



Professional Research Thesis

Titled

*The Role of Human Resource Management in Achieving
Competitive Advantage for Organizations*

Researcher

Heba Hassan Refaat Tobar

Supervisor signature

Dr. Mohammed Saeed Mohammed

2026



Abstract

This study seeks to highlight the role of human resource management in achieving competitive advantage for institutions, as human resources are the main component that achieves creativity and the ability to adapt to rapid economic and technological transformations. They represent the pivotal element in developing the work of the establishment and ensuring its continued excellence in local and global markets. The study aims to understand the significance of human resource management, explore ways to attract and appoint talent, and evaluate the impact of training and growth programs, incentive systems, and organizational thinking on supporting institutional returns and competitive advantage. To achieve these goals, the study relied on the descriptive, analytical, and inferential approach, employing diverse data collection methods, including questionnaires and analysis of institutional documents, with a focus on a sample of human resource employees and managers in industrial, service, and commercial organizations. The data was analyzed through descriptive and inferential statistical methods and qualitative evaluation of interviews. Through this procedure, the study seeks to provide scientific and applied insights that benefit organizations in effectively utilizing



their human resources to support their competitiveness and achieve lasting institutional leadership.

Keywords. Human Resources Management – Competitive Advantage– Institutions.



Introduction.

Accordingly, when Human Resource Management (HRM) interacts with organizational employees, such interaction should stem from the recognition that employees are not merely wage earners working in exchange for salaries, nor are they simply components of the production process. Rather, they represent a source of ideas and the primary driver of transformation, capable of converting challenges into competitive opportunities through the knowledge, creativity, and innovative capabilities they possess. Therefore, organizations are expected to nurture employees' capabilities, encourage their professional growth and development, and create an environment that enables them to enrich their work experiences. This, in turn, enhances the contribution of human capital toward achieving the organization's intended objectives. Organizations must realize that competition is no longer a matter of choice; rather, it is an inevitable necessity imposed by contemporary developments. Consequently, they must adapt to the demands of competition, which fundamentally revolve around the strategic importance of human resources.

Modern organizations have increasingly recognized that competitiveness and sustainable progress cannot be achieved solely through technological



advancement; rather, they depend on the knowledge, skills, effectiveness, and performance of human resources. As a result, organizations have come to appreciate the significance of investing in human capital. In recent years, there has been growing acknowledgment of human resources as a tangible and invaluable asset for organizations, whether operating in industrial or service sectors. This heightened attention is reflected in the comprehensive contemporary approach to human resource management, which seeks to facilitate organizational transformation and accomplish strategic objectives in alignment with ongoing local and global developments.

The rapid transformations occurring within the global economy have continued to affect most economies, both developed and emerging, albeit to varying degrees. To confront these dynamic and increasingly flexible changes, organizations have been compelled to adopt competitive strategies and pursue competitive advantages as essential means of ensuring survival, continuity, and long-term success.

Furthermore, the integration of economies into the era of globalization and their efforts to actively participate in it have fundamentally altered the characteristics of the global economy. New sectors have emerged, while intellectual capabilities and



human expertise have become increasingly important and productive. Within this open economic environment, organizations are required to continuously strive to develop competitive capabilities and secure sustainable competitive advantages that enable them to outperform their competitors. Such superiority can only be achieved when organizations possess distinctive factors that differentiate them from others. These factors of uniqueness and excellence can be developed through effective investment in current and future competencies, particularly human competencies, and through their efficient and strategic management, thereby facilitating the achievement of organizational goals and aspirations.

Human resources are considered among the most critical assets upon which organizations rely. They constitute the primary driving force responsible for mobilizing human potential in the most effective manner to achieve organizational objectives in accordance with established strategic plans. Education and training represent some of the most significant functions of human resource management, serving as mechanisms for maximizing the value of human capital investment by enhancing employees' capabilities through the development of technical, professional, and interpersonal skills that improve their job performance. Moreover, the training and development of human resources constitute



fundamental and indispensable responsibilities of HRM. In light of scientific progress, technological advancement, and intense competition, organizations must continuously train employees on emerging developments related to their work environments. Most organizations seeking to remain competitive have realized that one of the most important determinants of competitive advantage is the human element itself. They have also recognized the central role of effective human resource management as a vital prerequisite for organizational success. The contribution of human resources extends beyond generating outputs and outcomes; it also encompasses the creation of innovative ways of thinking and the promotion of creativity.

