



The Role of Effective Human Resources Management Practices in Achieving Organizational Competitive Advantage

An applied study on Deraya University

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Abstract:

Human Resource Management (HRM) is a very crucial aspect in the contemporary business world. Organization that manage their people effectively tend to have a greater competitive advantage over their competitors. This is due to the ability to optimize human resources potential, productivity and commitment. This will have a significant positive impact on organization performance. This research aims to examine the effective HRM practices in achieving competitive advantage in business. The study objective is to identify the role of effective HRM practices in achieving competitive advantage. To achieve the research objectives, a qualitative approach of descriptive analysis to explore an in-depth understanding of the topic. The researcher designed a questionnaire to collect primary data from the study sample. The study population included all employees of Deraya University (academics and administrators), and their number reached (350) employees. Given the small size of the study population, the researcher collect data using an online google form sent to all participants (257 of them responded). The results of this study show that effective HR management strategies are key to achieving and maintaining a competitive advantage in business administration. Hypotheses were tested using the Statistical Package for Social Sciences (SPSS). The results reveal that there is a statistical significant relationship between effective HRM practices and achieving competitive advantage at Deraya University. The results shows that core challenges faced by HR teams revolve around recruiting and retaining top talent, addressing the training and development issue of employee, offering a genuine compensation package, efficient performance appraisal system, engaging employees to participate, team working respectively organization can achieve better results in the face of intense business competition. The research recommended that the organizations have to invest in employees' development as a long-term investment that can enhance the overall capabilities of the team, regularly monitor performance, encourages innovation, collaboration, and recognition of achievements, View HRM as a long-term commitment, planning for sustainable HRM development. Ultimately, a company's success depends on its ability to effectively manage, develop, and motivate its workforce.

Keywords: Human Resources Management, Competitive Advantage, Human Resources Practices.

Introduction

Human Resource Management (HRM) is one of the key aspect that is very crucial in the context of modern business. Organizations that are able to implement HRM practices efficiently and effectively often have a greater competitive advantage over their competitors. This phenomenon can be explained by the fact that HR is considered as one of the most valuable assets in an organization. The ability to optimize individuals' potential, loyalty, productivity and commitment can have a significant positive impact on organization performance, helping to achieve long-term goals, growth and sustainability. (S. S. Gadzali , et al., 2023)

In modern business, HRM is not just about managing administrative aspects, but also about developing a work culture that supports innovation, continuous learning and employee engagement. Therefore, the role of the HR department has evolved to become more strategic in achieving the organization's mission and vision. (S. Wahyoedi, 2023)

In the era of globalization and intensified competition, organizations are faced with the inevitable pressure to continuously innovate and adapt to rapid changes in the business environment. Therefore, the development of HRM practices becomes essential in the effort to gain competitive advantage. Competitive advantage in this context refers to the ability of an organization to not only meet customer expectations, but also to exceed it, to provide significant added value to them, create strong differentiation in the products or services offered, and maintain a solid market share. On their way to gain competitive advantage, organizations must understand that people are not just a resource, but also they are the main key to driving excellence. (H. H. Hamadamin and T. Atan, 2019)

Building a competent, committed and highly skilled team is an important step in creating a strong organization for long-term growth. In addition, organizations need to continue investing in employee development, performance-based promotions, and a revealing culture that supports participation, innovation, and a fast responsiveness to market changes. By integrating effective people management strategies with clear business goals, organizations can position themselves to remain relevant and competitive in a dynamic and competitive business environment (R. Abdulwase, et al., 2020).

Since human capital is one of the main organizational resources, this research will concentrate on how HRM practices—such as recruitments, selection, training, compensations, performance appraisal, employees' engagement and teamwork; help organizational in general and educational institution in specific to gain a competitive edge.

HRM a pivotal role in achieving the organization's goals by providing a healthy work climate, and contributes to refining employees' skills by developing employees' knowledge, skills, and capabilities through their carrier. Al-Hariri (2018: 18) points out the importance of HRM, as it contributes to providing assistance to both individuals and organizations in achieving goals, helps raise the efficiency of employees, and contributes to establishing the rules of belonging and loyalty to the organization. It seeks justices and fairness in providing incentives and evaluating employees' performance.

Due to the increased intensity of competition between organizations in the markets, success for organizations is achieved by having a competitive advantage and maintain this advantage over time. Globalizations, availability of financial resources and the difficulty in monopolizing information and advanced technologies more than ever before; pushing organizations to focus on investing in their most important resources, which are human resources, by investing in the development of these resources to achieve competitive advantage (Fallaq, 2018: 192).

Human resources are also considered a source of achieving competitive advantage, especially with the realization of the possibility of achieving distinction from competitors through the high skills of human resources, distinguished organizational culture, and effective administrative processes and systems. Therefore, the trend towards achieving competitive advantage has increased through human resources, which increased responsibility for managing talented employees, meeting their needs, and selecting the appropriate HRM strategies (cost leadership strategy, differentiation strategy, and focus strategy) (Musleh, 2015: 18).

Faculties (teachers) are the most important entity in educational institutions. Educational standards can be established and maintained by the means of faculties. They are the greatest aid to learning. Unskilled staff or shortage of

facilities' staff members may drop the quality of institution. The curriculum could not be delivered properly and effectively to the students. The end result of any educational institutions depends heavily on the human resources in the institutions. (Chaudhari, Dr. Anupama., 2019)

The term competitive advantage refers to the ability to meet consumers' needs and expectations, given that the consumer is the arbiter of the market, so satisfying him is the main goal that any organization seeks to achieve. Competitive advantage means providing products or offering services that are distinct from what competitors in the market (Muslim, 2015: 120). As (Dustin, Bharat, & Jitendra, 2014: 63) pointed out that competitive advantage allows a company to carry out its functional and operational tasks more efficiently and effectively than competing companies, which ensures that it achieves better results and outcome than their competitors do.

Nowadays, organizations live in a highly competitive environment characterized by dynamism and mobility. Therefore, to ensure their continuity, these organizations must understand the needs of customers, and this is not an easy task. Rather, it requires following the effective strategies and practices that include innovation and creativity in producing products. Therefore, these products must be able to satisfy customers' needs, as well as using various means to reduce costs, focusing on some target markets, and delivery in a timely manner, which gives its products a competitive advantage, making it superior to its competitors. (Al-Kasdzani, 20). 19 31).

Likewise, competitive advantage gives organizations a position that is superior to other organizations. This is what (Arseculerante & Yazdanifard, 2014: 136) figured out when he emphasized that competitive advantage works to place organizations in a superior position from their rivals in the same field, by using appropriate strategies and practices to achieve competitive advantage. These strategies and practices aim at satisfy customers in the first place.

Deraya University is one of the promising private universities that established in Minya Governorate in the Upper Egypt pursuant to Presidential Decree No. 91 of 2010. Deraya university includes four colleges, namely (Faculty of Pharmacy - Faculty of Physical Therapy - Faculty of Oral and Dental Medicine - Faculty of Business Administration), and aims at providing high quality and distinctive

education, qualify its graduates to serve the community, and meet the requirements of the local, regional and international labor market; by providing opportunities for learning, growth and development in a comprehensive sense (professional - academic - physical - cognitive - cultural - social) (Deraya University official website, 2024). Therefore, the need comes to know what effective human resources practices the organization should follow to achieving competitive advantage.

Theoretical framework

1. Effective HRM Practices

Hassanein (2019, p. 22) defines the concept of HRM as “the aspect of management that is concerned with people as individuals or as groups, and their relationships within the organization, as well as the ways in which individuals can contribute to the efficiency of the organization”

The first roots of the concept of attention and focus on the individual in the workplace go back to the middle of the nineteenth century in Europe, specifically in the era of the Industrial Revolution. This is what (Al-Maghrabi, 2016: 16) referred that " the interest in the function of managing people in Europe and identifying human resources in English factories in particular began in the middle of the nineteenth century, as some businessmen focused on the need to pay attention to improving working conditions and providing the most appropriate environment. One of the pioneers of this field is Robert Owen. He was interested in issuing what is called the Factory Law, and stressed the necessity of paying attention to workers and dealing with them as an element of great importance. Moreover, at the beginning of the twentieth century ideas that call for caring for the individuals in European and American factories were deployed. By the year 1913 the "Workers Welfare Association was established", and its primary goal was to take care of workers affairs and develop them.

