

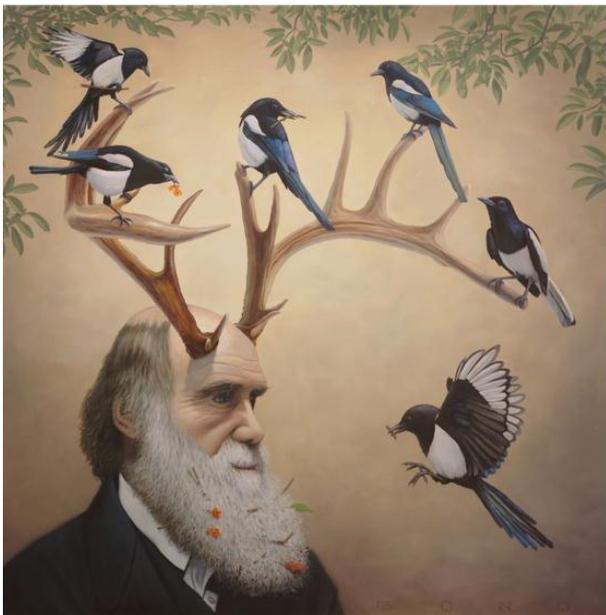
# opción

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# **HR Training and Development Strategy and Its role in Achieving the Competitive Advantage of Business Organizations. ( Zain ) and(Asia) For Telecom as models**

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## **Abstract**

The study aims to adopt a training and development strategy, as an effective strategy in achieving competitive advantage in the Iraqi communications sector. To achieve the objectives of the study, the researcher prepared a questionnaire to collect primary information from the study sample, which consisted of (23) items. In light of this, data was collected and analyzed and hypotheses tested using Statistical Package of Social Sciences (SPSS). The sample of the study consisted of 70 managers and heads of departments working in the companies of (ZEN) and (Asiacell). After conducting the descriptive analysis of the study and the regression analysis of the study hypotheses, the study reached a number of results, the most important of which was the statistically significant relationship to the training and development strategy in achieving the competitive advantage. The study recommends the need to pay attention to the training and development strategy due to its significance in the current work environment, which is characterized by competitiveness and change, as well as avoiding the selection of individuals by companies on the basis of favoritism or personal characteristics in the training and development process.

**Keywords:** training and development strategy, competitive advantage

# **Estrategia de capacitación y desarrollo de recursos humanos y su papel en el logro de la ventaja competitiva de las organizaciones empresariales.**

## **(Zain) y (Asia) Para Telecom como modelos**

### Resumen

El estudio tiene como objetivo adoptar una estrategia de capacitación y desarrollo, como una estrategia efectiva para lograr una ventaja competitiva en el sector de las comunicaciones iraquíes. Para lograr los objetivos del estudio, el investigador preparó un cuestionario para recopilar información primaria de la muestra del estudio, que consistió en (23) ítems. A la luz de esto, los datos fueron recolectados y analizados y las hipótesis probadas usando el Paquete Estadístico de Ciencias Sociales (SPSS). La muestra del estudio consistió en 70 gerentes y jefes de departamentos que trabajan en las empresas de (ZEN) y (Asiacell). Después de realizar el análisis descriptivo del estudio y el análisis de regresión de las hipótesis del estudio, el estudio alcanzó una serie de resultados, el más importante de los cuales fue la relación estadísticamente significativa con la estrategia de capacitación y desarrollo para lograr la ventaja competitiva. El estudio recomienda la necesidad de prestar atención a la estrategia de capacitación y desarrollo debido a su importancia en el entorno laboral actual, que se caracteriza por la competitividad y el cambio, así como a evitar la selección de individuos por parte de las empresas en función del favoritismo o las características personales. en el proceso de capacitación y desarrollo.

Palabras clave: estrategia de capacitación y desarrollo, ventaja competitiva.

### Chapter One

#### Research Methodology

#### First: Research Problem

The research problem is to clarify the role of training and development strategy in achieving the competitive advantage in order to advance the process of human development, as it is also suffering several problems in the physical and human aspects. As for human problems, it is summed up by the problem of the lack of technical and administrative staffs, and its instability annually and the inability to obtain the required quality from it,

the research problem can be specified by the following questions:

- 1- What is the influence of training and development strategy represented by training, employee development, leadership development, learning and knowledge acquisition, in achieving competitive advantage?
- 2- What is the level of the training and development strategy in the telecommunications sector in the study community?

Second: Significance of the Research

The significance of the research lies in the advantages that can be achieved by training and development of workers in the telecommunications sector in the two researched companies. They may be summarized as follows:

- 1- Highlighting the effectiveness of the training and development strategy in enhancing competitive advantage
- 2- The standards employed in measuring study variables, and their diagnosis in the researched Asiacell and Zain companies, are considered as a significant step towards developing their performance according to the international standards and indicators.
- 3- Determining the type of relationship between the training and development strategy and competitive advantage, and the extent of its influence on the telecommunications sector.