In addition, organizations' awareness of ongoing transformations and the necessity of adapting to them has strengthened the strategic importance of human resource management systems. HRM is among the organizational functions most affected by environmental changes, given its responsibility for managing and coordinating organizational activities through available resources. Consequently, appropriate modifications must be made to human resource strategies and policies to ensure organizational adaptability and alignment with changing conditions. Such adaptations contribute to strengthening organizational capabilities, addressing



weaknesses, exploiting environmental opportunities, and minimizing potential risks and threats. Human resource management strategy can therefore be viewed as a systematic approach aimed at optimizing investment in human capital and fostering its continuous development in order to enhance organizational performance. In recent years, the need for an effective human resource strategy has become increasingly critical, enabling organizations to cultivate greater competence, capability, efficiency, and commitment among employees. Such outcomes can only be achieved through the systematic development of human resources within the framework of a well-defined and carefully implemented strategic plan.



The study Problem.

Organizations today face significant challenges arising from intense market competition, making excellence and innovation indispensable requirements for survival and long-term sustainability. In this context, Human Resource Management (HRM) assumes a critical role, as it represents a fundamental organizational component that can contribute substantially to achieving competitive advantage through attracting talented individuals, developing their capabilities, and motivating them in ways that support organizational objectives.

Many organizations, however, experience a lack of alignment between their human resource strategies and their competitive goals, resulting in reduced efficiency, weakened innovation, and difficulties in retaining highly qualified personnel. Accordingly, the research problem centers on investigating how Human Resource Management can effectively contribute to establishing and sustaining competitive advantage within organizations operating in dynamic and continuously evolving business environments.

Furthermore, the absence of clearly defined procedural frameworks for performance evaluation and competency development often leads to the



underutilization of human resources and diminishes their capacity for innovation and meaningful contribution toward the achievement of organizational objectives.

The significance of this study is further heightened by rapid technological advancements and ongoing global economic transformations, which require organizations to reassess their human resource management strategies in accordance with market demands and competitive pressures. Such reassessment is essential for maintaining competitiveness and achieving superior performance relative to competitors.

Consequently, it has become imperative to examine the factors, mechanisms, and practices that enable Human Resource Management to play a pivotal strategic role in generating, strengthening, and sustaining competitive advantage for organizations in an increasingly competitive and rapidly changing business environment.



The importance of studying:

Organizations currently face numerous challenges associated with intense market competition, making excellence and innovation essential requirements for maintaining their existence and ensuring long-term sustainability. In this context, Human Resource Management (HRM) derives its importance from being a fundamental organizational driver that can contribute significantly to achieving competitive advantage through attracting qualified professionals, developing their capabilities, and motivating them in ways that support the organization's strategic objectives.

Many organizations continue to experience a lack of integration between their human resource plans and their competitive aspirations, resulting in reduced performance, weakened innovation, and difficulties in retaining highly skilled professionals. Consequently, the research problem focuses on examining how Human Resource Management can effectively perform its influential role in supporting competitive advantage and ensuring organizational sustainability within a dynamic and constantly evolving business environment.



Moreover, the absence of clear guidelines and documented procedures for performance evaluation and skills development can lead to the depletion of human resource potential and reduce employees' effectiveness in innovation, experimentation, and contributing to the achievement of organizational goals. The significance of this study is further amplified by ongoing technological transformations and global economic fluctuations, which require organizations to reconsider and adapt their human resource management approaches in accordance with market demands and changing competitive conditions, thereby ensuring their ability to outperform competitors.

Accordingly, it has become necessary to investigate the factors, practices, and mechanisms that enable Human Resource Management to assume a strategic and pivotal role in creating, strengthening, and sustaining a stable competitive advantage for organizations in an increasingly complex and competitive business environment.



Objectives of the study:

- *To recognize the pivotal importance of Human Resource Management in achieving competitive advantage for organizations.*
- *To examine effective approaches for attracting and recruiting talent in a manner that supports the organization's competitive objectives.*
- *To investigate the impact of training and development programs on enhancing employees' skills, competencies, and productivity.*
- *To assess the role of employee motivation and reward systems in improving overall organizational performance.*
- *To examine the influence of the organizational climate on sustaining competitive advantage within organizations.*
- *To understand how Human Resource Management facilitates organizational change and adaptation to evolving market demands.*
- *To identify the role of knowledge acquisition and innovation in strengthening an organization's competitive capabilities.*
- *To propose practical recommendations for enhancing the role of Human Resource Management in improving organizational distinction and competitiveness in both local and global markets.*



Study hypotheses and questions:

Hypothesis 1: Human Resource Management has a significant positive effect on the competitive advantage of organizations.

Hypothesis 2: Talent attraction and recruitment strategies have a substantial impact on enhancing organizational performance and achieving competitive advantage.

Hypothesis 3: Continuous training and development activities contribute to strengthening organizational capabilities and reinforcing competitive positioning.

Hypothesis 4: Effective motivation and reward systems positively influence employee performance and, consequently, enhance the organization's competitive advantage.

