



## The Effect of Human Resource Practice on The Competitive Advantage: A Case Study on Aqaba Port

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### ABSTRACT

This research aims is threefold. First, to investigate the total impact of HRM practices on the competitive advantage . Second, to explore the impact of HRM practices, i.e., knowledge of business, delivery of human resources and management of change on the competitive advantage . Third, to examine the impact of HRM practices an entire construct on the dimensions of the competitive advantage , i.e., positive value, rareness, imitability, and organization.

A descriptive analytical research method was adopted for the sake of the current study. A questionnaire was distributed to a sample of 195managers, from which a total of 187 complete questionnaires were returned to be analyzed via IBM SPSS and AMOS.

The results revealed that HRM practices had a significant effect on the competitive advantage . Particularly, knowledge of business, delivery of human resources and management of change as dimensions of HRM used in the current study had significant effects on the competitive advantage . Moreover, HRM practices as an entire construct was found to exert significant effect on all dimensions of the competitive advantage.

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### 1. Introduction.

Organizational resources, in general, cover several aspects such as organizational assets, processes, attributes, knowledge and capabilities. These resources are categorized into three types: physical capital, human capital and organizational capital resources (Barney, 1991). Organizational resources are potential sources of firm's sustainable competitive advantage (the competitive advantage), particularly human resources (Kazlauskaitė and Bučiūnienė, 2008). The focus of the current study is on firm's human resource factors, with the aim of exploring the influence of these resources on firm's COMPETITIVE ADVANTAGE. Human resource factors encompass several factors, e.g., employee commitment, reward systems, team work and top management support (Daily and Huang, 2001).

In searching for organizational resources that contribute to COMPETITIVE ADVANTAGE, scholars conducted numerous studies and found many results. Representative examples of organizational resources that identified by scholars as sources of COMPETITIVE ADVANTAGE cover human resources (Barney, 1991), knowledge management (Mahdi et al., 2019), intellectual capital management practices (Tonial et al., 2019), employee engagement (Albrecht et al., 2015), organizational knowledge (Narasimha, 2000), workplace branding (Love and Singh, 2011) and human resource management practices (HRMP) such as training (Stavrou et al., 2004).

Ordóñez de Pablos and Lytras (2008) indicated that organizations can integrate organizational flexibility and strategic fit, as strategic goals, through HRM in order to develop a sustainable competitive advantage. Tan and Nasurdin (2011) confirmed that human resource as one of the firm's most valuable resources enables it to achieve a competitive advantage. In this context, Barney and Wright (1998) identified employee skills, commitment, culture and teamwork as significant sources of sustainable competitive advantage. Collins and Clark (2003)

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examined the role of human resource practices in creating firm competitive advantage and indicated that human resource practices are positively related to firm performance, particularly those valuable practices for a competitive advantage. Wright et al. (1994) revealed that human resources are key source of sustainable competitive advantage.

## 2. The Problem of Study.

The problem of the study lies in identifying the impact of human capital on achieving the competitive advantage in the port of Aqaba, and the degree of its application and effectiveness in achieving the competitive advantage of the ports, due to the discrepancy in the results of previous studies and the lack of previous studies that studied linking the competitive advantage to human resources. The Port, which is situated in the town of Aqaba, aims to advance maritime shipping through the nation's port of Aqaba by, among other things, mobilising business concepts and skills in public and private sector partnerships, offering top-notch services, collaborating with the government to develop an inviting business environment for ship owners, operators, and charterers, and encouraging its employees to uphold the highest ethical standards.

### 2.1. Importance of Studying.

The importance of the study is crystallized through the vital role played by the human element in the ports, which is the real key.

In achieving the success of any public institution, we will address in this first part of the research the different definitions that have been assigned to the competitive advantage, then we will proceed to determine its types and criteria for judging its quality, and finally we will reach the different sources of this advantage and its different relationship to human resource development as a basic input with an essential relationship in Achieving the competitive advantage of Aqaba port.