The importance of human resources management stems from its objectives, as the human resources management process works mainly on selecting individuals who wish to work within the organization, as well as raising the efficiency levels of workers and developing their practical skills and capabilities. Al-Khalalda, (2018: 15) confirmed that HRM is concerned with establishing a group of practices such as recruitment, selection, training & development, compensations,

employee relations, and workforce planning, job analysis, employees' orientation, performance appraisal, and talented employees' retention. These functions usually appear in its organizational structure as independent units. HRM contribute to developing the workforce, increasing their productivity, improving their efficiency, so that this workforce can achieve the organization's desired goal in the shortest time and at the lowest possible cost.

HRM practices are planned and coordinated approach to managing the workforce and human resources within an organization (M. A. Youndt, S. A. Snell, 2019). The primary goal of HRM is to achieve desired outcomes and optimize employee contributions to the organization's success (M. Y. H. Khan, 2018) HRM encompasses a set of principles, policies, procedures, and actions designed to maximize productivity, employee satisfaction, and organizational competitive advantage. Here are some key elements associated with Human Resource Management Strategy: (H. Elrehail, el. al, 2019)

1. ***Recruitment and Selection:*** The initial step in HRM, where organizations plan their human resource needs to achieve business objectives. It includes workforce planning, recruitment planning, and employee development strategies to attract and select individuals most suitable for the organization's needs. This involves recruitment processes, interviews, assessments, and decision-making regarding the hiring of new employees.
2. ***Employee Training & Development:*** Organizations need to invest in employee development to equip them with the necessary skills and knowledge to grow with the organization. This involves training, career development, and education.
3. ***Performance Appraisal:*** Performance evaluation is a critical part of HRM, where employees are assessed based on their goal achievements and competencies. The results of these evaluations can be used for feedback, incentives, or decisions regarding promotions or terminations.
4. ***Compensation and Rewards Management:*** HRM practices include how organizations provide compensation, incentives, and rewards to employees as recognition for their contributions. This also includes benefits management such as insurance, allowances, and other benefits.
5. ***Employee participation:*** is a process that promotes the active involvement of team members in organizational decision-making. It encourages employee collaboration, empowering team members with the necessary resources, responsibilities, and support to succeed and grow.

6. **Teamwork:** is when a group of individuals works together toward a collective goal in an efficient manner. Individuals have their own set of skills and strengths. When the whole team works as a unit, everyone has an opportunity to learn from each other. This process leads to resource building and enables the team to become better equipped to deal with new challenges. Teamwork can improve organization efficiency, productivity and hence competitive advantage.

Effective HRM practices can help organizations achieve their business objectives, improve performance, enhance employee satisfaction, and maintain a competitive advantage in the market. It is a holistic approach that recognizes that human resources are the most valuable asset in achieving organizational success.

7. Competitive advantage

Abd El-Kader, Kasroud, & Assas (2019: 79) define competitive advantage as “the position that business organizations achieve by performing their activities with high efficiency and effectiveness and exploiting their internal strengths to provide benefits to their customers that are difficult to imitate by a competitor.”

The importance of the concept of competitive advantage stems from its objectives, as gaining the customer’s trust and loyalty that are the most important objectives that most organizations seek to achieve. Hamid (2016: 127) pointed out that achieving competitive advantage increase the ability to convince customers that the produced products are more distinguished from competitors and thus achieve their satisfaction. Moreover, it helps organizations in obtaining a better and larger market share compared to competitors if it achieves the required satisfaction and acceptance among the consumer, and in accordance with its planned goals.

Competitive advantage is a concept that refers to a situation in which a company or organization has a significant advantage or superiority over its competitors in a particular industry or market. Competitive advantage enables a company to achieve better outcomes than its competitors, such as increased market share, higher profitability, or a strong market position (P. Cegliński, 2017). It is a crucial concept in business strategy and often serves as a primary goal for companies. Here are some key points in explaining the concept of competitive advantage: (I. Farida and D. Setiawan, 2022)

1. ***Differentiation***: One of the primary ways to achieve competitive advantage is through differentiation. This means that a company develops unique products, services, or brands that provide perceived added value to customers. Thus, the company can distinguish itself from competitors and create reasons for customers to choose its products or services.
2. ***Cost Leadership***: Competitive advantage can also be gained through a cost leadership strategy, where a company can produce products or services at a lower cost than its competitors. This allows the company to offer competitive prices to customers, attract more consumers, or achieve higher profit margins.
3. ***Innovation***: Companies that continuously innovate in their products, processes, or business models can attain competitive advantage. Innovation can help a company lead in response to market changes or create entirely new markets.
4. ***Access to Key Resources***: Sometimes, companies have better access to key resources, such as technology, natural resources, or rare employee skills. This can provide a competitive advantage because competitors find it difficult to replicate or obtain the same resources.
5. ***Effective Management***: Efficient management of resources, including human resources, operations, and finances, can also create a competitive advantage. Companies with efficient and effective management systems are more likely to excel in handling business complexities.
6. ***Customer Focus***: Aligning business strategies with customer needs and preferences is crucial to achieving competitive advantage. Companies that understand and respond to changes in customer preferences can maintain and increase customer loyalty.

Competitive advantage is a primary objective in business strategy, and every organization should identify the factors that can give it an edge in a competitive market. Continuously monitoring and adapting to the changing business environment is key to maintaining and strengthening competitive advantage over time.

Previous studies

Frist: Studies related to HRM Practices:

1. Ghada Nabil (2019). *The Impact of E-HRM System on Service Quality Provided by HRM: An Applied Study on Fast Moving Consumer Goods Sector "FMCG" in Multinational Companies in Egypt.*

The purpose of this research is to recognize the effect of applying Electronic Human Resources Management (E-HRM) system on service quality provided by HRM in Fast Moving Consumer Goods (FMCG) sector in multinational companies in Egypt. The research objectives are to introduce a general framework of E-HRM and the second is examining the impact of E-HRM practices (E-Training and E-Performance appraisal) on HRMSQ.

To achieve these objectives, the research used two questionnaire forms consist of 31 statements. It distributed to 323 employees who use E-HRM system in branches of PepsiCo Company that are located in Egypt. In light of this, data were collected and analyzed using SPSS software.

The results showed that there was a positive statistically significant impact of the dimensions of E-HRM practices (E-Training and E-Performance appraisal) on the dimensions of HRMSQ (HR strategic services, HR supportive services, HR executive services and HR change-related services).

2. Eman Suleiman (2019), *The Effect of HRM Practices on Employee Outcomes: The Mediating Role of Perceived TQM Practices in Jordanian it*

The objective of this study is to investigate of the impact of human resource management (HRM) throughout the practices (training and communication) on the employee outcomes measured as performance and job satisfaction across Jordanian Information Technology (IT) companies, considering Total Quality Management (TQM) as a mediator variable. The study sampled 312 employees using a convenience sampling technique, with the employees selected from different departments with disparate functions from a diverse set of companies. The study used the appropriate statistical methods, including the regression method, to determine the results of hypotheses testing.

The findings indicate that the training efforts have a significant impact on job performance and job satisfaction. It also concludes that communication effectiveness has a significant impact on job performance and job satisfaction. The findings show that TQM fully mediated the relationship between training efforts and job performance and job satisfaction, and effective communication and job performance. In contrast, only a partial mediating effect was observed between communication effectiveness and job satisfaction. Finally, the author recommends that the management across IT companies shed light on the importance of training and communication with staff, which will improve the performance and satisfaction of employees.

3. Study by Al-Awlaki (2018) **“The impact of human resources management strategies on developing organizational creativity through knowledge processes as a mediating variable, a field study in commercial banks.”**

The study aimed to reveal the nature of the direct and indirect relationship between HRM strategies and the development of organizational creativity through knowledge management processes as a mediating variable in Yemeni commercial banks. The study population consisted of employees holding the positions of general manager, deputy general manager, administration director, and department head in commercial banks (public and private). The study sample included (335) managers. The researcher used the descriptive analysis approach as a methodology for the study, and used the questionnaire as a tool for collecting primary data.