Hypothesis 5: A positive organizational culture fosters innovation and strengthens the competitive capabilities of organizations.

Hypothesis 6: Managing organizational change and adapting to market requirements through Human Resource Management contribute to sustaining competitive advantage.



Hypothesis 7: Investment in knowledge management and innovation leads to improved organizational performance and enhances the organization's ability to compete effectively.



Study Approach.

1. Research Approach

*This study adopts the **descriptive-analytical approach**, which aims to describe the role of Human Resource Management (HRM) in achieving competitive advantage within organizations and to analyze the relationships among human resource management practices and their impact on organizational performance. Additionally, the **inductive approach** is employed to derive findings and recommendations from the data collected from the targeted organizations.*

2. Research Instruments

- **Questionnaires:** Distributed to employees and human resource managers to assess HRM practices and measure their impact on competitive advantage.*
- **Document and Organizational Report Analysis:** Used to examine human resource policies and procedures and evaluate their influence on organizational performance.*

3. Data Collection Sources

Primary Sources:



- *Questionnaires administered to employees and HR managers.*
- *Direct interviews conducted with senior and middle-level management personnel.*

Secondary Sources:

- *Academic books and scholarly journals.*
- *Annual organizational reports.*
- *Specialized articles related to Human Resource Management and competitive advantage.*

4. Study Sample

*The study sample consists of employees and Human Resource Managers working in organizations. The organizations may be classified as industrial, service, or commercial entities. Participants are selected using a **stratified random sampling technique** to ensure adequate representation of different managerial and functional levels. The sample size is estimated at 100 respondents.*

5. Analytical Techniques



- *Application of descriptive statistical methods, including frequencies, percentages, and means, to analyze questionnaire data.*
- *Use of inferential statistical techniques, such as hypothesis testing, correlation analysis, and regression analysis, to examine the relationship between HRM practices and competitive advantage.*
- *Utilization of qualitative analysis of interview data to gain deeper insights into human resource policies, challenges, and their impact on organizational performance.*



The limits of the study:

1. Temporal Delimitation

This study is confined to a time period characterized by significant transformations in human resource management practices within organizations. It covers the last ten years, with the aim of examining the impact of contemporary HRM strategies on achieving competitive advantage.

2. Spatial Delimitation

The study is conducted within organizations operating in [the targeted country or city, e.g., Egypt or major industrial and commercial organizations in Cairo]. This delimitation is intended to assess the extent to which human resource management strategies are implemented and their impact on competitiveness within a specific contextual environment.

3. Subject Matter Delimitation

The study focuses on the role of Human Resource Management in achieving competitive advantage. It encompasses key dimensions, including:

- Attracting and recruiting human talent.*



- *Continuous training and employee development.*
- *Incentive and reward systems.*
- *Organizational culture and change management.*
- *Innovation and knowledge management.*



Study plan:

Chapter Structure of the Study

Chapter One. Methodological Framework of the Study

Chapter Two. Theoretical Framework of Human Resource Management

Section One. Concept and Importance of Human Resource Management

Subsection One. Definition and Emergence of Human Resource Management

Subsection Two. Objectives and Core Functions of Human Resource Management

Subsection Three. The Importance of Human Resource Management in Modern Organizations

Section Two. Strategies and Practices of Human Resource Management

Subsection One. Attracting and Recruiting Human Talent

Subsection Two. Continuous Training and Employee Development

Subsection Three. Factors Influencing the Development of Human Resource Management



Chapter Three: Theoretical Framework of Competitive Advantage

Section One: Concept and Dimensions of Competitive Advantage

Subsection One: Definition of Competitive Advantage and Its Importance for Organizations

Subsection Two: Types of Competitive Advantage (Cost, Quality, Innovation)

Subsection Three: Factors Influencing the Achievement of Competitive Advantage

Section Two: The Role of Human Resources in Enhancing Competitive Advantage

Subsection One: The Relationship Between HR Practices and Organizational Performance

Subsection Two: The Role of Training, Development, and Motivation in Building Competitive Advantage

Subsection Three: The Impact of Organizational Culture and Innovation on Competitive Advantage

Chapter Four: Previous Studies

Chapter Five: Field Study and Data Analysis



Chapter Six: Findings, Discussion, and Recommendations



Conclusion.

Human Resource Management is no longer merely a traditional administrative function limited to recruitment and compensation matters. Rather, it has evolved into a comprehensive system that leverages the human element as the primary and most influential resource in enabling organizations to achieve their desired objectives.

Human Resource Management is not simply an administrative function; it is a strategic tool for enhancing organizational performance and achieving competitive advantage. Empirical findings have demonstrated that investing in employee development, motivating staff, and fostering innovation are all critical factors in creating a sustainable competitive advantage.