### 2.2. Objectives of the study.

In the light of defining the problem of the study and its importance, the main objective of the study is to diagnose and analyze the relationship of correlation and influence between training human resources and achieving competitive advantage, and to indicate the contents and limits of this relationship at the level of ports. In general, a set of goals that the current study seeks to achieve can be indicated:

1. Statement of the importance of training programs in improving the efficiency of personnel working in ports.
2. Clarifying the most important dimensions of the competitive advantage that the ports seek to achieve.
3. Statement of the correlation and impact relationship between the training program and the competitive advantage in the ports.

### 2.3. Questions Study.

The main question of the study is:-

**What is The effect of human resource practice on the competitive advantage : A case of Aqaba port? ”**

A group of the following sub-questions branch out from this question:

- What is the philosophical framework for human resources?.
- What is the philosophical framework for the competitive advantage.
- What is the effect of human resource practice on the competitive advantage.

### 2.4. Study Methods.

In order to answer the research problem and prove the validity of the hypotheses, the analytical descriptive approach was relied on with regard to the theoretical side as it is suitable for collecting facts and defining various concepts related to the subject, and analyzing them with the aim of developing explanations and coming up with results, while the case study approach was followed with regard to the field side in order to find **The effect of human resource practice on the competitive advantage on Aqaba port.**

#### 2.4.1. Hypotheses.

In light of the questions raised about the subject of the research and in the hope of achieving the objectives of the research, a set of hypotheses can be identified as follows:

**The main hypothesis:** There is a significant effect between **human resource practice** and achieving the competitive advantage of **port** at the level of significance  $\alpha \leq 0.05$ .

- H1: HRM practices significantly influence the competitive advantage -value.
- H2: HRM practices significantly influence the competitive advantage -rareness.
- H3: HRM practices significantly influence the competitive advantage -imitability.
- H4: HRM practices significantly influence the competitive advantage -organization.

#### 2.4.2. Limitation.

**Spatial boundaries:** The current research included **Aqaba port.**

**Time limits:** 2023.

The duration of preparing the research in practice in the studied **Aqaba port**, which included the duration of the initial visits to diagnose the research problem, the duration of obtaining the data necessary for the research, and a distribution period. questionnaire”.

**Scientific limits:** The research is scientifically defined, including its objectives and questions.

### 2.5. Several scientific sources.

The researcher reviewed a set of literature from books, periodicals, master's theses, doctoral theses, and research in the field of the competitive advantage, **human resource practice** and areas related to the topic of research, information (internet, It contributes to building the theoretical framework of the research due to the abundance of data and information it provides).

- **Individual interviews:** Several personal interviews were done with branch managers, their assistants, and workers of the investigated **Aqaba port** in order to explain what was written in the questionnaire list and to answer their questions about some of the variables contained within.
- **Questionnaire:** The questionnaire is the main source for collecting data and information approved in the research, as it consisted of (21) sentences that covered the two main research variables (the competitive advantage, **human resource practice**).

**Community:** The **Aqaba port** were chosen to be the sample population in this study.

There are many assurances from the General Administration of **Aqaba port** that it is necessary to listen to customers' opinions. The employees were selected from the director, assistant director, chief observers, foremen, and treasurers out of 177 out of 152. We obtained the sample size from using the sample size table for researchers.

Accordingly, the sample size should be  $109 < n$ , Therefore, the sample was chosen randomly. and the sample size became 117, which is an appropriate number for the required number.

**First: The Independent Variable** (the philosophical framework for human resources):

#### **A: The concept of human resources:**

Human resources (HR) is the department within a business that is responsible for all things worker-related. That includes recruiting, vetting, selecting, hiring, onboarding, training, promoting, paying, and firing employees and independent contractors. HR is also the department that stays on top of new legislation guiding how workers need to be treated during the hiring, working, and firing process (Kalra, 1997).

HR is considered by many business strategists to be the most important of all port resources. That's because employees can gain new skills, thereby increasing the size of a port's competitive advantage over time. Other resources simply don't have that capacity (Khan., Khan & Mahmood, 2012).