The study results concluded that there is a significant indirect relationship between the HRM strategies and the development of organizational creativity in commercial banks with the mediating role of knowledge management variable. Moreover, the results revealed that the most important human resources strategies that are most capable of explaining the variation in the development of organizational creativity, ranked according to their degree of importance, are (training and development strategy, compensation and rewards strategies, human resources planning strategy, and human resources performance evaluation strategy), and this relationships were statistically significant. The study recommended that, the necessity of paying attention to the strategic planning process for banks as a whole in a way that ensures the ability of these banks to identify strategic directions for human resources management.

4. Carlson (2017, Carlson): ***“Human Resources Strategies for Recruiting and Appointing Talented People from India”***

This study aimed to examine human resources strategies regarding the recruitment and appointment of qualified people from India, and the researcher relied on the literature review of previous studies dealing with human resources strategies in recruitment and selection of qualified candidates from India. The researcher highlights the recruitment and selection of doctors Competent Indians from India in the United States due to the increasing shortage of doctors in the United States.

The study concluded many results, the most important of which are: There is a positive impact of hiring and employing Indian doctors in the United States on confronting the problem of the shortage of doctors in the United States, especially in rural areas. Recruitment and selection Strategies for Indian Doctors in the United States recognize the cultural dynamics between India and the United States' business styles, and orient the recruitment process more toward relationships than transactions. The challenges facing the employment of Indian doctors in the United States include problems with obtaining a visa, racial discrimination, language-related problems, and difficulties in the testing and retraining process. The study recommended that employment strategies by human resources within organizations. There is also the need to conduct more future studies that address methods for developing employment strategies in organizations.

Second: Studies related to Competitive Advantage:

5. Qashqash (2014): ***“Managing intellectual capital and its relationship to enhancing competitive advantage: an applied study on Palestinian universities in the Gaza Strip.”***

The study aimed to identify the reality of intellectual capital in Palestinian universities, reveal the university's trends towards interest in managing its intellectual capital. The study analyze the methods followed by universities, highlight the models that are used to measure and evaluate intellectual capital, define the concept of competitive advantage, and reach recommendations, which helps the university, manage and develop its intellectual capital to enhance its competitive advantage.

The study population consisted of employees of the higher administrative positions in Palestinian universities whose establishment was more than (20 years old), and the study sample included (176) employees in four universities (Islamic University, Al-Azhar University, Al-Quds Open University, and Al-Aqsa University). The researcher used the descriptive analytical approach as a method for the study, and used the questionnaire as a tool for collecting data.

The study reached many results, the most important of which are: the existence of a statistically significant relationship between managing intellectual capital and achieving competitive advantage, there is a statistical difference in the relationship of each component of intellectual capital (human capital, structural capital, and relational capital) in enhancing the competitive advantage of Palestinian universities. The administrative procedures for relationship intellectual capital are more closely linked than other components of intellectual capital in enhancing the competitive advantage of universities, and there are no statistically significant differences in the application of the procedures. The management of intellectual capital, which enhances the competitive advantage in universities, is due to the variables of gender, age, educational qualification, and years of experience, and that both Al-Quds Open University and the Islamic University seek to further enhance their competitive advantages compared to both Al-Aqsa University and Al-Azhar University. While there are statistically significant differences in the application of administrative procedures for intellectual capital that enhance competitive advantage in universities due to job title.

The study recommended several recommendations, the most important of which is the need for universities to support scientific research, the allocating annual financial and moral rewards to those excellent performances especially for dissemination of international publications. Moreover, it is necessary paying the adequate attention to the human cadre in universities.

6. Urbancova (2013) “*Achieving competitive advantage through innovation and knowledge*”

This study aimed to examine the role of innovation and knowledge in achieving competitive advantage in Czech organizations. The study population consisted of workers and managers in Czech organizations. The

study sample included workers and managers from (109) Czech organizations. The researcher used the descriptive analysis approach, and use the quantitative to collect data. The study reached several results: innovations and fundamental knowledge play an important and vital role in organizations, regardless of their size and economic status, as small and large organizations focus on innovations and knowledge to build an appropriate innovative knowledge culture, and innovations are considered one of the basic sources to achieve the competitive advantage that determines the economic success of the organizations.

Adopting the innovative and creative approach in organizations helps in enhancing survival and organizational growth in the changing competitive environment, and the presence of a positive impact of basic institutional knowledge in enhancing competitive advantage. innovation helps innovative in achieving distinction from other innovative.

The study made several recommendations: the need to conduct more future studies that address the role of human resources in enhancing competitive advantage, as well as the need to address the factors influencing the achievement of competitive advantage in the organization.

Third: Studies related to the relation between *HRM Practices* and Competitive Advantage:

7. Tariq Saeed (2023) *The Effect of Green HRM Practices on Green Competitive Advantage of the SME Sector of KSA*

This paper aims to examine the mediating role of green service innovation between green entrepreneurship intention, green knowledge sharing and green knowledge management and green competitive advantage. A survey was administered to 300 respondents. For the collection of data, this study used judgmental sampling.

Structural equation modelling technique implemented to examine the framework. The findings of the study reveal that green service innovation mediates the relationship between green entrepreneurship intention, green knowledge sharing and green knowledge management and green competitive advantage. These findings also support the proposed direct hypothesis. The findings of the study proposed that marketers should focus on environmentally friendly activities to gain a competitive advantage in the KSA market.

8. Ogbonmwan & Emeagwal, (2018): ***“Drawing the perceived role of strategic human resource management practices in sustainable competitive advantage”***

This study aimed to discuss the perceived role of strategic human resources management practices in strengthening the sustainable competitive advantage of organizations. The study population consists of the academic staff in the universities Northern Cyprus, and the study sample included (370) academic participants from 8 universities (Northern Cyprus). The researchers use the questionnaire to collect data.

The study reached several results; Strategic HRM practices are considered an indicator of sustainable competitive advantage and a tool for enhancing human capital growth. There is a positive impact of the growth of human capital and employees' commitment on enhancing sustainable competitive advantage in organizations. The growth of human capital, employees' commitment, and positive attitudes toward work among employees play the mediating role in the relationships between strategic HRM practices and achieving sustainable competitive advantage in institutions.

The study recommended; the need to conduct more future studies that address the factors influencing the achievement of sustainable competitive advantage within organizations, as well as the need to address the relationship between achieving sustainable competitive advantage and institutional efficiency.

9. Ibrahim (2017): ***“The impact of human resources strategies on the competitive advantage of Al-Hikma Pharmaceutical Industries in Jordan.”***

The study aimed to identify the impact of human resources strategies on competitive advantage, and to identify the impact of human resources strategies (planning, attraction and appointment, training and development, compensation system, and performance evaluation) in achieving competitive advantage.

The study population may consist of all managers from different administrative levels at Al-Hikma Pharmaceutical Industries Company, the study sample included (199) managers. The researcher used the descriptive approach as a methodology for the study and used the questionnaire as a tool for the data collection.

The researcher reached many results: The importance of HRM in Al-Hikma Pharmaceutical Industries Company from the point of view of the sample members is high. The dimensions of competitive advantage from the perspective of the sample members were high, and there was a statistically significant effect at the significance level (0.05) for the three strategies of (recruitment and selection, training and development, and performance appraisal) in achieving the competitive advantage for Hikma Company.

The study recommended that: the importance of providing financial rewards to its employees according to the company profits, and the necessity of paying attention to the human element as it is the most important element in the organization.

10. Ali, T. M. (2014). *The impact of HRM practices on the relationship between Using HRIS and gaining a sustained competitive advantage: Evidence from the mobile services in Egypt.*

This research aims to examine the indirect relationship between features of the human resource information system (hereinafter HRIS) and gaining the sustained competitive advantage (hereinafter SCA) via the Human resource management practices (hereinafter HRMP). For achieving the research purpose, the “Best-Fit Practices” approach of HRM practices had been adopted. Data was collected about HRIS features, HRMP and the gained SCA through a structured questionnaire that conducted with (110) HR professionals, (21) IT technicians and (124) sales managers working in the Egyptian company for mobile services. The results revealed that HRIS features concerning database network comprehensiveness and integration have the highest impact on the effectiveness of the transformational HRM practices of HR planning and training which explain the HRIS/SCA relations. This in turn asserts that HRM transformational practices strength the HRIS/SCA positive relationship. Research implications confirm the desired modifications in characteristics of the represented Company which help accelerating and facilitating its HRMP. This in turn guides the practitioners in the telecommunications industry when designing or redesigning their HRIS and reviewing their HRMP to continue competing in the Egyptian market. The present research adds new insight to the current literature concerning HRIS/SCA relation through explaining how HRIS characteristics help gaining SCA emphasizing the mediating role of HRM transformational practices which has not been discussed exclusively yet in the current literature.