Third: Research objectives

The research seeks achieving a set of objectives that are summarized as follows:

- 1- Determining the study concepts represented by the training and development strategy, and competitive advantage
- 2- Testing the study hypothesis among its variables
- 3- Explaining the proposals that guarantee success and activation of the training and development strategy in the two researched companies in a manner that contributes to improving their performance .

Fourth: Research hypotheses

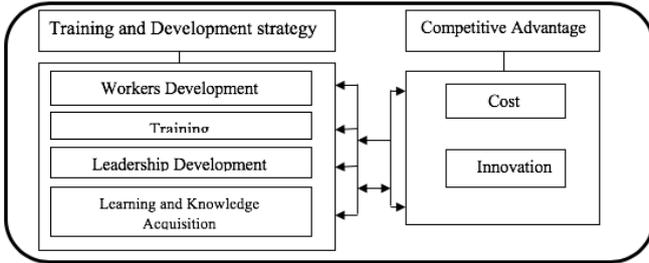
- 1- Correlation hypothesis: (There is a significant correlation between the training and development strategy in its dimensions and competitive advantage.)
- 2- Effect Hypothesis: (There is a significant effect of training and development strategy in its dimensions in the competitive advantage)

Fifth: Research form

Clarifying the research problem and achieving its objectives requires constructing a hypothetical scheme that clarifies the nature of the research variables. Such a scheme is prepared to clarify the difference between the

independent variable (training and development strategy) and the dependent one (competitive advantage) as a prelude to presenting the research hypotheses, as it is explained in Figure (1)

**Figure (1) research hypothesis**



Source: ALzubaidi and Nasser(2018).

Sixth: Statistical tools and methods

Data are analyzed using SPSS. Arithmetic mean ( $X$ ), standard deviation ( $S$ ), coefficient of variation C.V, simple linear regression coefficient  $F$ , and  $R^2$  for coefficients are applied to arrive at the search results.

Seventh: Research community and sample

This study population consists of unit managers, administrative and technical divisions, and department heads. In addition to this, the targeted study sample is a random sample of unit managers and administrative divisions where (100) questionnaires are distributed to the workers in the two companies, (95) questionnaires are retrieved, and (15) questionnaires are excluded due to their lack of suitability for statistical analysis purposes, so the final study sample represented (80) respondents from different departments and administrative sections in the two targeted companies.

Eighth: study variables

This study consists of two types of variables: the independent variables represented by the training and development strategy which includes the strategic dimensions (employee development, training, leadership development, learning and knowledge acquisition) and the respondent variable competitive advantage which includes dimensions of (cost and innovation)

Chapter Two

The theoretical side

First: Training and Development strategies for the human resource

Strength of human resources and the effectiveness of their performance mean the strength of an organization, its ability to compete with other organizations in the market, and to ensure its survival and continuity (Aqeli,2009:13).The human element in the third millennium is an important source for building competitive advantage as the most significant asset of the organization. Moreover, the element human being is a mental and intellectual energy and a source of information, suggestions and innovations. It is an active component capable of positive participation in thought, opinion and advice, therefore it has become one of the administration's priorities in the third millennium, which is the search for new concepts and methods for developing human resources commensurate with its significance, vitality .It should be equal to the role it plays in the organization (Alzubaidi and Nasser, 2018:272). Therefore, attention should be paid to training and development because it gives the human resources the opportunity to enhance their capabilities and inform them of the experiences and skills of others in a studied manner and transfer ideas to reach the desired positive results at work (Alanzi, 2019:34).

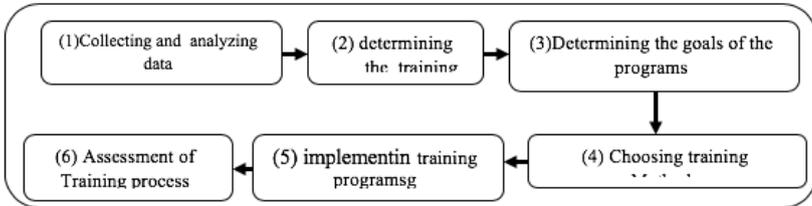
Hence, the significance of training and development for the communications sector is evident in light of this escalating competition and the challenges that lead to the departure of many administrative, technical and academic competencies and determining how to deal with these exceptional circumstances, through continuous training of workers, and enabling them to fill any shortfall that may occur in the place of their employment in the two researched companies. Moreover, there is there is a significant acceleration in technological developments in terms of devices and equipment, as well as in terms of methods in management, production, operations, sales, etc., and accordingly the organization seeks to train and develop the performance of those whose work requests to coping with these developments. (joda , 2010:171)