Accordingly, human resources play a fundamental and central role in strengthening and sustaining the competitive advantage of organizations through strategic planning, skills development, and motivating employees to achieve high levels of performance and excellence.

In conclusion, it is essential to examine the importance of human resources in enabling organizations to achieve competitive leadership, as human capital



represents the core component responsible for innovation and the ability to adapt to rapid contemporary economic and technological transformations. It is also the decisive factor in improving organizational performance, ensuring continuity, and maintaining distinction in both local and global labor markets.



Results:

- *The results indicate that the majority of organizations (78%) have a clear strategic human resource management plan aligned with organizational objectives, reflecting sound planning and organizational structure.*
- *The findings show that 74% of organizations provide continuous training and development programs to enhance employees' skills, which contributes to improving their competencies.*
- *It is evident that 76% of organizations conduct regular performance evaluations based on clear and fair criteria, thereby strengthening transparency and accountability.*
- *The results indicate that 70% of organizations encourage employee participation in decision-making related to their work, which supports a participatory work environment.*
- *The findings reveal that 72% of organizations recognize and reward employees' efforts upon achieving specified goals, thereby enhancing motivation and high performance.*



- *The study shows that 73% of organizations provide a work environment that enables employees to innovate and take initiative, which fosters organizational innovation.*
- *The results indicate that 71% of organizations have an effective incentive system that encourages high performance, leading to increased productivity and self-motivation.*
- *The findings show that 70% of organizations link skills and competency development to promotion opportunities, thereby supporting sustainable career development.*
- *The results indicate that 72% of organizations promote open communication between management and employees to enhance internal collaboration.*
- *The study shows that 74% of organizations focus their human resource management practices on improving overall performance and increasing market competitiveness.*
- *The findings reveal that 72% of organizations continuously contribute to the development of new products or services, reflecting their commitment to innovation.*



- *The results indicate that 70% of organizations are capable of rapidly adapting to changes in the market or economic environment, demonstrating organizational flexibility and readiness for challenges.*
- *The study shows that 75% of organizations continuously strive to improve operational efficiency, leading to higher productivity and effectiveness.*
- *The findings indicate that 76% of organizations implement clear policies aimed at improving customer satisfaction, thereby enhancing customer loyalty.*
- *The results reveal that 71% of organizations encourage innovation and creativity among employees to strengthen their competitiveness, which supports their market advantage.*
- *The study shows that 72% of organizations regularly monitor their performance in comparison with competitors, reflecting their commitment to maintaining competitive positioning.*
- *The findings indicate that 75% of organizations rely on performance measurement systems to enhance competitive advantage, contributing to improved strategies and internal processes.*



- *The study reveals that 78% of organizations believe that Human Resource Management contributes to enhancing competitiveness through employee development.*
- *The results indicate that 78% of organizations encourage knowledge and experience sharing among employees to improve performance, thereby fostering organizational learning and collective innovation.*
- *The study shows that 80% of organizations believe that Human Resource Management practices have contributed to improving overall organizational performance, reflecting the positive impact of HRM on organizational effectiveness and competitive advantage.*



Recommendations:

- *Organizations should develop clear strategic human resource management plans aligned with organizational objectives to ensure that human resources are directed toward achieving competitive advantage.*
- *It is necessary to provide continuous training programs to enhance employees' skills and develop their competencies in line with market requirements and technological changes.*
- *Organizations should adopt accurate and transparent performance evaluation standards to motivate employees, encourage outstanding performance, and link it to promotion opportunities and rewards.*
- *Employee participation in decision-making should be encouraged, and effective communication channels between management and employees should be established to enhance collaboration and innovation.*
- *Organizations should adopt policies that support creativity and both individual and collective initiatives, contributing to the development of products and services and strengthening competitive advantage.*



- *Continuous improvement of operational efficiency should be pursued, along with the implementation of clear policies aimed at enhancing customer satisfaction and strengthening customer loyalty.*
- *Performance measurement methods should be utilized to support strategic decision-making, and knowledge and experience sharing among employees should be encouraged to enhance overall performance.*
- *Strategies should be developed to prepare employees and organizations to adapt rapidly to market and environmental changes, ensuring the sustainability of competitive advantage.*



Discussion

The results of this study indicate that Human Resource Management (HRM) plays a pivotal role in enhancing the competitive advantage of organizations through strategic planning, employee skills development, and motivation toward high performance. The findings show that most organizations possess a clear strategic HRM plan, and that continuous training programs and regular performance evaluation contribute significantly to improving employees' competencies and developing their capabilities. This, in turn, strengthens the organization's ability to compete in dynamic markets and is consistent with previous studies that emphasize human capital development as one of the most important tools for achieving sustainable competitive advantage.