Comment on previous studies

The results of studies Tariq Saeed (2023), (Sutrisno et al., 2023), Ogbonmwan & Emeagwal, (2018), Ibrahim (2017), (Ali, T. M., 2014) revealed that HRM practices have proven to be a key factor in achieving competitive advantage. Conducted research with the aim of examining and convincing that effective HRM practices are important factors for the success of business organizations to achieve the ideal vision and mission that have been designed before. The previous studies' results provide evidence that human proficiency will bring blessings to profit-oriented organizations. Moreover, today's business environment is increasingly dynamic and disruptive (E. W. Prastyaningtyas et al., 2023). Moreover, the previous studies examined the influence of HRM practices on achieving competitive advantage, and provided pragmatic recommendations for organizations to be proficient in adopting and implementing effective (Recruitment & Selection, Performance Appraisal, Training & Development, Compensations, Employees' Participation, and Teamwork) practices. The previous studies findings show that the utilization of HRM practices plays an important role in enhancing the professional growth of human resources. Identifying HRM best practices that can help organizations overcome the challenges of severe competition and achieve success in a dynamic and changing environment.

In addition, the previous studies reveal that, it is imperative to recognize that an effective human resource management (HRM) practices is not merely a tool but a foundational cornerstone that can determine the future and sustainability of a company in an ever-evolving and complex business landscape. By prioritizing a multifaceted and integrated approach, encompassing selective recruitment, continuous employee development, the nurturing of motivation and satisfaction, directed performance management, inclusive and progressive corporate culture, adaptability to change and the utilization of modern technology, organizations can pave the way towards outstanding and enduring achievements in the face of relentless business competition.

One of the initial steps to be undertaken is focusing efforts on meticulous recruitment and selection processes, ensuring that individuals joining the company possess high potential to contribute and grow alongside the organization. Furthermore, the sustained investment in employee development is

the paramount key to shaping a robust and highly competitive team. Additionally, efficient and well-planned performance management, coupled with motivational approaches, will provide added impetus for employees to strive for excellence.

The researcher reviewed a number of Arab and foreign studies. Although these studies were conducted in different environments and educational systems, they are similar to the researcher's study population - especially Arab studies. In addition, most of the previous studies focused on (recruitment and selection, training and development, and performance appraisal) as core dimensions to measure HRM practices. By analyzing previous studies and then monitoring the similarities and aspects. The difference between the current research and previous studies, the distinction of the current research from previous studies by focusing on the educational market rather than industrial or manufacturing market. The researcher benefit from the previous studies, by providing some context to help understanding its relevance to the current study. Moreover, the previous studies include discussing the methodology used, the key dimensions of the HRM practices and the competitive advantage variables. A list of references related to the same topic, sample size, the main findings, and any limitations or criticisms of the study.

The research Problem

Higher Education in the Arab world in general, and in Egypt in specific, faces number of challenges that drive it towards change and development. The most prominent of these challenges is the emergence of globalization, rapid technological changes, social mobility, cultural changes, and unprecedented global openness in the field of higher education with the emergence of the internationalization of higher education, the entrance from international institution in the Egyptian educational market.

In addition to the above, the previous studies revealed that university institutions suffer from many organizational problems, such as bureaucracy, routine, stagnation, ambiguity of vision, excessive emphasis on following official formulas, and limited space for general staff to propose creative solutions to accumulated work problems. Despite the efforts made by Egyptian universities to face these obstacles, compete effectively, and develop its capabilities. Moreover, the human element suffers from some difficulties that hinder it from

competing and achieving its goals. The study of Al Naman (2017) concluded that the importance of the dimensions HRM was not recognized and that there was a dispersion in the responses of individuals towards this administrative activity, and that the functions of human resources management were used to a moderate degree that did not meet the aspirations of the employees and the organization.

Al-Tamli's study (2012) observed the shortcomings of some higher education institutions' roles towards their employees, including providing equal opportunities for all employees to train and advance in their jobs, and the existence of an administrative policy that allows working individuals to participate in decision-making and working environment that encourages creativity and innovation.

In light of the rapid development of national, regional, and international markets, the growth of competition, and the multiplicity of options available to customers it has become difficult for higher education institutions to maintain stable performance or develop their performance, which makes them vulnerable to isolation and disappearance from the market, especially in light of the entry of private universities as well the entrance of strong international universities that will contribute, in one way or another, to attracting large segments of students and expanding their options and choices (Al-Saadi, 2017: 3).

However, it is important to remember that every organization has unique needs and challenges in HRM that can vary greatly depending on the industry sector, scale of operations, and market dynamics they face. Recognizing this diversity, in-depth research and analysis of HR management practices is mandatory. In particular, achieving competitive advantage in business administration requires a deep understanding of best practices that can be adapted and optimized according to each organization's unique context. Through careful research, organizations can identify best practices that fit their own characteristics. For example, companies in the technology sector may find that investment in technical training and specialized talent development is essential, while manufacturing companies may focus more on supply chain management strategies and production efficiency. In addition, large companies may find the benefits of a highly integrated HR management system, while smaller companies may be better off with a more flexible and adaptive approach. In educational industry almost all universities and affiliated institutions offer courses in HRM and train their

students to manage large corporations, they are unable to manage their own human resources effectively. Thus, proper research and an in-depth understanding of the context are key to designing and executing effective and sustainable HRM practices that will give organizations a competitive advantage in the face of ever-evolving business challenges.

Every educational system at every level depends heavily on the human resources for execution of its programme. The function of human resource management in education includes staffing, recruitment and placement, staff maintenance, staff relations, staff development, and job performance reward.

Management of human resources is challenging in educational sector. Though almost all universities and affiliated institutions offer courses in human resource management and train their students to manage large corporations, they are unable to manage their own human resources effectively.

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Management of human resources is challenging in educational sector. Though almost all universities and affiliated institutions offer courses in human resource management and train their students to manage large corporations, they are unable to manage their own human resources effectively.

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Deraya University is subject to the academic supervision of the Ministry of Higher Education. The university has a moderate rank among Egyptian private and public universities according to The Times Higher Education rankings, the Webometrics ranking of world universities, and the Semago World Rankings. Deraya University rank (4879/ 11993) worldwide, as well as it ranks (78/43) among Egyptian private and public universities. (Deraya University Portal, 2024)

Many private universities coming up. Recently, two new universities (National Minya University and Lotus University) opened beside the old Minya University in new Minya city; this makes the educational market more competing than ever before. For the sake of survival in the competition as well as to run the institution in profitable manner, the owners and trustees offer different kinds of facilities and flexibilities to the staff. Some provide good salary packages to the skilled staff this makes the people switch over from one institution to another in small intervals.

Deraya University faces some challenges related to HRM. For example, a low retention rate of staff members results in poor management of human resources. The problem of staffing is massive in most of the private universities. The problem arise due to the relation of quality and quantity of staff with respect to

the size of the institution. The reason is due to poor staff recruitment and selection process which result in favour some candidates who take away the place of eligible and skilled candidates. Some staff rarely stay for a long time as the university located in Upper Egypt where most staff member came from Cairo and Lower Egypt. Staff members try to shift to other universities for self-convenience and good earnings. Hence, an urgent need emerged to address the effective HRM practices and its role in improving the organization competitive advantage at educational institutions in general and at Deraya University in specific.

In this research, a literature review will be conducted to identify the framework and key factors associated with HRM practices in achieving competitive advantage in business administration. This research is expected to provide valuable insights for business leaders, HR practitioners, and researchers in developing effective practices to manage HR and achieve competitive advantage amid increasingly fierce business competition.