### 1-Human resource training strategy

The concept of training is determined by the processes that work to equip human resources with the required skills that human resources can be employed directly in the work and thus the training process contributes to a create a change in the current skill, knowledge and behavior of individuals to fulfill the requirements of future work and job training is significant for personnel workers and the organization and society (the seminar, 2009: 49) .The human resources training process is essentially an

integrated technical process that ultimately aims to achieve practical results in terms of raising productivity, reducing costs and maximizing profits. Training capabilities increase in achieving its goals if it is considered as an integrated process in a series consisting of several stages or steps and the following figure (2) illustrates the training process for the human resource (Berber, 2012:258 ):

**Figure (2) Illustrates the training process for the human resource**



Source: Berber, Kamel(2012)*Human Resources Management: Trends and Practices*, Dar AlManhal Publishing and Distribution, Beirut, Lebanon.

Training is one of the significant human resource management functions that provide workers with knowledge and skills related to the work they do today, while development seeks to expand general skills and capabilities related to the future in the long run. The goal of training and development is achieved when workers succeed in applying what they have learned in the performance of job duties (Al zubaidi and Nasser, 274: 2018)

Training is defined as administrative and organizational efforts related to the state of continuity aimed at making a skillful, cognitive and behavioral change in the current or future characteristics of the working individual in order to be able to fulfill the requirements of his work or to better develop his practical and behavioral performance. (Alhiti, 2000:202 ) while (Amir 2011: 152 ) considers training as an ongoing process that aims at developing the capabilities of an individual that enables him to accomplish the tasks entrusted to him accurately and effectively. From another point of view, it indicates to the principle that it is a planned scientific activity aims at developing the capabilities and skills, and changing the behavior of individuals with providing them with necessary information to enable them to perform effectively and fruitfully leading to reach their goal of achieving Personal understanding and goals of the organization at the highest possible efficiency (Alqahtani 2015:134 ).

Organizations vary according to the degree of interest in training their employees .This comes as a result of the conviction of those in charge of

the organization on the significance of training as a kind of investment in the human component that will achieve a return for the organization in the future (Ashmawi, 166: 2010). The means and goal in economic and social development, just as balanced and effective training is the safety valve for the success of economic and social development programs (Alnajjar, 2007:344 ). It targets training, raising and reaching the standards required to achieve the outstanding performance. From this standpoint, training is considered to be vital influential in determining the level of efficiency and effectiveness in any organization (Amer 2011: 125 ). However, the training strategy differs according to the organizational levels of the workers, and its aim is to improve knowledge, skills and abilities of the employees to be more effective in their current jobs or with the aim of qualifying them for a specific task(s) in the future (Alzubaidi and Nasser,2018: 274 ).

## 2. Human resource development strategy

Development is defined as the process of expanding the general skills of workers related to the future, i.e. in the long run. In order to achieve the goal or goal of development, the skills and capabilities that have been learned and acquired must be transferred from the training site to the practical space during their performance of their duties. It is the process of employees acquiring the positive knowledge, skills, and attitudes associated with their jobs to contribute to correcting deviations in the current performance or improving future performance as (AlZubaidi and Nasser, 2018:273 ) indicated.

Thomanason believes that the main goal of the development process is a sense of commitment to self-monitoring among workers and recognition of existing problems in the organization and then take ways to solve these problems and support these solutions, as well as working to develop the capabilities and skills of individuals in proportion to the developments imposed by methods work or changes in the external environment (Alqahtani, 2015:202). The purpose of the development is to prepare the employee to work in other locations in the organization and increase his ability to move in the future, and to cope with future changes. Development of workers leads to the development of future performance of the human component to be more able to succeed doing their future jobs or situations they face.

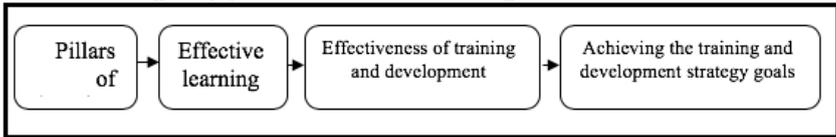
## 3- Learning strategy and knowledge acquisition

The end of the twentieth century and beginnings of twenty-first cen-

ture witnessed multiple phenomena that led to the transition of many economies in various countries from the traditional economy to the economics of scientific knowledge. That period witnessed the emergence of the revolution of telecommunications and knowledge fortune that are relating to the spread of knowledge as a scientific phenomenon that is reflected on various fields of work, therefore, the International organizations managers are required to have extensive knowledge that enables and helps them to perform their duties efficiently in a manner that leads to achieving the goals of the organizations efficiently and effectively (Alnedawi, 2019:81 ).