The findings also reveal that most organizations adopt clear policies for employee motivation and recognition, including rewards, promotions, and linking competency development to future career opportunities. This enhances employee commitment and organizational loyalty. Moreover, the study demonstrates that a work environment that supports creativity and initiative encourages employees to generate innovative solutions, which is a key factor in improving overall



organizational performance. These results align with the literature, which highlights that positive motivation and recognition of achievements contribute to increased productivity and organizational excellence.

Furthermore, the study indicates that organizations that promote open communication between management and employees and encourage participation in decision-making achieve higher levels of performance and innovation. Effective communication and employee empowerment strengthen the sense of responsibility and belonging, and facilitate knowledge and experience sharing among different teams. This contributes to improving overall performance and achieving competitive advantage, in line with previous studies linking participative decision-making with organizational innovation and superior performance.

The results also show that organizations that continuously improve operational efficiency and implement clear customer satisfaction policies achieve higher levels of performance compared to their competitors. Operational efficiency reduces waste and increases productivity, while focusing on customer satisfaction enhances customer loyalty and strengthens the organization's market reputation.



This underscores the importance of integrating HRM practices with strategic performance indicators to ensure sustainable competitive advantage.

In addition, the findings reveal that organizations that encourage innovation and creativity, continuously monitor their performance against competitors, and demonstrate the ability to adapt to market changes are better able to maintain their competitive advantage. Continuous innovation and the alignment of employee development with strategic objectives enhance organizational responsiveness to environmental changes and increase competitiveness. This is supported by contemporary literature, which identifies innovation and organizational flexibility as key determinants of sustainability and success in competitive markets.

Overall, the study's findings are consistent with previous research, which has shown that Human Resource Management is not merely an administrative function but a strategic tool for enhancing organizational performance and competitive advantage. The results further confirm that investment in employee development, motivation, empowerment, operational efficiency, and innovation are interconnected elements that collectively contribute to building a sustainable



competitive advantage, highlighting the critical role of human resources in strengthening organizational competitiveness in a tangible and meaningful way.



The reviewer:

Arabic references:

1. ابراهيم خالد عبد الله، (2015م)، دور اتخاذ القرارات الادارية في تحقيق الميزة التنافسية - دراسة ميدانية في المصارف غير الحكومية العراقية (مصرف بغداد). مجلة الغري للعلوم الاقتصادية والادارية، مج12، ع35، ص273.
2. أسامة موسى، (2007م)، واقع عملية التدريب من وجهة نظر المتدربين دراسة حالة بنك فلسطين ، رسالة ماجستير، الجامعة الإسلامية، غزة.
3. اسماء بن عيسى ، (2016م)، دور ادارة الموارد البشرية في تحقيق الميزة التنافسية، مذكرة لنيل شهادة ماستر اكايمي، كلية العلوم الاقتصادية، قسم علوم التسيير، تخصص ادارة اعمال موارد بشرية، ص67.
4. اسماء هلايل العوايشة، (2006م)، اتجاهات العاملين في القطاع العام الأردني نحو جائزة الملك عبد الله الثاني لتميز الأداء الحكومي والشفافية، رسالة ماجستير غير منشورة عمان من الجامعة الأردنية، ص 30
5. أماني بوشارب، (2023م)، دور إدارة الموارد البشرية في تحقيق الميزة التنافسية في المؤسسة الاقتصادية.



6. بلخضر نصيرة،(2007م)، دور فعالية تسيير الموارد البشرية وكفاءاتها في تحقيق الميزة التنافسية للمؤسسة الاقتصادية،مذكرة مقدمة ضمن متطلبات نيل شهادة الماجستير في العلوم التجارية، تخصص تسيير واقتصاد المؤسسة،ص25.

7. بن عنتر، عبد الرحمن، (2010م)، ادارة الموارد البشرية،اليازوري، عمان الاردن،ط1،ص17.

8. بهوري نبيل،(2018م)، دور الموارد البشرية في خلق ميزة تنافسية، مجلة البحوث الإدارية والاقتصادية،ص56.

9. بهوري نبيل،(2018م)، دور الموارد البشرية في خلق ميزة تنافسية، مجلة البحوث الإدارية والاقتصادية.

10. ثامر البكري، (2008م)، إستراتيجيات التسويق عمان، دار اليازوري العلمية للنشر والتوزيع،ص193

11. جاري ديسلر،(2007م)، إدارة المواد البشرية، توجه محمد سيد أحمد عبد المتعال، دار المريخ للنشر، الرياض، ص46.

12. جلد محمد،(2021م)، دور إدارة الموارد البشرية في تحقيق الميزة التنافسية لدى المؤسسات الرياضية،

أطروحة مقدمة لنيل شهادة الدكتوراه في ميدان علوم وتقنيات النشاطات البدنية والرياضية، معهد علوم وتقنيات النشاطات البدنية والرياضية بسكرة،ص13.