Research Objectives

The main objective of this study is to identify the role of effective HRM practices on achieving competitive advantage, by revealing:

- To reveal the impact of recruitment and selection practices on achieving competitive advantage at Deraya University
- To reveal the impact of Performance appraisal practices on achieving competitive advantage at Deraya University
- To reveal the impact of Training and Development practices on achieving competitive advantage at Deraya University
- To reveal the impact of Compensation Practices on achieving competitive advantage at Deraya University
- To reveal the impact of Employee Participation practices on achieving competitive advantage at Deraya University
- To reveal the impact of team work practices on achieving competitive advantage at Deraya University

Research hypotheses

The study hypotheses are based on the problem of the current study and as an attempt to answer the current questions of the study and explain the variables of the study model. They are as follows:

Main hypothesis:

There is a statistically significant effect effective HRM practices and achieving competitive advantage.

The following sub-hypotheses are derived from the main hypothesis:

1. There is a statistically significant relationship between recruitment and selection practices on achieving competitive advantage at Deraya University.
2. There is a statistically significant relationship between Performance appraisal practices on achieving competitive advantage at Deraya University
3. There is a statistically significant relationship between Training and Development practices on achieving competitive advantage at Deraya University
4. There is a statistically significant relationship between Compensation Practices on achieving competitive advantage at Deraya University
5. There is a statistically significant relationship between Employee Participation practices on achieving competitive advantage at Deraya University
6. There is a statistically significant relationship between Employee Participation practices on achieving competitive advantage at Deraya University team work practices on achieving competitive advantage at Deraya University

Descriptive analysis

Table No. (1)

Characteristics of the sample members according to demographic variables

Variable	Category	Frequencies	Percentage
Gender	Male	122	47.5%
	Female	135	52.5%
	Total	257	100%
Age	Less than 30 years old	61	23.7%
	31 to less than 40 years old	56	21.8%
	40 to less than 50 years old	80	31.1%
	50 to less than 60 years old	51	19.8%
	60 years and over	9	3.5%
	Total	257	100%
Years of experience	Less than 5 years	87	33.9%
	5 years to less than 10 years	88	34.2%
	10 years to less than 15 years	71	27.6%
	More than 15 years	11	4.3%
	Total	257	100%
Qualification	Diploma	43	16.7
	Bachelor's degree	161	62.6%
	Master	33	12.8%
	Doctorate	20	7.8%
	Total	257	100%
Position type	Academic	87	33.8%
	Administration	160	66.2%
	Total	257	100%

The previous table reveal that the percentage of females is about (52.5%) of the total participants. As for the age variable, those whose ages were (from 40 to 50 years) came (31.1%), ranked first. As for the years of experience variable, those whose experiences (5 years to less than 10 years) were (34.2%) came in first place. As for the academic qualification variable, those with a bachelor's academic degree came in first place (62.6%). Finally, results shows that according to the position type, administrative employees represent (66.2%) of the total sample.

Research Methodology

This research investigates the effective human resources management practices in achieving competitive advantage at Deraya University. To address the research question, which is "Are there a relationship between effective human resources management practices in achieving competitive advantage at Deraya University?" To do so, the researcher follows the descriptive analytical approach. The research use a descriptive analytical approach by using a questionnaire for data collection as it is considered the most common and suitable approach for business and social studies. This categorization based on the relationship emphasized in the research model, which shows independent variable (Effective HRM Practices) and the dependent variable (Competitive Advantage), which will require statistical analysis. The content the survey articulated based on the literature reviews that discussed previously. (See Appendix 1)

In order to achieve the objectives of this study,

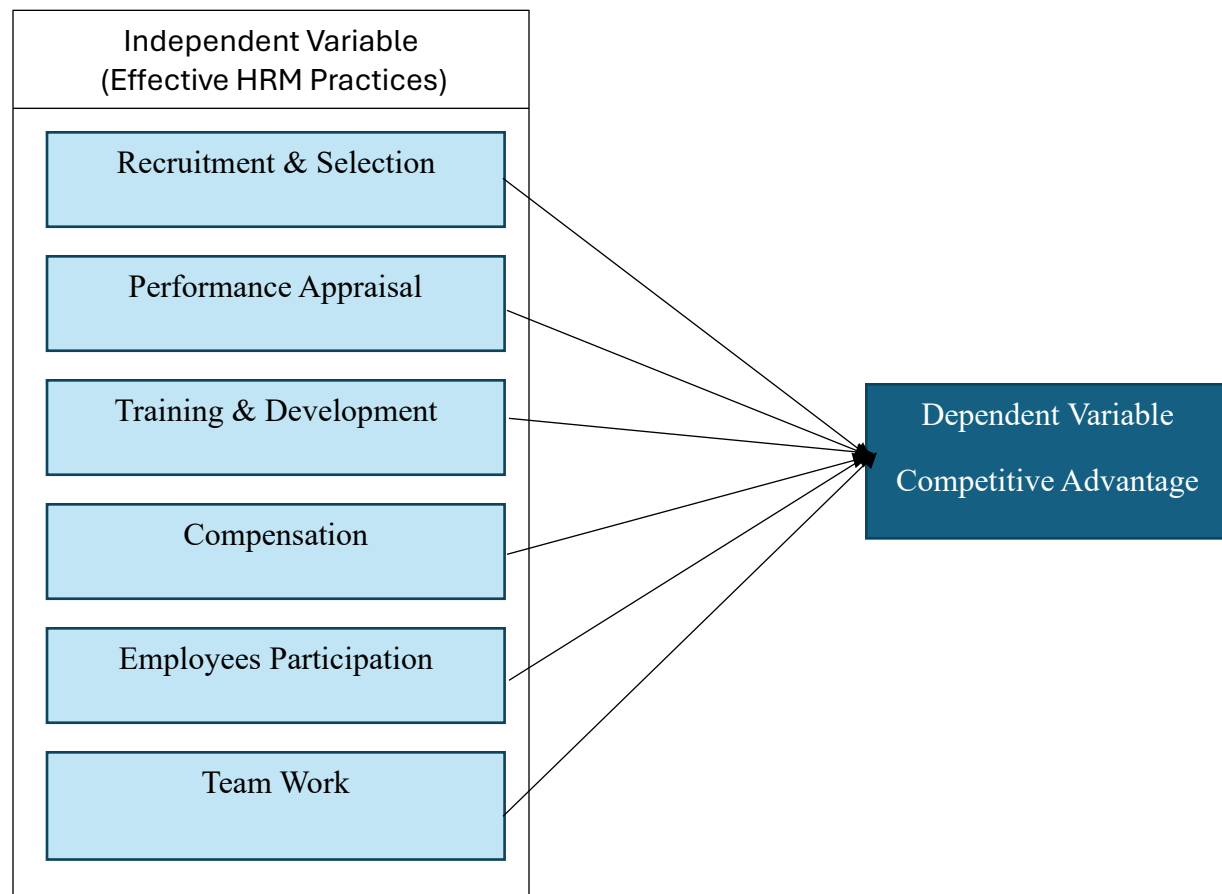
The sources used for these sections were a gathered from:

- Journal articles, consulting reports
- Academic publications,
- Presentations, books,
- Statistics from central bank and research organizations

The Research Model

In this research, the following model to be estimated:

Figure (1): Research Model



Source: The researcher based on the previous studies

Research population

To achieve the objectives of the study, the researcher designed a questionnaire to collect primary information from the study sample, which consisted of 3 sections. The first is the demographic data (gender, age, years of experience, and educational qualification, position type), the second is the independent variable (HRM Practices) which includes 6 sub-variables (recruitment & selection, performance appraisal, training & development, compensation, employees'

participation, and teamwork) items, the final section deals with the dependent variable (competitive advantage). Hypotheses were tested using the package statistical for social sciences (SPSS). The study population included all employees of Deraya University (academics and administrators), and their number reached (350) employees. Given the small size of the study population, the researcher collect data using an online google form sent to all participants 257 of them responded.