Learning is the cornerstone of the training and development strategy, as it represents the axis around which this strategy revolves, so what humans learn such as resources need in the performance of its current and future work, is the strategic goal that the training and development efforts seek to achieve, and for learning to be successful and achieve what it desires, which is achieving effective training and development. It must be based on basic pillars as it is shown in the following figure (Aqili, 2009:449)

**Figure (3 ) Pillars of effective learning and its influence**



Source: Aqili, Omar Wasfi (2009), *Contemporary Human Resources Management: A Strategic Dimension*, Wael Publishing and Distribution House, Amman, Jordan

Learning and acquiring knowledge derives from the training crucible where learning is defined as the process of giving the person certain knowledge and skills to develop his habit and directions. Learning is one of the significant strategies for every successful organization in order to reduce the obsolescence of skills .This is done through creation of development programs for workers to absorb new skills and enable them to adapt, create continuous learning programs, as well as granting of incentives to self-development (Alzubaidi and Nasser, 2018: 275). (O, Brien) confirms that the sure thing for the perpetual competitive advantage is knowledge, and organizations are turning into ones that adopt knowledge and rely on it and that the most significant skill for managers is the knowledge management skill, in addition to the fact that companies dealing with material products are certain in knowledge because innovation of new products as a basis for outperforming competitors is at the core of creating new knowledge

(AlJanabi, 2012: 48).

From the scientific point of view, distinction can be made between learning, excellence, and acquiring knowledge and training as learning is broader than training, and it differs from it in that learning is usually carried out within academic institutions and education aims to broaden the perceptions of the individual and his areas of knowledge, while training is narrower in scope as it aims to develop capabilities of the individual in a specific field or areas of work, this is on one hand. On the other hand, training has its effect in the short term while learning is effective in the long run. It can be said that the training process integrates with learning in its feeding of workers with all skills that are related to modern management technology and develop the organizations, systems and capabilities (Alzubaidi and Nasser 2018:75 )

#### 4-Leadership development strategy

The urgent need to develop the quality of human resources and their skills in a manner consistent with the advanced technologies included in the knowledge economy, and the accelerated development in them in a way that calls for the development of education and training and provision of self-learning requirements in a manner that provides the provision of practical and scientific knowledge capabilities capable of contributing to the generation of these advanced technologies, And using it efficiently and in a way that achieves the expansion of all activities and including the growth and progress of the economy (Kafi, 2014: 380).

Leadership refers to the positive activity that a person may perform, and he has leadership characteristics to supervise a group of workers to achieve specific goals by means of influencing, grooming and applying the principles of human relations in the treatment of individuals, coordinating human resources efforts and providing the necessary guidance and guidance (Alhariri, 76: 2014). The significance of development for leadership is evident in the organizations that perform joint collective action as an effective tool for organizing and coordinating the efforts of workers. Leadership is essential and essential in large-scale administrative organizations as it represents a link between employees and the institution's plans and future visions, as well as controlling, solving and resolving work problems differences and weighting of opinions (AlKhafaf, 112: 2015)

Leadership can be learned through reading, self-education, field practice, and extensive revitalized training, so it is not permissible for an individual to stab at the age to learn its arts from experience and years of service only. The situation necessitates a conscious commitment to un-

derstand the requirements of leadership and its methods and strengths and exercise in everything that serves the provision of the best results for individuals, groups, and the organization as a whole (Alanzi, 278: 2019). Hence the significance of effective leadership is shown to us, because of its prominent role in directing the behavior of workers towards achieving the desired goals, and there is no doubt that leadership skill affects the level of overall performance of workers (AlMahasna , 2013: 295). leadership is a constant need to develop its capabilities in order to remain developed with time and fit for leadership in various circumstances, and leadership development is represented in two ways (Alzubaidi and Nasser, 2018):

1- Previous training on work: It is represented by training future leaders in scientific institutes to obtain theoretical information.

2- On-the-job training: It is considered one of the oldest and most widespread methods for developing leaders, which is individual and group training for leaders. It helps raising the efficiency of leaders in carrying out the tasks assigned to them, and helps them avoid doing many mistakes

Therefore, the strategy for developing leaders is an effective tool in reducing the phenomenon of poor selection of leaders, and through them the organization can achieve success and excel and obtain a competitive advantage that enables it to remain in a world characterized by collision, constant frenzy, tides in displacing others and capturing their market share.

Second: competitive advantage

1-Concept of competitive advantage

Analysis in order to diagnose the competitive advantage does not require obtaining historical data only, but can assesses the needs and results and compares them with the data of competitors and that the competitive advantage is related to the current and prospective competitors in the future, so its location cannot be chosen directly, because the process of its acquisition comes through business the occasion in the organization's field of work. Constructing a competitive advantage is mainly based on the various resources the organization possesses within it and the strengths of those resources that qualify the organization to gain a competitive advantage that is unique to it from its competitors (Hassan, 2009: 39)

As for Porter , he explained that the competitive advantage can only be understood if we look at the organization as one unit, as the organization has many separate activities, including product design, manufacture, marketing, and delivery to the buyer. Each of these activities that the organization does can create a competitive advantage for the organization in terms of the minimum cost or differentiation, and therefore the activities

carried out by the organization in a scientific way, and looking at how these activities interact with each other is very necessary to analyze the sources of competitive advantage (Alatoum, 2009:34).