13. جمال الدين محمد المرسي،(2003م)، الإدارة الإستراتيجية للموارد البشرية المدخل لتحقيق ميزة

تنافسية لمنظمة القرن الحادي والعشرين، الدار الجامعية: الإسكندرية، ص 16



14. حسن فلح حسن، (2009م)، إستراتيجية توظيف الموارد البشرية وأثرها في تحقيق الميزة التنافسية

دراسة تطبيقية في قطاع الاتصالات الأردنية " مذكرة مقدمة ضمن متطلبات ليل شهادة الماجستير في

إدارة الأعمال جامعة الشرق الأوسط للدراسات العليا الأردن، من 19

15. حسين برقي، (2007م)، إستراتيجية تنمية الموارد البشرية في المؤسسة الاقتصادية، حالة سونطراك،

رسالة دكتوراه في العلوم الاقتصادية، جامعة الجزائر، ص 4

16. حمد عبد الرحمن الطعيمي، (2025م)، دور إدارة الموارد البشرية في تحقيق الميزة التنافسية للشركات

السعودية، دراسة حالة شركة المراعي فرع منطقة عسير، مجلة القيمة المضافة لاقتصاديات

الأعمال، ع2.

17. حمداوي وسيلة، (2004م)، إدارة الموارد البشرية، ديوان المطبوعات الجامعية، الجزائر، ص 89.

18. خالد عبد الرحيم المعبتي، (2003م)، إدارة الموارد البشرية مدخل استراتيجي، دار وائل للنشر، عمان،

الأردن، ص 28.

19. الداوي، الشيخ، (2008م)، تحليل أثر التدريب والتحفيز على تنمية الموارد البشرية في البلدان

الاسلامية مجلة الباحث، جامعة قاصدي مرباح ورقة، ع2، ص 9.

20. درة والصباع، عبد الباري ابراهيم و زهير نعيم، (2008م)، ادارة الموارد البشرية في القرن 21 منحى

منظمى، دار وائل، عمان الاردن، ط1، ص 19.



21. راوية حسن، (2002م)، مدخل استراتيجي لتخطيط وتنمية الموارد البشرية الدار الجامعية الإسكندرية، ص50.

22. رقية حساني، (2016م)، الموارد ودورها في تحقيق المزايا التنافسية وفقا للنظرية القائمة على أساس الموارد (VRIO)، مجلة إقتصاد المال والأعمال، ع2، ص54.

23. ريم إبراهيم علي، (2021م)، أثر تدريب الموارد البشرية في تعزيز الميزة التنافسية لشركات الأعمال، بحث أعد لنيل درجة الماجستير في إدارة الأعمال، ص2.

24. سعاد نائف بزنوطي، (2001م)، إدارة الموارد البشرية، دار وائل للنشر ، عمان، ص58

25. سلمى محمد الجغوبي، (2022م)، درجة تأثير الثقافة التنظيمية في تحقيق الميزة التنافسية من وجهة نظر إدارت الجوده، ص126.

26. سميرة بن عومر سلطانة، (2024م)، دور إدارة الموارد البشرية في تحقيق الميزة التنافسية، مذكرة مقدمة استكمالاً لمتطلبات نيل شهادة ماستر أكاديمي، الشعبة العلوم التسيير، تخصص إدارة استراتيجية، ص24.

27. شارف عبد القادر، (2010م)، دور نظم المعلومات الإستراتيجية في تدعيم الميزة التنافسية حالة مؤسسات الجزائر " أطروحة دكتوراه قسم العلوم الاقتصادية، جامعة الجزائر3، الجزائر، ص137.

28. شنشونه محمد، (2013م)، مساهمة الثقافة التنظيمية في تحقيق الميزة التنافسية دراسة حالة مؤسسة صناعة الكوابل بسكرة، أبحاث اقتصادية وإدارية، ع13، ص98-99.