Statistical Methods

Statistical analysis methods are the means to reach the results of the study, and statistical methods differ depending on the purpose of conducting them. In order to achieve the objectives of the current study and verify its hypotheses; The Statistical Packages for the Social Sciences (SPSS) program was used to analyze the questionnaire data obtained from the study's sample members. The methods used varied to vary the questions in the study and were as follows: Cronbach's alpha coefficient, and Cronbach's alpha coefficient Pearson correlation, linear regression analysis test, and effect level , which was determined according to the following scale:

Teat of Validity and Reliability

The validity of the questionnaire means the assurance that the tool will measure what it was designed to measure. It also guarantees the validity of the survey's inclusion of all the elements that must be included in the analysis, on the one hand, and the clarity of its paragraphs and vocabulary on the other hand, so that they are understandable to everyone who uses them. The researcher codified the questionnaire items in order to ensure the validity of the study tool. Validity characterizes as the degree to which any measuring tool intended to determine what it is planned to measure (Thatcher, 2010). The questionnaire validity estimated and evaluated through various means and methods including external validity, internal validity and structure validity which represented as follows:

- **External (Content) Validity:** Content validity identified as the degree to which the research questions can be covered adequately by the research questionnaire (Saunders et al., 2019). Academic professors reviewed the content of the questionnaire to carry out the external content validity to confirm the consistency of the questionnaire content with the research

objectives, and estimate whether the items reflect the research problem or not. Similarly, the questionnaire was revised by coworkers and provided appreciated notes to advance its validity after taking their comments into consideration. Appendix (1) shows the questionnaire in its ending form.

- **Internal Validity:** Correlation coefficients between each item in one field and the whole field was used to measure the internal validity of the questionnaire. Internal Validity for Foresight and Prediction: Internal validity for each item of HRM participation and complete advantage clarified in the next table which determines the correlation coefficient of each item and the total of this field.

The validity of the internal consistency was estimated by calculating the Pearson correlation coefficient between the scores of each statement and the total score of the dimension to which the statement belongs among the dimensions of the questionnaire, as it ranged between (0.806** - 0.977.***) in the questionnaire, all of which were statistically significant at the level of significance (0.01).

Table No (2) – Cronbach's Alpha coefficients each field of the questionnaire

Main index	Sub index	Cronbach's Alpha
HRM Practices	Recruitment & Selection	0.929
	Performance appraisal	0.890
	Training & development	0.938
	Compensation	0.841
	Employees' participation	0.882
	Teamwork	0.966
Competitive Advantage	Leadership and Innovation Strategy	0.929

Cronbach's alpha reliability coefficients were calculated for sub-variable and the total variable, and it was found that the values of the Cronbach's alpha coefficients for the alpha coefficient for the first index (HRM Practices) is 0.966, and the sub-indexes of this variable range from 0.841 to 0.938 which is very high and indicates high reliability. The alpha coefficient for the second index (Competitive Advantage) is 0.978. Therefore, the results confirm the reliability and consistency of each variable.

Research Limitations

This research is subject to the following limits:

- **The objective limit:** The study will be limited to knowledge of the current reality and the role of Effective HRM practices (recruitment & selection, performance appraisal, training & development, compensation, employees' participation, and teamwork) on achieving competitive advantage. These variables were identified after conducting a number of previous studies that addressed these variables.
- **Sample Limit:** The study will be limited to a sample of 357 of employees working in Deraya University.
- **Human Limit:** This study will focus on employees working or participating in academic and administrative in a private university.
- **The spatial limit:** This study will be limited to employees working in Deraya University.

Data Collection Method:

The questionnaire was distributed electronically by creating an electronic link on the Google Drive application. The questionnaires were retrieved, imported, and entered into the statistical package program SPSS, and the statistical analysis was performed.

Data encoding

The five-point Likert scale was chosen, and the reason for this is that it is considered one of the most widely used scales for measuring opinions due to its ease of understanding and the balance of its scores, as the study sample was required to indicate the extent of their agreement with each statement of the questionnaire. The responses estimated as follows: (I agree strongly 5), (Agree 4), (Somewhat agree 3), (Disagree 2), (Strongly disagree 1).

Hypotheses Testing

The study hypotheses are based on the problem of the current study and as an attempt to answer the current questions of the study and explain the variables of the study model. Therefore, a main hypothesis was formulated which is: “There is a statistically significant effect between human resources management strategies and their investigation Competitive advantage at the significance level (0.05). Testing this hypothesis. It was divided into four sub-hypotheses, and a simple regression test was used to test each sub-hypothesis separately, as follows:

Hypothesis testing:

The research has one main hypothesis and six sub hypotheses as follows:

The main hypothesis testing

H₁: There is a significant relationship between HRM practices and Leadership competitive advantage

H₀: There is no significant relationship between HRM practices and Leadership competitive advantage.

The data analysis will use the multiple regression model, which attempts to explain the relationship between two or more variables and uses the information to estimate the value of the dependent variable. The variable dependent is competitive advantage, and the independent sub-variables are the dimensions of the HRM practices (Recruitment & Selection, Performance Appraisal, Training & Development, Compensations, Employees' Participation, and Teamwork). The next table shows the results of the statistical analysis data.

Table no. (3) – Regression analysis between HRM practices and competitive advantage

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Competitive advantage and Dimensions of HRM practices	0.688	0.473	0.468	0.5362	91.553	0.00*

Dependent variable: Competitive advantage

Independent variable: Dimensions of HRM practices

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Table no. (4) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	2.457	5.925	0.00*
Recruitment & Selection	0.777	9.608	0.00*
Performance appraisal	0.631	9.032	0.00*
Training & development	0.703	12.381	0.00*
Compensations	0.698	10.154	0.00*
Employees' participation	0.630	9.759	0.00*
Teamwork	0.605	9.568	0.00*

Dependent variable: Competitive advantage

Independent variable: Dimensions of HRM practices

The previous table shows that F-Statistics = 91.553 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted which say "There is a significant relationship between Competitive advantage and HRM practices".

The Beta coefficient of the constant = 2.457, the coefficient of the model = 0.630, the value of $R = 0.688$, $R^2 = 0.473$ which shows how well terms (data points) fit a curve or line. Adjusted $R^2 = 0.468$ also indicates how well terms fit a curve or line but adjusts for the number of terms in a model.

This means that 46.8% of the change in the dependent variable is explained by the independent variable, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Competitive advantage} = 2.457 + 0.777 \times (\text{Recruitment \& Selection}) + 0.631 \times (\text{Performance Appraisal}) + 0.703 \times (\text{Training \& Development}) + 0.698 \times (\text{Compensations}) + 0.630 \times (\text{Employees' Participation}) + 0.605 \times (\text{Teamwork})$$

The results shows that core challenges faced by HR teams revolve around recruiting and retaining top talent, addressing the training and development issue of employee, offering a genuine compensation package, effective performance appraisal system, engaging employees to participate, team working respectively.

1- The first sub hypothesis test

H_{1.1}: There is a significant relationship between recruitment & selection practices and Leadership competitive advantage

H_{1.0}: There is no significant relationship between recruitment & selection practices and Leadership competitive advantage.

Analysis with linear regression model which attempts to explain the relationship between two or more variables using a straight line; one of them is independent variable (recruitment & selection practices) and the other is a dependent variable (competitive advantage).

Table no. (5) – Regression analysis between recruitment & selection practices and competitive advantage

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Competitive advantage and recruitment & selection practices	0.689	0.475	0.470	0.5233	92.305	0.00*

Dependent variable: Competitive advantage

Independent variable: recruitment & selection practices

Table no. (6) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	2.363	5.841	0.00*
Recruitment & Selection Practices	0.617	9.608	0.00*

Dependent variable: Competitive advantage

Independent variable: recruitment & selection practices

The previous table shows that F-Statistics = 92.305 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis ($H_{1,0}$) is rejected and the alternative hypothesis ($H_{1,1}$) is accepted which say "There is a significant relationship between Competitive advantage and recruitment & selection practices".

The Beta coefficient of the constant = 2.363, the coefficient of the model = 0.630, the value of $R = 0.689$, $R^2 = 0.475$ which shows how well terms (data points) fit a curve or line. Adjusted $R^2 = 0.470$ also indicates how well terms fit a curve or line but adjusts for the number of terms in a model.

This means that 47% of the change in the dependent variable is explained by the independent variable, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Competitive advantage} = 2.363 + 0.617 \times (\text{Recruitment \& Selection practices})$$

This finding reveals that the when the organization seeks to attract the calibers with high skills and competencies to work for it by providing attractive benefits that suit its needs in a thoughtful manner, and use transparency and integrity in the selection process; this will lead an excellent company performance and the organization will provide better service. This will finally leads it to be in a leading and competent position in the market.