HR Management Important to All Managers? Managers don't want to make personnel mistakes, such as hiring the wrong person, having their port taken to court because of discriminatory actions, or committing unfair labor practices. HRM can improve profits and performance by hiring the right people and motivating them appropriately. It is also possible you may spend some time as an HR Manager, so being familiar with this material is important.

#### **B: The four types of human resources.**

- Recruitment and Selection.
- Training and Development.
- Compensation and Benefits.
- Employee Relations and Engagement.

#### **C: Purpose, Benefits and Importance of HRD.**

Haslinda-a (2009) expressed that behind the theoretical debates concerning the nature of HRD, there is a set argument pertaining to purpose of HRD. The purposes of HRD are said to influence the nature and extent of HRD activities being implemented. The purposes of HRD are centered on learning and performance perspectives, both benefiting the individual and the interests of shareholders. In a wider perspective, the purposes center on economic benefits, social benefits and the ethics of HRD. These points indirectly suggest that a reconciliation of the purposes of HRD centrally focus on training, development and learning within organizations for individual development to achieve business strategies and for the development of organizational competence. Yussof and Kasim (2003) revealed that the role of HRD is crucial, in promoting and sustaining growth and, HRD, in particular education and training, contributes significantly to economic development in terms of increased worker productivity and income. The economy becomes more productive, innovative and competitive through the existence of more skilled human capability. he asserted that organizations have been created by humankind and can soar or crumble, and HRD is intricately connected to the fate of any organization. Human expertise is developed and maximized through HRD processes and should be applied for the mutual long-term and/or short-term benefits of the sponsoring organization and the individuals involved According to Rao, (1995) human resource development holds the key for economic development by enabling people to become more productive, because economic development depends upon level of industrial activity of production, which onward depends upon the productivity of human resource.

**Second: The Independent Variable** (competitive advantage):

**A: The concept of competitive advantage:** Organizational capability to perform in one or many ways that competitors find difficult to imitate now and in the future (Abou-Moghli, Al Abdallah & Al Muala, 2021, p3).

**B: dimensions of competitive advantage:** There are several dimensions of competitive advantage, the first of which are:

1) cost reduction: it means the organization's ability to design, manufacture, and market products at the lowest cost compared to its competitors (Aquilano et al, 1996).

2) The second dimension, which is innovation, renovation and creation, which is the reshaping or re-work of new ideas to come in a new way, and it is done by reaching a solution to a specific problem, or to a new idea and its applications which is strongly linked to technology (Abu Jalil, 2013).

3) The third dimension is flexibility which is the basis for achieving competitive advantage by responding quickly to changes that may occur in product design and in line with the customers' needs (Dilworth, 1996). The fourth dimension, which is quality, means or refers to doing things properly to provide products that suit customers' needs (Zolghadar, 2007).

Hence, the idea underlying the concept of general strategies is that competitive advantage is the heart of any strategy, and accordingly, it has been defined by Porter (1998) who set the general strategies for competitive advantage as follows:

- Cost leadership: which means that the organizations shall seek to provide goods and services at the lowest possible cost compared to other organizations which are operating within the same sector, and this can be done by achieving economic savings and owning technology that contributes to reducing cost and use of raw materials more efficiently in their production processes. This may also be achieved through expansion in the same industrial sector to which it belongs or through entering into new industries related to the sector to which it belongs (Porter, 1998). As a result, this means the ability of the organization to implement at the lowest costs compared to competitors through improving production Disposal of waste, and tight control over the cost components (Al-Janabi, 2011).