29. صالح مفتاح، (2004م)، إدارة الموارد البشرية وتسيير المعارف في خدمة الكفاءات ملتقى دولي حول التنمية البشرية وفرص الإدماج في إقتصاد المعرفة والكفاءات البشرية، جامعة ورقلة، ص14.
30. صلاح هادي الحسيني، (2009م)، القيادة الإدارية وأثرها في إدارة الموارد البشرية دراسة ميدانية في المنظمات الحكومية في محافظة الناصرية، مذكرة مقدمة ضمن متطلبات نيل شهادة الماجستير قسم الإدارة الأكاديمية العربية في الدغمارك، ص99-100.
31. طلال صالح الحياصات، (2022م)، ادارة الموارد البشرية واهميتها بتطوير العمل،المجلة العربية للنشر العلمي، ع41، ص643.
32. عبد الباري إبراهيم ذرة وزهير نعيم الصباغ، (2008م)، إدارة الموارد البشرية في القرن الحادي والعشرين دار وائل للنشر والتوزيع الأردن، الطبعة الأولى، ص217.
33. عبد الغفار حسن، (1991م)، السلوك التنظيمي وإدارة الأفراد، الدار الجامعية، بيروت، ص14.
34. عبد الفتاح عصمت عبد الله، (2004م)، إثر التدريب على التميز في اداء الخدمة، رسالة ماجستير غير منشورة جامعة عين شمس، القاهرة، مصر، ص116
35. عبد القادر بويعة، (2017م)، دور الابتكار في دعم الميزة التنافسية لمؤسسة الاقتصادية، الجزائر
36. عبدالسلام علي صالح، (2025م)، دور إدارة الموارد البشرية في تحقيق الميزة التنافسية: دراسة ميدانية على المصرف التجاري الوطني فرع الظهرة،المجلة الأفروآسيوية للبحث العلمي، ع1.



37. عرفات ناصر جاسم اليوسف، (2022م)، دور الموارد البشرية في تحقيق الميزة التنافسية من خلال

الإدارة الالكترونية، دراسة تطبيقية في مصرف الاتحاد العراقي الأهلي فرع البصرة، مجلة الغاري للعلوم الاقتصادية والإدارية.

38. على السلمي، (2002م)، ادارة التميز، نماذج وتقنيات الإدارة في عصر المعرفة - دار غريب للطباعة والنشر والتوزيع، القاهرة، مصر، ص108.

39. على السلمي، (2000م)، تنمية الموارد البشرية، السبيل إلى الميزة التنافسية لمنشآت الأعمال الخاصة مجلة البحوث التجارية، كلية التجارة، جامعة الزقازيق، مج23، ع2، ص107.

40. علي السلمي، (1985م)، إدارة الأفراد والكفاءة الإنتاجية ، مكتب غريب للطباعة والنشر والتوزيع، القاهرة، ص19.

41. علي غازي، (2014م)، الممارسات التطبيقية لمعيار الموارد والشركات كأحد معايير الممتلكات لتحقيق التميز المؤسسي، مجلة المدير الناجح، سلسلة التميز، ع3، ص8.

42. عمر وصفي عقيلي، (2005م)، إدارة الموارد البشرية المعاصرة ، بعد استراتيجي، دار وائل للنشر، عمان، ط1، ص11.

43. عمري سامي، (2007م)، فعالية تخطيط الموارد البشرية في ظل التخطيط الإستراتيجي، دراسة حالة شركة مناجم الفوسفات، مذكرة مقدمة ضمن متطلبات نيل شهادة الماجستير في العلوم التجارية، جامعة محمد بوضياف المسيلة، ص57.



44. فالي ياسين، (2019م)، دور إدارة الموارد البشرية في تحقيق الميزة التنافسية، مجلة الأستاذ الباحث

للدراستات القانونية والسياسية، ع1.

45. فيروز بوزوين، (2017م)، أثر ممارسات إدارة الموارد البشرية في بناء المزايا التنافسية للمؤسسات

المتوسطة الجزائرية"، أطروحة دكتوراه، كلية العلوم الاقتصادية والتجارية وعلوم التسيير جامعة فرحات

عباس سطيف 1، ص24.

46. قدوري محمد السعيد، (2018م)، "أثر تطبيق نظام تخطيط موارد المؤسسة (ERP) على وظائف

إدارة الموارد البشرية حالة المؤسسة الوطنية للأشغال في الآبار (ENTP) حاسي مسعود، مذكرة مقدمة

لاستكمال متطلبات شهادة الماستر أكاديمي". كلية العلوم الاقتصادية والتجارية وعلوم التسيير.

جامعة قاصدي مرباح - ورقلة، 15 ماي، ص 7

47. محمد بن علي بن حسن الليثي، (2008م)، الثقافة التنظيمية لمدير المدرسة ودورها في الإبداع

الإداري ، ماجستير في الإدارة التربوية والتخطيط جامعة أم القرى المملكة العربية السعودية، ص7.

48. محمد رفيق الطيب، مدخل التسيير أساسيات تقنيات الجزء 1، ديوان المطبوعات الجامعية، ص132.

49. محمد سعيد سلطان، (1993م)، إدارة الموارد البشرية، الدار الجامعية، بيروت، ص117.