2- The second sub hypothesis test

$H_{1,2}$: There is a significant relationship between performance appraisal practices and Leadership competitive advantage

$H_{1,0}$: There is no significant relationship between performance appraisal and Leadership competitive advantage.

Analysis with linear regression model which attempts to explain the relationship between two or more variables using a straight line; one of them is independent variable (performance appraisal practices) and the other is a dependent variable (competitive advantage).

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Table no. (7) – Regression analysis between performance appraisal practices and competitive advantage

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Competitive advantage and performance appraisal practices	0.667	0.444	0.439	0.54555	81.574	0.00*

Dependent variable: Competitive advantage

Independent variable: performance appraisal practices

Table no. (8) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	2.377	5.636	0.00*
Recruitment & Selection practices	0.605	9.032	0.00*

Dependent variable: Competitive advantage

Independent variable: performance appraisal practices

The previous table shows that F-Statistics = 81.574 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis ($H_{1.0}$) is rejected and the alternative hypothesis ($H_{1.2}$) is accepted which say "There is a significant relationship between Competitive advantage and performance appraisal practices".

The Beta coefficient of the constant = 3.77, the coefficient of the model = 0.605, the value of $R = 0.667$, $R^2 = 0.444$ which shows how well terms (data points) fit a curve or line. Adjusted $R^2 = 0.439$ also indicates how well terms fit a curve or line but adjusts for the number of terms in a model.

This means that 43.9% of the change in the dependent variable is explained by the independent variable, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Competitive advantage} = 2.377 + 0.605 \times (\text{Recruitment \& Selection practices})$$

This finding reveals that Deraya University use a performance appraisals system that offer comprehensive insights into an employee's work, spotlighting areas of strength and opportunities for growth. This detailed feedback is crucial for professional development, setting the stage for targeted improvements and enhanced performance.

3- The third sub hypothesis test

H_{1.3}: There is a significant relationship between training & development practices and Leadership competitive advantage.

H_{1.0}: There is no significant relationship between training & development practices and Leadership competitive advantage.

Analysis with linear regression model which attempts to explain the relationship between two or more variables using a straight line; one of them is independent variable (training & development practices) and the other is a dependent variable (competitive advantage).

Table no. (9) – Regression analysis between training & development practices and competitive advantage

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Competitive advantage and training & development practices	0.730	0.533	0.529	0.52647	116.509	0.00*

Dependent variable: Competitive advantage

Independent variable: training & development practices

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Table no. (10) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	1.791	4.400	0.00*
training & development practices	0.698	10.794	0.00*

Dependent variable: Competitive advantage

Independent variable: training & development practices

The previous table shows that F-Statistics = 116.509 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis ($H_{1.0}$) is rejected and the alternative hypothesis ($H_{1.3}$) is accepted which say "There is a significant relationship between Competitive advantage and training & development practices".

The Beta coefficient of the constant = 1.791, the coefficient of the model = 0.698, the value of $R = 0.73$, $R^2 = 0.533$ which shows how well terms (data points) fit a curve or line. Adjusted $R^2 = 0.529$ also indicates how well terms fit a curve or line but adjusts for the number of terms in a model.

This means that 52.9% of the change in the dependent variable is explained by the independent variable, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Competitive advantage} = 1.791 + 0.698 \times (\text{Training \& Development practices})$$

This finding reveals that Deraya University seeks professional development for its employees by providing various training programs and courses by those with experience in the field of training, in order to develop their personal skills, which contributes greatly to improving the university's performance.

4- The forth sub hypothesis test

$H_{1.4}$: There is a significant relationship between compensation practices and Leadership competitive advantage

H_{1.0}: There is no significant relationship between compensation practices and Leadership competitive advantage.

Analysis with linear regression model which attempts to explain the relationship between two or more variables using a straight line; one of them is independent variable (compensation practices) and the other is a dependent variable (competitive advantage).

Table no. (11) – Regression analysis between compensation practices and competitive advantage

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Competitive advantage and compensation practices	0.709	0.503	0.498	0.5641	103.113	0.00*

Dependent variable: Competitive advantage

Independent variable: compensation practices

Table no. (12) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	1.915	4.391	0.00*
Compensation Practices	0.703	10.154	0.00*

Dependent variable: Competitive advantage

Independent variable: compensation practices

The previous table shows that F-Statistics = 103.113 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis (H_{1.0}) is rejected and the alternative hypothesis (H_{1.4}) is accepted which say "There is a significant relationship between Competitive advantage and compensation practices".

The Beta coefficient of the constant = 1.915, the coefficient of the model = 0.703, the value of $R = 0.709$, $R^2 = 0.503$ which shows how well terms (data points) fit a curve or line. Adjusted $R^2 = 0.498$ also indicates how well terms fit a curve or line but adjusts for the number of terms in a model.

This means that 49.8% of the change in the dependent variable is explained by the independent variable, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Competitive advantage} = 1.915 + 0.703 \times (\text{Compensation practices})$$

This finding reveals that Deraya University use a compensation management, which is the process of designing, implementing, and managing its pay structure. Effective compensation includes wages, salaries, and benefits. That last piece – managing pay structure – is a crucial component. Specifically, compensation management helps companies stay compliant with various regulations and legal requirements. Implementing effective compensation management practices also supports fairness, transparency, and adherence to applicable laws (such as minimum wage laws, overtime regulations, equal pay laws, and anti-discrimination statutes). Finally, prioritizing employees through compensation management helps mitigate risks, maintain a positive reputation, and foster trust across the entire organization.

5- The fifth sub hypothesis test

$H_{1.5}$: There is a significant relationship between employees' participation practices and Leadership competitive advantage

$H_{1.0}$: There is no significant relationship between employees' participation practices and Leadership competitive advantage.

Analysis with linear regression model which attempts to explain the relationship between two or more variables using a straight line; one of them is independent variable (employees' participation practices) and the other is a dependent variable (competitive advantage).

Table no. (13) – Regression analysis between employees' participation practices and competitive advantage

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Competitive advantage and employees' participation practices	0.775	0.600	0.597	0.511	153.297	0.00*

Dependent variable: Competitive advantage

Independent variable: employees' participation practices

Table no. (14) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	1.303	3.305	0.001*
Employees' Participation practices	0.777	12.381	0.00*

Dependent variable: Competitive advantage

Independent variable: employees' participation practices

The previous table shows that F-Statistics = 153.297 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis ($H_{1.0}$) is rejected and the alternative hypothesis ($H_{1.5}$) is accepted which say "There is a significant relationship between Competitive advantage and employees' participation practices".

The Beta coefficient of the constant = 1.303, the coefficient of the model = 0.777, the value of $R = 0.775$, $R^2 = 0.6$ which shows how well terms (data points) fit a curve or line. Adjusted $R^2 = 0.597$ also indicates how well terms fit a curve or line but adjusts for the number of terms in a model.

This means that 59.7% of the change in the dependent variable is explained by the independent variable, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Competitive advantage} = 1.303 + 0.777 \times (\text{employees' participation practices})$$

Encouraging employees to participate in business activities and decisions can be a valuable tool for improving staff satisfaction and retention and creating a productive, efficient organization.

6- The sixth sub hypothesis test

H_{1,6}: There is a significant relationship between Teamwork practices and Leadership competitive advantage

H_{1,0}: There is no significant relationship between Teamwork practices and Leadership competitive advantage.

Analysis with linear regression model which attempts to explain the relationship between two or more variables using a straight line; one of them is independent variable (Teamwork practices) and the other is a dependent variable (competitive advantage).

Table no. (15) – Regression analysis between Teamwork practices and competitive advantage

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Competitive advantage and Teamwork practices	0.695	0.483	0.478	0.5313	95.229	0.00*

Dependent variable: Competitive advantage

Independent variable: Teamwork practices

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Table no. (16) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	2.538	6.371	0.00*
Teamwork practices	0.631	9.759	0.00*

Dependent variable: Competitive advantage

Independent variable: Teamwork practices

The previous table shows that F-Statistics = 95.229 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis ($H_{1.0}$) is rejected and the alternative hypothesis ($H_{1.6}$) is accepted which say "There is a significant relationship between Competitive advantage and Teamwork practices".