Many researchers in the field of strategic management have tried to develop a specific concept of competitive advantage. The definitions of competitive advantage have varied, some are seen through the efficiency and effectiveness of the organization's performance of its activities compared to competitors while others focus on the elements of value and time and emphasize the need to create the value of the organization and others know by considering Costs, as the organization achieves a competitive advantage by reducing total costs and sales exceed those costs (Alfayoumi, 2012: 32). It is defined as the organization's ability to formulate and implement strategies that place it in a better position for organizations. The other working in the same activity is achieved by exploiting the best of the technical, financial, material and organizational capabilities and resources in addition to the capabilities, competencies, knowledge and other capabilities that the organization enjoys and which enables it to design and implement its competitive strategy. Achieving the competitive advantage is related to two basic dimensions, namely, the value perceived by the customer and the organization's ability to Achieving Excellence (Abu Bakr, 2008: 13)

#### 2-Dimensions and significance of competitive advantage

Two dimensions will be addressed to adopt the indicators of competitive advantage represented by cost and innovation, and the cost advantage does not mean that goods and services are provided at the lowest costs cost levels, but rather that they are cost-effective with quality, which makes those goods and services attractive in the market in order to give an acceptable return on investment. Three different types of different advantages can be achieved. It is possible by achieving a lower variable cost less, or achieving a lower level of marketing expenses, or achieving a lower level of operational and administrative expenses, and each of these types can be a competitive advantage ( Oudah , 2019:23). As for the advantage of innovation, it comes from looking at what is not expected and taking steps beyond experience. This can only be done by the human element ((Haten & Hatem, 1997: 254) . It is the introduction of a new element, in a new place, to perform a new function, in order to obtain better results; there is the need for an innovative manager who has the decision-making to put innovations into practice, and achieve a competitive advantage by finding new methods in production or distribution (Brien, 1990: 45)

As for its significance, it is a weapon to face challenges and one of the measures of success of any organization. It is also one of the significant positive indicators for measuring the organization's orientation to occupy a competitive position for it (Alqubaisi 2014: 243). Moreover, it gives the organization a qualitative and preference over competitors, and thus enables it to achieve performance results which are high, in addition to its participation in the positive impact on the clients' perceptions and the rest of the dealers with the organization and motivates them to continue and develop the deal and prolong it. The organization is able to achieve its work with excellence in its performance or in the value of what it provides to customers or both (Al ghalbi and Idris, 2003: 309). Competitive advantage helps increase the organization's flexibility to adapt to environmental changes and technology, so that it can survive and continue to work, and it also affects the performance of its employees, as well as the rate of profits it gets (Juma'a, 2018: 25).

### Chapter Three

#### The Practical framework

##### First: Description and diagnosis of Research variables

1-Training and Development Strategy: This variable was measured by four factors (employee development, training, leadership development, learning, and knowledge acquisition). It becomes clear from the table below that the general arithmetic mean of the training and development strategy is (3.52) which is higher than the hypothetical hypothesis of the adult (1). In average harmony it is confirmed by the standard deviation of (0.96). As for the level of factors, they can be explained as follows:

A- Staff Development: The value of the general arithmetic mean for this dimension is (3.40) and it is greater than the value of the hypothetical mean of (3). This means that the answers to the sample in this dimension are directed towards agreement and with a standard deviation of (1.08). This may be due to the fact that the cadres available in the two companies are specialists in this field and it is specialized and able to modify unwanted behaviors and support positive behaviors, because the training cadres are close to the practical reality. The paragraphs of this dimension are stated in Table (1) below.

B- Training: The value of the general arithmetic mean for this dimension is (3.87) and is greater than the value of the hypothetical mean of (3). This means that the answers to the sample in this dimension were directed towards agreement and with a standard deviation of (1.02), and this is explained by the proximity of the training cadres. From the reality of

the work and also because they are formulating the goals of the company, therefore, the percentage was at this level. The paragraphs of this dimension are stated in Table (1)

C- Leadership Development: The value of the general arithmetic mean for this dimension was (3.29), which is greater than the value of the hypothetical mean amounting to (3). This means that the answers to the sample in this dimension were directed towards agreement and with a standard deviation of (1.01), due to the fact that the company relies on the principle of years of service in the process of promotion and promotion. The paragraphs of this factor have been as they are stated in Table (1)

D- Learning and acquiring knowledge: The value of the general mean for this dimension is (3.53), which is greater than the value of the hypothetical mean amounting to (3). This means that the answers to the sample in this dimension were directed towards agreement and with a standard deviation of (1.03), due to the reason that the company gives its workers complete freedom in completing their work according to the laws, in addition to giving them freedom to make decisions regarding operational and routine issues for their work. As for the paragraphs of this dimension, they were as shown in Table (1).