- Differentiation: It is the strategy represented by developing a product or service that has unique characteristics and has a great value for the customers and that such products or services are better than other competitors' products or different from them so that they can set exceptional prices for the product (Dahbour, 2020). Meanwhile, Jones et. Al, (2003) believes that differentiation is the pursuit of a firm to be distinctive in the industry, through some dimensions of great value for the customers, and hence the port distinguishes its products or services by its unique selling suggestions in the target market sector. On the other hand, Abdel-Wahab (2012) indicated that differentiation is made through the development of differentiation methods of the institution's products and services in comparison with the products and services of other competing organizations or by reducing the advantages of other competing organizations and institutions. Besides, the organizations seek to provide products which are better than other competitors, and add an added value to its marketing and production processes in terms of introducing some characteristics and new products such as ease of use or providing after-sales services in an innovative way, such as maintenance, delivery, credit facilities. Therefore, the principle is related to the fact that the consumer is aware of these new features and that they are of a value to him which other competitors lack. (Porter, 1998).

- Concentration: It means focusing on a specific sector of the market and its service. Two aspects are used for this purpose, the first is meant to achieve a competitive advantage in focus, meanwhile, the second is meant to achieve a competitive advantage in achieving differentiation focus in the target market by limited products and geographical area, (Wheelen & Hunger, 2002) which is based on selecting a narrow competitive range within the industry, and part of it is selected from a group of sectors in the industry and alignment of its strategy for target groups. Accordingly, the organizations seek to achieve

competitive advantage for the target segment though it does not possess a competitive advantage in general. As a result, the focus strategy offers two variables: Focus on cost, or Focus on excellence. (Porter, 1998).

### **Third: The variable continued Aqaba port.**

#### **A: What are Aqaba port?.**

The Port is located at the Aqapa town to promote, develop and growth of maritime shipping via the kingdom's national port of Aqaba through; mobilizing business skills and concepts in public and private sectors partnerships, providing high quality services, associating with the Government in creating an attractive business environment for ship owners /operators /charterers and assisting members to work for the highest professional standards and to serve as: (Khalaf, & Kochzius, 2002, p297).

**Transshipment port center** (Abu-Hilal, & Badran, 1990, p197).

- Ideal location to handle trade linking between nations.
- Regular ferry services with the Egyptian sea port of Nu-eib'e.
- Deep waters with the most efficiency in the Middle East.
- Served by an airport, excellent roads and a freight railway to the north of the country.

The Port Corporation (TPC) is a governmental body with an independent character responsible for establishing, developing, maintaining and operating port activities (Abu-Hilal, & Badran, 1990, p195).

The Port consists of the following sectors:

#### **Aqaba main Terminal:**

- Aqaba Containers Terminal.
- Industrial Terminal.

#### **B: Site and importance Aqaba port.**

Aqaba Port (port code: JOAQJ) is the only seaport in the kingdom of Jordan in West Asia. It lies at the southernmost tip of Jordan on the northeast shores of the Gulf of Aqaba, 2 nautical miles away from Eilat port of Israel in the west (Khalaf, & Kochzius, 2002, p297).

Located on a 40-kilometer strip of coastline between Israel and Saudi Arabia, the port is the only access to the sea for Jordan. It handles 78% of Jordan's exports and 65% of the country's imports. Covering a total area of two million square meters, including 1.7 million square meters of land and 380.8 square meters of sea, it contains three main areas: the main port zone, the containers port zone, and the industrial port zone. The main port zone contains 12 berths for handling general cargoes and grain, exporting phosphate, and supporting roll-on/roll-off and lighter traffic. The containers port zone is located five kilometers south of the main port area and contains seven berths of a total one thousand meters in length. The industrial port zone is

located 18 kilometers south of the main port zone and handles oil, timber, and industrial products. The port handles approximately 17 million tons of cargo and 587,500TEU annually. The principal exports leaving this port are phosphates, tar products, cement, fruit. The main imports entering this port include general cargo, building materials, grain and machinery. (Barakat, Al-Rousan, S., & Al-Trabeen, 2015, p11).

Each year about 2,700 vessels and 1.2 million passengers visit this port. The types of vessels regularly calling at this port are container ships, accounting for around 51%; and passenger ships, taking up around 14%. The maximum length of the vessels recorded to having entered this port is 369 meters. The maximum draught is 14.7 meters. The maximum deadweight is 156,198t. (Manasrah, 2006, p840).

