at improving employee skills and capabilities, in line with technological innovations and market requirements. This helps enhance individual and collective performance and achieve competitive excellence.*
- *Organizations should work on creating an organizational environment that encourages innovation and creativity. Motivational policies should be adopted to encourage employees to think critically and innovate, contributing to finding creative solutions to challenges facing the organization.*
- *Organizations should ensure that human resource management is an essential part of the organization's strategic planning. All human resource practices should be linked to the strategic objectives of the organization to achieve consistency and integration between individuals and institutional efforts.*
- *It is important that organizations pay special attention to motivating their employees through effective reward programs that contribute to raising morale and stimulating employees to be creative and achieve outstanding performance. These programs should be fair and directly linked to individual and collective performance.*

➤ *Organizations should adopt effective mechanisms to periodically measure and evaluate the performance of human resource management to ensure achieving the desired objectives. The impact of human resource strategies on institutional performance should be continuously evaluated, helping to make effective improvement decisions.*

The reviewer:

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