**Table (1) Evaluate the mean and standard deviation of training and development practices**

Training and development strategy	Arithmetic mean	tandard deviation
Staff Development	3.40	1.08
Training	3.87	1.02
Leadership development	3.29	1.01
Learning and knowledge acquisition	3.52	1.03
Total training and development strategy	3.52	0.96

*Source: Prepared by the researchers using the SSPS program*

2-Competitive advantage: this variable is measured through two dimensions (cost and innovation). from Table (2) , the general arithmetic mean for the competitive advantage dimension was (3.43), which is higher than the hypothetical mean of (3), and is consistently above average in The answers are confirmed by the standard deviation (1.04). As for the sub-dimensions, it can be explained as follows:

A- Cost: The value of the general arithmetic mean for this dimension is (3.31) and it is greater than the value of the hypothetical mean of (3).

This means that the answers to the sample in this dimension are directed towards agreement and with a standard deviation of (1). The paragraphs of this dimension are explained in Table (2).

B - Innovation: The value of the general mean for this dimension was (3.58), which is greater than the value of the hypothetical mean of (3). This means that the answers to the sample in this dimension were directed towards agreement and with a standard deviation of (1.03). The paragraphs of this dimension were as shown in Table (2).

**Table (2) Values of mean, standard deviation, and competitive advantage**

Competitive advantage	Arithmetic mean	Standard deviation
Cost	3.31	1.04
Innovation	3.58	1.03
Total competitive advantage	3.43	1.04

*Source: Prepared by the researchers using the SSPS program*

Second: Research hypotheses test

1-Test hypotheses of correlation between search variables

To test the hypothesis, the relationship between (there is a significant correlation between training and development strategy and competitive advantage) and through Table (3) we note

**Table (3) Spearman correlation coefficient with (Z) test of correlation between training and development strategy with competitive advantage dimensions**

Independent variable	dependent variable	simple correlation coefficient spearman	computed z value	computational z value	interpretation
Training and Development Strategy	Competitive advantage	0.68	4.90	1.95	There is a strong, direct correlation between the two variables
Employee development strategy	Competitive advantage	0.64	4.57	1.96	There is a strong, direct correlation between the two variables
Training strategy	Competitive advantage	0.68	4.86	1.96	There is a strong, significant moral correlation between the dependent variables
Leadership development strategy	Competitive advantage	0.76	5.43	1.96	There is a strong, direct correlation between the two variables
Learning strategy and knowledge acquisition	Competitive advantage	0.64	4.56	1.96	There is a strong, direct correlation between the two variables

*Source : Prepared by the researchers using the SSPS program*

The value of the correlation coefficient between the training and development strategy and the competitive advantage is (0.68), which is a positive value and a strong function, where the calculated value of Z reached (4.90), which is greater than its tabular value at the level of significance (0.05) of (1.95). This means that there is a strong and direct correlation relationship with Significant indication of the training and development strategy and the competitive advantage which indicates that the training and development strategy is a key role in the process of achieving the performance of the competitive advantage. To test the four sub-hypotheses that derive from the main hypothesis of the relationship, the results came as follows.

A- The correlation between the employee development strategy and the competitive advantage: To test the first sub-hypotheses that derive from the main hypothesis of the correlation relationship that says (there is a significant correlation relationship between the staff development strategy with the competitive advantage). From data of Table (3), we note that the value of the correlation coefficient between practices Training and development and the competitive advantage amounted to (0.64), which is a strong positive value, where the calculated value of Z reached (4.86) which is greater than the tabular value at the level of significance (0.05) of (1.96). This means that there is a significant correlation relationship between developing workers with the competitive advantage.

B- The correlation between the training strategy and the competitive advantage: To test the second sub-hypotheses that derive from the main hypothesis of the correlation relationship that says (there is a significant correlation relationship between the training strategy of workers with the competitive advantage). From data of Table (3) we note that the value of the correlation coefficient between training and advantage Competitive-ness amounted to (0.68), which is a strong positive value, as the calculated value of Z (4.57) is greater than its tabular value at the level of significance (0.05) of (1.96), which means that there is a significant correlation relationship between training strategy and competitive advantage.

C- The correlation between the leadership development strategy and the competitive advantage: To test the three sub-hypotheses that derive from the main hypothesis of the correlation relationship that says (there is a significant correlation relationship between the leadership development strategy and the competitive advantage). From data of Table (3) we note that the value of the correlation coefficient between development Leadership and competitive advantage amounted to (0.76), which is a strong positive

value, where the calculated value of Z reached (5.43) which is greater than the tabular value at the level of significance (0.05) of (1.96) and this means that there is a significant correlation relationship between the leadership development strategy and the competitive advantage.