**Fourth: Linking the human resource and the competitive advantage in Aqaba port.**

Rapid developments in the global economy, including privatization, liberalization, and globalization, have exerted great pressure on organizations to cope with changes and adopt competitive advantages to achieve survive and continue. Achieving a competitive advantage for these organizations no longer depends merely on potential and material resources but also relies heavily on human resources and how these people distinguish themselves in the workplace. Human resources and management have recently been viewed as vital to the attainment of competitive advantage (Kamoche, 1991; Pfeffer, 1994; Becker & Gerhart, 1996), prompting many organizations to pay more attention to their most valuable resource, their employees. HR practices are the primary means by which firms can influence and shape the skills and behaviors of individual people to do their jobs and thus achieve organizational goals (Collins & Smith, 2006; Chen & Huang, 2009,p114). HRM practices have been described as having numerous characteristics. Schuler and Jackson (1987,p217) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. In addition, HRM is thought to be a collection of internally steady strategies and practices intended and executed to guarantee that a firm’s human capital contributes to the accomplishment of its business objectives (Delery & Doty, 1996, p818).

Therefore, HRM practices relate to specific practices, formal policies, and attitudes that are made to attract, improve, inspire, and preserve employees who ensure the operative functionality and subsistence of the organization (Tan & Aizzat, 2011,p156). Clinton and Guest (2013,p530), however, suggested that there is lack of consensus in the existing literature on which HRM practices are best. Li et al. (2006,p117) defined competitive advantage as the capacity of an organization to create and maintain a defendable position over its competitors. Tracey et al. (1999) argue that competitive advantage includes characteristic proficiencies that set an organization apart from competitors. A company achieves competitive advantage when its actions in a market or domain create economic value and when only a few competitors are engaged in similar activities (Barney, 2002,p100). Porter’s (1985) and Barney’s (1991,p111)

provide an economic foundation for examining the possible role of HRs in firms’ competitive advantage (Fulmer et al., 2003, p970).

**2.6. Implications:**

The port is Jordan’s sole seaport, situated on a 40-kilometer stretch of coastline between Israel and Saudi Arabia. It manages 65% of imports and 78% of exports for Jordan. There are three primary regions that make up its two million square metre total area: the main port zone, the containers port zone, and the industrial port zone. This includes 1.7 million square metres of land and 380.8 square metres of water. Twelve berths are available in the main port zone for handling general cargoes, grain, phosphate exports, roll-on/roll-off traffic, and lighter loads. The container port zone has seven berths totaling 1,000 metres in length and is five km south of the main port area. The industrial port zone, which is 18 kilometres south of the main port zone, deals with industrial products, oil, and wood.

Each year, the port handles 587,500TEU and almost 17 million tonnes of cargo. Phosphates, tar products, cement, and fruit make up the bulk of the exports from this port. The primary imports into this port are grain, machinery, general cargo, and construction supplies.

**3. Data Analysis and Results.**

**3.1. Demographic Questions.**

**3.1.1. Gender.**

It is clear from the following table on the distribution of the study sample by gender that the proportion of males is 96%, and females 4%.

Table 2: Gender.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	96	96.0	96.0	96.0
	Female	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Source: Authors.

**3.1.2. Nationality.**

It is clear from the following table on the distribution of the study sample by Nationality that the proportion of Saudi is 64 %, and non-Saudi 36%.

Table 3: Nationality.

Nationality					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Saudi	64	64.0	64.0	64.0
	Non- Saudi	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Source: Authors.

Table 1: Second: The questionnaire phrases.