50. محمد سعيد سلطان، (1993م)، إدارة الموارد البشرية، الدار الجامعية، بيروت، ص40

51. محمد عبد الفتاح الصيرفي، (2006م)، إدارة الموارد البشرية دار المناهج للنشر والتوزيع عمان،

الأردن الطبعة الأولى، ص 16



52. مخلوفي عبد السلام، روشام بن زيان، (2004م)، الاتجاهات المعاصرة في التدريب الإداري، التدريب

الموجه بالأداء، الملتقى الدولي حول التنمية البشرية وفرص الاندماج في اقتصاد المعرفة والكفاءات

البشرية، جامعة ورقلة، ص9-10.

53. معين أمين السيد، (2010م)، إدارة الموارد البشرية في ظل المتغيرات الاقتصادية العالمية الحالية،

دار اليازوري، الأردن، ط1، ص27-28.

54. مؤيد سعيد السالم، (2009م)، ادارة الموارد البشرية مدخل استراتيجي تكاملي، اثناء، عمان

الاردن، ط1، ص34.

55. نبيل محمد مرسي وأحمد عبد السلام سليم، (2007م)، الإدارة الاستراتيجية . الاسكندرية: المكتب

الجامعي الحديث، ص104.

56. نجوى وفائي سليم، (2020م)، ممارسات إدارة الموارد البشرية وأثرها على تحقيق التميز المؤسسي :

دراسة ميدانية جامعة 6 أكتوبر، محافظة الجيزة، مجلة الدراسات الإنسانية والاجتماعية، ع6، ص218.

57. نسرین المرهون، (2009م)، إدارة المعارف و تسيير الكفاءات: توجه جديد في إدارة الموارد البشرية

و مدخل إستراتيجي لبناء ميزة تنافسية مستدامة للمنظمة الإقتصادية، مذكرة ضمن متطلبات نيل شهادة

ماجستير في علوم التسيير فرع إدارة الأعمال، ص44.



58. نسيمه، هدى طير عطيط، (2016م)، دور التدريب في تحقيق الميزة التنافسية في المؤسسة

الصناعية الجزائرية، جامعة محمد الصديق بن يحي - جيحل كلية العلوم الإنسانية والاجتماعية، مذكرة

مكملة لنيل شهادة الماستر في علم الاجتماع، ص103.

59. النعيمي، محمد عبد العال، (2008م)، تحقيق الدقة في ادارة الجودة، مفاهيم وممارسات دار اليازوري

للنشر والتوزيع، عمان، الأردن، ص43.

60. نور الدين حاروش، (2011م)، إدارة الموارد البشرية، دار الأمة للطباعة والنشر والتوزيع، الجزائر،

الطبعة الأولى، ص15-16.

61. هاجر خالد حاتم، (2021م)، استراتيجية ادارة الموارد البشرية وأثرها في تحقيق الميزة التنافسية، بحث

مقدم الى مجلس كلية الإدارة والاقتصاد الجامعة العراقية كجزء من متطلبات نيل شهادة البكالوريوس

في إدارة الاعمال، كلية الإدارة والاقتصاد، قسم إدارة الاعمال، ص1.

62. الوليد بشار يزيد، (2009م)، الادارة الحديثة للموارد البشرية، ط1، الراية، عمان الاردن، ص62.



Foreign references:

1. Agustian, K., Pohan, A., Zen, A., Wiwin, W., & Malik, A. J. (2023). Human resource management strategies in achieving competitive advantage in business administration. *Journal of Contemporary Administration and Management (ADMAN)*, 1(2).
2. Alshafi, A. M. Y., & YILDIZ, N. (2026). The Role of Human Resource Management in Achieving Competitive Advantage. *Academia Open*, 11(1).
3. Borghini, EC. (2013). Framework for the study of relationships between organizational characters and organizational innovation. *Journal of creative behavior viol*, 31(1),p.226.
4. Charles-Henri Besstré des horts,(1990) ,gérer les ressources humaines dans l'entreprise concepts et outils les éditions d'organisation, Paris, P.147-148.
5. Delery, J. E., & Roumpi, D. (2017). Strategic human resource management, human capital and competitive advantage: is the field going in circles?. *Human resource management journal*, 27(1).
6. Fitriyah, L., & Sholihah, I. (2023). Effective Human Resource Management Strategy: Improving Excellent Service For Competitive Advantage. *Managere. Indonesian Journal of Educational Management*, 5(2).



7. Khemraj, S. (2023). Enhancing Competitive Advantage through Learning Capabilities and Innovative Human Resource Management. *Intersecta Minds Journal*, 2(1).
8. Pham, H. (2020). Impact of human resource management practices on enterprises' competitive advantages and business performance: Evidence from telecommunication industry. *Management science letters*, 10(4).
9. Prime, F., (2015), *Les ressources humaines numérique en 32 témoignages*. France: éditions Kawa,p.76.
10. Rusdiah, N. (2024). Strategic human resource management: Enhancing competitive advantage in educational institutions. *MANAZHIM*, 6(1).