The Beta coefficient of the constant = 2.538, the coefficient of the model = 0.631, the value of $R = 0.695$, $R^2 = 0.483$ which shows how well terms (data points) fit a curve or line. Adjusted $R^2 = 0.478$ also indicates how well terms fit a curve or line but adjusts for the number of terms in a model.

This means that 47.8% of the change in the dependent variable is explained by the independent variable, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Competitive advantage} = 2.538 + 0.631 \times (\text{Teamwork practices})$$

Teamwork encourage open communication and collaboration. Dialogue among members encourages the exchange of ideas and information. Working in a team often results in the development of interpersonal relationships, trust, and solidarity among members. The team recognizes collective responsibility for achieving goals.

Results and Discussion

The research results shows that there a statistical significant relationship between HRM practices dimensions (recruitment & selection, performance appraisal, training & development, compensation, employees' participation, and teamwork) and competitive advantage. These findings can be attributed to the fact that the more an organization is able to choose the best candidates, train & develop then,

give the adequate compensate, assess their performance in a right way, encourage them to participate positively, and post their teamwork skills the more this will contribute to developing the organization performance and providing it with many qualified human cadres capable of creativity, innovation, developing the company and providing a high-quality product, and hence, It can greatly competes with existing products in the market. This results are consistent with the findings of Al-Awlaki's study (2018) that there is a significant relationship between HRM practicing and innovation & creativity. In addition, these findings are partially consistent with the findings found by Ibrahim's study (2017) that there is a significant relationship between HRM strategies (recruitment, training & development, and performance appraisal) and complete advantage. This result is partly consistent with that the study of Study by Al-Awlaki (2018) that there is a statistically significant relationship between the HRM strategies represented by (attraction and appointment, training and development, and performance evaluation) in achieving creativity and consequently competitive advantage.

Recommendations

- Attracting the best talents graduates of Deraya University and other Egyptian universities to work at the university by providing genuine benefits. The salary structure should be standardized at the university. The staff suffers a lot due to less payment which can be eliminated through standard salary structure. This will reduce the turnover of staff.
- Developing a comprehensive training programs for all employees at Deraya University to courses, regardless of their administrative and technical levels develop to their skills and competences.
- Striving to obtain institutional and programmatic accreditation from the National Authority for Quality Assurance and Accreditation.
- Establishing a standard for comprehensive quality in all academic and administrative processes.
- Involving and engaging all university employees in decision-making processes related to institutional development.
- Sending university members abroad on scholarships training programs.
- Establish a specialized unit to study the market development and the desired qualification for its graduates.

- Opening direct communication channels with the community to give feedback and evaluate the quality of the university graduates.
- The staff selection and employment committee at Diraya University should include many academic, management and human resources experts.
- Investing in Employee Development: Prioritize employee development as a long-term investment that can enhance the overall capabilities of the team.
- Regularly Monitor Performance: Implement regular performance evaluation systems to ensure that employees have a clear understanding of company expectations and receive regular feedback.
- Foster an Innovative Environment: Promote a corporate culture that encourages innovation, collaboration, and recognition of achievements.
- Prepare for Change Responsiveness: Cultivate an advantage in responding to changes with the necessary flexibility to adapt to a dynamic business environment.
- Utilize Technology: Employ modern technology and data analytics to support better decision-making in HRM.
- Maintain HRM Continuity: View HRM as a long-term commitment, planning for sustainable HRM development.

By adhering to these recommendations, organizations will be better equipped to maximize the potential of their human resources, create a productive work environment, and excel in the competitive business landscape. Ultimately, a company's success depends on its ability to effectively manage, develop, and motivate its workforce.

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Dr. Mohamed Abd El-Kader Shehab al-Din

Appendix 1

THE QUESTIONNAIRE

Dear Participant,

Thank you for taking the time to participate in this survey. Your input is valuable and will contribute to advancing knowledge in the field of Human Resources Management and organization Competitive Advantage in general and in Deraya University.

The aim of this survey is to collect valuable insights that will help us achieve goals and objectives of this valuable study aimed at *investigating the relationship between effective Human Resources Management Practices and organization Competitive Advantage*.

Your responses will remain confidential and will only be used for research purposes. Your anonymity will be preserved, and your data will be stored securely in accordance with ethical guidelines. Participation in this survey is voluntary, and you may withdraw at any time without penalty. By continuing with the survey, you consent to the use of your responses for research purposes.

If you have any questions or concerns about the survey, please do not hesitate to contact me at (mohamed.Shehab@deraya.edu.eg).

Thank you for your participation.

Sincerely,

Dr. Mohamed Shehab

Dr. Mohamed Abd El-Kader Shehab al-Din

SECTION 1: DEMOGRAPHIC INFORMATION

Organization/ POSITION		Tick (✓)
Gender	Male	
	Female	
Age	19 years and below	
	20-35 years	
	36- 50 years	
	More than 50 years	
Educational background	High School or below	
	Some College/Associate's Degree	
	Bachelor's Degree	
	Master's degree	
	Doctorate	
	Other _____	
Job Nature	Academic	
	Administrative	
	Other _____	
Years of Experience in the University	Less than 1 year	
	1-5 years	
	6-10 years	
	11- 15 years	
	More than 15 years	

SECTION 2: Organization Competitive advantage

Add tick to the appropriate option according your perception.

No	Statement	Strongly Agree	Agree	Somewhat Agree	Neutral	Somewhat Disagree	Disagree	Strongly Disagree
1	The university applies modern methods in providing its educational services compared to competitors							
2	The university could modify work process to decrease an excessive expenses compared to competitors							
3	The quality of the university core services are distinct from its competitors							
4	The university supportive administrative services (maintenance, transportation, finance, warehousing, .etc.) are advanced compared to competitors							
5	The feature of the university services are compatible with national and international standards.							
6	The graduated students are qualified with knowledge and skills according to market local, regional, and international needs							
7	The university encourages new ideas to cope with changes occur in the market							
8	The university exchanges experts with other institutions to continually improve its services							
9	The university staff members are characterized by high creative skills.							
10	The organization employs unique, inimitable, qualified staff members.							
11	Feedback information transmitted among different departments has been employed to modify services.							
12	The total number of students enrolled increase year over year.							
13	There is a sense of belonging from the students to the university.							
14	Students are satisfied about teaching quality, campus facilities, support services, infrastructure, and overall institutional climate.							
15	The university staff member publications are distinguished and have good reputation							

SECTION 3: Effective HRM Practices

Add tick to the appropriate option according your perception.

No	Statement	Strongly Agree	Agree	Somewhat Agree	Neutral	Somewhat Disagree	Disagree	Strongly Disagree
Recruitment and selection practices								
1	The university forecasts personal requirements on a timely basis							
2	The university spends a good amount of money on selecting talented staff.							
3	A large number of people are involved in HR planning activities.							
4	The university focuses on using structured and standardized interviews rather than unstructured and unstandardized ones							
5	The university forecasts personal requirements on a timely basis							
Performance appraisal								
6	The university uses performance-based appraisal.							
7	The university uses employee's self-ratings on performance.							
8	Superiors frequently discuss performance with subordinates.							
Training and Development								
9	Extensive training programs are provided for employees in the university.							
10	Employees normally go through various training programs every year.							
11	The university provides formal training to promote skills to new hires as well as to promoted or existing employees.							
Compensation Practices								

No	Statement	Strongly Agree	Agree	Somewhat Agree	Neutral	Somewhat Disagree	Disagree	Strongly Disagree
12	The university has favorable incentive practices to encourage employees to achieve its objectives.							
13	The university has very fair incentive practices, aimed at rewarding people who accomplish their goals.							
14	The university has incentive practices which really recognize people who contribute the most to achievement of goals.							
Employee Participation								
15	Employees are allowed to make many decisions.							
16	Employees are often asked by their supervisors to participate in decisions.							
17	Employees are encouraged to suggest improvement in the way jobs are done.							
18	Supervisors keep open communication with employees.							
Team work								
19	The university always gets team's opinion and ideas before making any decision.							
20	The university forms focused groups to solve problems.							
21	Teams are extensively provided with sufficient power and resources to solve problems.							