D- The correlation between the learning strategy and the acquisition of knowledge and the competitive advantage: To test the fourth sub-hypotheses that derive from the first main hypothesis saying (there is a significant correlation relationship between the learning strategy and the acquisition of knowledge with the competitive advantage) .From data of Table (3) ,we note that the value of the correlation coefficient between Leadership development strategy and competitive advantage (0.64), which is a strong positive value, where the calculated value of Z reached (4.56) and is greater than its tabular value at the level of significance (0.05) of (1.96), and this means that there is a significant correlation between learning and learning acquisition strategy Competitive advantage .

Thus, the first main hypothesis is accepted according to the results, and the hypothesis is established (there is a significant correlation between training and development strategy and competitive advantage) and the four sub-hypotheses that derive from it.

## 2- Testing and analyzing the effect between research variables

A- Testing the first sub-hypothesis: (There is a significant effect of the employee development strategy in the competitive advantage) . Table (4) reflects the results of the simple linear regression for the purpose of estimating the impact of the worker development factor, and it appears from Table (4) what follows:

Table (4) (F-R2-β) evaluated the regression models for the effect of training and development strategy on competitive advantage

Independent variable	dependent variable	R2	(β)	Calculated value of F	F tabular value	interpretation
Staff development strategy	Competitive advantage	0.49	0.64	47.15	4.08	There is a significant effect of the independent variable on the dependent variable
Training strategy	Competitive advantage	0.53	0.72	55.22	4.08	There is a significant effect of the independent variable on the dependent variable
Leadership development strategy	Competitive advantage	0.64	0.74	90.60	4.08	There is significant effect of the independent variable in the variable
Learning strategy and knowledge acquisition	Competitive advantage	0.61	0.71	55.21	4.8	There is a significant effect of the independent variable on the variable
Training and development strategy	Competitive advantage	0.61	0.73	77.02	4.08	There is a significant effect of the independent variable on the variable

Source: Prepared by the researchers using the SSPS program

A- The calculated value of (F) for the estimated model is (47.15), which is greater than the tabular value of (F) of (4.08) at the level of significance (0.05). For the researched sample at the level of (5%), i.e. with a degree of confidence (95%). From the value of the determining factor (R<sup>2</sup>) of (0.49), it becomes clear that the employee development strategy factor is able to explain what is (49%) of the changes that occur in the response variable represented by (competitive advantage) which is a high percentage and indicates the strength of the regression model. The remaining percentage (51%) is due to the contribution of factors other than Included in the research model. It is clear from the value of the marginal slope coefficient of (0.64) that increasing the employee development strategy factor by one unit will lead to an increase in the competitive advantage by (64%) of one standard deviation unit.

B- The second sub-hypothesis test: The second sub-hypothesis was tested (there is a significant significance effect of a strategy for training in the competitive advantage) and through Table (4) the results of the results are as follows:

That the calculated value of (F) for the estimated model is (55.22) which is greater than the tabular value of (F) of (4.08) at the level of significance (0.05). The researcher is at the level of (5%), i.e. with a degree of confidence (95%), and through the value of the determining factor (R<sup>2</sup>) of (0.53), it becomes clear that the training strategy factor is able to explain what is (53%) of the changes that occur in the response variable represented (Competitive advantage) which is a high percentage and indicates the strength of the regression model. As for the remaining percentage (47%), it is attributed to the contribution of other factors not included in the research model. From the value of the marginal propensity coefficient ( $\beta$ ) of (0.72) it is clear that it increases worker training strategy by one unit will increase the competitive advantage (72%) of the unit one standard deviation.

C- The third sub-hypothesis test: The third sub-hypothesis was tested (there is a significant effect of the leadership development strategy on the competitive advantage) and through table (4) the results of the results are as follows:

The calculated value of (F) for the estimated model was (90.60), which is greater than the tabular value of (F) of (4.08) at the level of significance (0.05), and accordingly the hypothesis is accepted and this means that there is a statistically significant effect of the factor of the strategy of leadership development in the competitive advantage For the sample surveyed at a level of (5%), i.e. with a degree of confidence (95%), and through the

value of the determining factor ( $R^2$ ) of (0.64), it is clear that the leadership development strategy factor is able to explain what is (64%) of the changes that occur in the response variable represented by (competitive advantage) which is a high percentage and indicates the strength of the regression model. The remaining percentage (36%) is due to the contribution of other factors other than Included in the specimen .From the value of the marginal propensity coefficient ( $\beta$ ) of (0.74) that the increase factor leadership development strategy by one unit will increase the competitive advantage by (74%) of the unit one standard deviation.