N	Paragraphs	Agree	Not know	Not agree
<b>The first dimension: HRM practices significantly influence the competitive advantage –value</b>				
1	Achieving HRM practices for competitive advantage no longer depends merely on potential.			
2	Achieving HRM practices for competitive advantage no longer depends merely on material resources			
3	Screening recruitment has a positive impact on the competitive advantage -value			
4	Skills development training has a positive impact on the competitive advantage -value			
5	Performance management has a positive association with financial performance			
6	Authorisation, empowerment has a positive impact on financial performance.			
<b>The second dimension: HRM practices significantly influence the competitive advantage -rareness</b>				
1	HRM practices distinguish people in the workplace.			
2	Human resources have recently been viewed as vital to the attainment of competitive advantage.			
3	HRM practices relate to specific practices			
4	HRM practices relate to formal policies.			
5	HRM practices relate to specific practices attitudes that are made to attract			
<b>The Third dimension: HRM practices significantly influence the competitive advantage -imitability</b>				
1	HRM practices significantly attracts employees the competitive advantage			
2	HRM practices significantly develops, employees' competitive advantage			
3	HRM practices significantly influence the motivates, competitive advantage			
4	HRM practices significantly influence the retains employees' competitive advantage			
5	HRM practices significantly influence the innovation work employees' competitive advantage			
<b>The fourth dimension: HRM practices significantly influence the competitive advantage -organization</b>				
1	Career development support has a positive relationship with financial performance.			
2	Pay for performance employee has a positive impact on the competitive advantage -organization			
3	Information sharing within the organisation has a positive impact on the competitive advantage -organization			
4	HRM practices have immediate effect on competitive advantage			
5	HRM practices have striven to cope with new changes and adopt competitive advantages to survive and continue in the global economy			

Source: Authors.

3.1.3. Age.

It is evident from the following table regarding the distribution of the study sample according to age, that the highest percentage is (36-40 years) with 40%, followed by (31-35 years) with a percentage of 21%, (26-30 years) with a percentage of 20% (More than 40 years) with a percentage of 11% and (21-25 years) with a percentage of 8%.

Table 4: Age.

Age					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	21- 25 years	8	8	8	8
	26-30 years	20	20	20	28
	31-35 years	21	21	21	49
	36-40 years	40	40	40	89
	More than 40 years	11	11	11	100
	Total	100	100.0	100.0	

Source: Authors.

• **HRM practices significantly influence the competitive advantage –value:**

- Statement “Maximum time for storing wastes is 2 days or 48 hours” came in the first place with an arithmetic mean of 4.22 and a standard deviation of .675. Therefore, the direction of the responses of the study sample is Agree.
- Statement “Waste must be separated into various types at the source “came in the second order, with a mean of 4.21 and a standard deviation of .832. Therefore, the direction of the responses of the study sample is Agree.
- Statement “Existence of departmental waste disposal plans” came in the third order, with an arithmetic mean of 4.15 and a standard deviation of .687. Therefore, the direction of the responses of the study sample is Agree.
- Statement “Identification of biohazard symbol” in the fourth rank came with an arithmetic mean of 3.89 and a standard deviation of .751. Therefore, the direction of the responses of the study sample is neutral.
- Statement “Availability of a hospital waste management system” came in the fifth order, and its arithmetic mean was 3.87 and a standard deviation was .812. Therefore, the direction of the responses of the study sample is neutral.

• **HRM practices significantly influence the competitive advantage - rareness:**

- Statement “Priority should be given to safe waste disposal” came in the first place with an arithmetic mean of 4.21 and a standard deviation of .902. Therefore, the direction of the responses of the study sample is Agree.

Table 5

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	p-value
Achieving HRM practices for competitive advantage no longer depends merely on potential.	100	3	5	3.87	.812	0.001
Achieving HRM practices for competitive advantage no longer depends merely on material resources	100	3	5	4.15	.687	0.001
Screening recruitment has a positive impact on the competitive advantage–value	100	2	5	4.21	.832	0.320
Skills development training has a positive impact on the competitive advantage–value	100	3	5	3.89	.751	0.121
Knowledge of the health care professionals regarding management of BMW	100	3.00	4.60	4.0680	.36979	

Source: Authors.

- Statement “Regular educational program / training needed for BMW “came in the second order, with a mean of 4.13 and a standard deviation of .884. Therefore, the direction of the responses of the study sample is Agree.
- Statement “BMW’s management initiatives impose a greater financial strain on management” came in the third order, with an arithmetic mean of 4.13 and a standard deviation of .812. Therefore, the direction of the responses of the study sample is Agree.
- Statement “Awareness of proper color-coding bins for waste disposal “in the fourth rank came with an arithmetic mean of 4.09 and a standard deviation of .818. Therefore, the direction of the responses of the study sample is neutral.
- Statement “The use of PPE minimizes the risk of infection” came in the fifth order, and its arithmetic mean was 4.00 and a standard deviation was .888. Therefore, the direction of the responses of the study sample is neutral.

Table 6

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
HRM practices distinguish people in the workplace.	100	2	5	4.21	.902
Human resources have recently been viewed as vital to the attainment of competitive advantage.	100	1	5	4.00	.888
HRM practices relate to specific practices	100	3	5	4.09	.818
HRM practices relate to formal policies.	100	3	5	4.13	.812
Attitude of the health care professionals regarding management of BMW	100	3.00	5.00	4.1120	.48017

Source: Authors.

• **HRM practices significantly influence the competitive advantage – imitability:**

- Statement “Immunization against the Hepatitis B virus” came in the first place with an arithmetic mean of 4.24 and a standard deviation of .712. Therefore, the direction of the responses of the study sample is Agree.
- Statement “Implementing the proper procedure for collecting sharps and needles” came in the second place with an arithmetic mean of 4.12 and a standard deviation of .844. Therefore, the direction of the responses of the study sample is Agree.
- Statement “Putting on personal protective gloves” came in the third order, with a mean of 4.09 and a standard deviation of .911. Therefore, the direction of the responses of the study sample is Agree.
- Statement “Regular annual medical examination” came in the fourth order, with an arithmetic mean of 4.07 and a standard deviation of .820. Therefore, the direction of the responses of the study sample is Agree.
- Statement “Correct management of blood - contaminated spores “in the fifth rank came with an arithmetic mean of 3.95 and a standard deviation of .880. Therefore, the direction of the responses of the study sample is neutral.

Table 7

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	p-value
HRM practices significantly attracts employees the competitive advantage	100	2	5	4.09	.911	
HRM practices significantly develops, employees’ competitive advantage	100	2	5	3.95	.880	0.292
HRM practices significantly influence the motivates, competitive advantage	100	2	5	4.07	.820	0.035
HRM practices significantly influence the retains employees’ competitive advantage	100	3	5	4.12	.844	0.009
Professionals regarding management of BMW	100	2.50	5.00	4.0575	.51720	

Source: Authors.

• **HRM practices significantly influence the competitive advantage –organization:**

- Statement “Cost reduction for waste management” came in the first place with an arithmetic mean of 4.37 and a standard deviation of .747. Therefore, the direction of the responses of the study sample is Agree.
- Statement “Fewer instances of public and workplace illness” came in the second order, with a mean of 4.07 and a standard deviation of 1.112. Therefore, the direction of the responses of the study sample is Agree.

- Statement “Improve the aesthetic value of health-care environments” came in the third order, with an arithmetic mean of 4.03 and a standard deviation of .784. Therefore, the direction of the responses of the study sample is Agree.
- Statement “Reduction in the hospital’s infection control expenses” in the fourth rank came with an arithmetic mean of 3.84 and a standard deviation of .368. Therefore, the direction of the responses of the study sample is neutral.

According to the data presented in the table, the advantages of having efficient management of biomedical waste include, among other things, lower costs associated with waste disposal and fewer cases of illness in the general population and the workplace.

Table 8

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	p-value
Career development support has a positive relationship with financial performance.	100	3	4	3.84	.368	0.344
Pay for performance employee has a positive impact on the competitive advantage –organization	100	1	5	4.07	1.112	-
Information sharing within the organization has a positive impact on the competitive advantage – organization	100	3	5	4.03	.784	0.314
HRM practices have immediate effect on competitive advantage	100	3	5	4.37	.747	0.013
Valid N (listwise)	100			4.07	0.443	

Source: Authors.

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