D- The fourth sub-hypothesis test: The fourth sub-hypothesis was tested (there is a significant effect of the learning strategy and knowledge acquisition on the competitive advantage) and through Table (4) the results of the results are as follows:

The calculated value of (F) of the estimated model is (55.21) which is greater than the tabular value of (F) of (4.08) at the level of significance (0.05), and accordingly the hypothesis is accepted and this means that there is a statistically significant effect of the learning strategy factor and knowledge acquisition in the feature The competitiveness of the surveyed sample is at the level of (5%), i.e. with a degree of confidence (95%), and through the value of the determining factor ( $R^2$ ) of (0.61), it becomes clear that the learning strategy and knowledge acquisition factor is capable of explaining what (61%) of the changes that occur to The response variable represented (competitive advantage) which is a high percentage and indicates the strength of the regression model. The remaining percentage (39%) is attributed to a shareholder. Other factors not included in the specimen .From the value of the marginal propensity coefficient ( $\beta$ ) of (0.71) that the increase factor of learning strategy and the acquisition of knowledge by one unit will increase the competitive advantage by (71%) of the unit one standard deviation.

As for the main hypothesis test, the effect that says (there is a significant effect of the training and development strategy on competitive advantage), and according to what was mentioned in Table (4), the results are as follows:

The calculated value of (F) is (77.02) and it is of course greater than the tabular value (F) which has a value of (4.08) at the significance level (0.05). Through the difference between the calculated (F) values and the tabular (F) values the hypothesis can be accepted, and that I mean (there is a significant effect of the training and development strategy on the competitive advantage) at the level of (5%), i.e. with a degree of (95%), which indi-

cates that there is a direct impact by the training and development strategy on the competitive advantage within the research sample. (R2) Among the two main variables, it reached (0.61), meaning that the training and development strategy is able to explain (61%) of the changes that affect the competitive advantage. It is a high percentage and indicates the strength of the regression model, while the rest, which is (39%), is due to the contribution of other variables not included in the research model. It is indicated through the value of ( $\beta$ ) the marginal slope coefficient of (0.73) that the increase in the training and development strategy by a unit One of the standard deviations will necessarily lead to an increase in the competitive advantage by (73%) of one unit of standard deviation, and thus the main hypothesis the effect has been accepted according to the results. From the previous results it is clear that the training and development strategy has achieved the highest impact value in Table (4) it has a direct impact on the competitive advantage in the sample Research, and it must be pointed out that all the main influence hypotheses have been proven. With these results the main hypothesis has been proven effect: There is a significant effect of the training and development strategy in the competitive advantage, and the four sub-hypotheses.

#### Chapter Four

#### Conclusions and Recommendations

First: the conclusions

- 1- There is a significant statistically significant relationship to the strategy of training and development in achieving the competitive advantage in the two Iraqi research companies at the level of significance ( $\alpha \leq 0.05$ ).
- 2- There is a statistically significant effect of the training and development strategy in achieving the competitive advantage in the two Iraqi research companies at the level of significance ( $\alpha \leq 0.05$ ).
- 3- There is a statistically significant effect of the staff development strategy on the competitive advantage in the two Iraqi research companies at the level of significance ( $\alpha \leq 0.05$ ), and this indicates that the training and development strategy is the primary source in creating the competitive advantage and that is by several means, including the development of employee efficiency.
- 4- There is a statistically significant effect of the training strategy on the performance of workers in the two Iraqi research companies at the level of statistical significance ( $\alpha \leq 0.05$ ). This indicates the significance of training and development as one of the human resource management

practices in improving the organization's performance.

5- There is a statistically significant impact of leadership development on the performance of workers at the level of significance ( $\alpha \leq 0.05$ ), and this indicates the significance of adapting leadership development programs as a practice of human resource management to improve employee performance which is positively reflected in achieving competitive advantage.

6- There is an effect of learning and knowledge acquisition on the competitive advantage at the level of significance ( $\alpha \leq 0.05$ ). This indicates that all training and development strategy is statistically significant for learning.

Second: Recommendations

1- The two companies should adopt the basis of promotion based on the promotion of leaders and employees who have creative ideas and distinguished efforts in order to be a means to create a spirit of competition and perseverance among them in addition to methods of promotion based on years of service.

2- The two companies use flexible administrative structures with environmental variables and move away from traditional bureaucratic methods and work to involve workers in strategic decision-making processes and not limit them to their participation in routine traditional administrative decisions.

3- The two companies adopt clear and organized training systems, that they are characterized by continuity and renewal, and that they have specific times and goals.

4- There are incentive systems and programs based on granting distinguished employees and innovators the rewards and grants in a manner that suits their expectations and aspirations.

5- The two Iraqi companies under study must continue their interest in training and development practices and consider human capital as the primary source of the company's success and require that there is a specialized administrative division or unit that carries out training and development strategy practices.

## Chapter Five

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