



**T.C**

**BİNGÖL UNIVERSITY**

**SOCIAL SCIENCE INSTITUTE**

**BUSINESS ADMINISTRATION DEPARTMENT**

**THE ROLE OF HUMAN RESOURCE RECRUITMENT  
STRATEGY TO ACHIEVE COMPETITIVE  
ADVANTAGE (AN ANALYTIC STUDY OF OPINIONS  
IN THE KIND MANAGERS WORKING IN THE KAR  
GROUP FOR OIL AND ZAGROS GROUP FOR OIL OF  
IRAQ, ERBİL KURDISTAN REGION)**

**PREPARED BY**

**SALAH OTHMAN MAWLOOD**

**MASTER THESIS**

**SUPERVISOR**

**Assist. Prof. Dr. Yavuz TÜRKAN**

**BİNGÖL –2018**



**T.C**

**BİNGÖL ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ  
İŞLETME ANA BİLİM DALI**

**İNSAN KAYNAKLARINDA İŞE ALIM  
STRATEJİLERİNİN REKABET AVANTAJI  
STRATEJİSİNE ULAŞMADAKİ ROLÜ: KUZAY IRAK  
ERBİL'DEKİ KAR VE ZAĞROS PETROL ŞİRKETLERİ  
ÜZERİNE BİR UYGULAMA ÇALIŞMASI**

**HAZIRLAYAN  
SALAH OTHMAN MAWLOOD**

**YÜKSEK LİSANS TEZİ**

**DANIŞMAN  
Yrd. Doç. Dr. Yavuz TÜRKAN**

**BİNGÖL –2018**

**T.C**  
**BINGOL UNIVERSITY**  
**SOCIAL SCIENCE INSTITUTE**  
**BUSINESS ADMINISTRATION DEPARTMENT**

**THE ROLE OF HUMAN RESOURCE RECRUITMENT  
STRATEGY TO ACHIEVE COMPETITIVE  
ADVANTAGE (AN ANALYTIC STUDY OF OPINIONS  
IN THE KIND MANAGERS WORKING IN THE KAR  
GROUP FOR OIL AND ZAGROS GROUP FOR OIL OF  
IRAQ, ERBIL KURDISTAN REGION)**

**PREPARED BY**  
**SALAH OTHMAN MAWLOOD**

**MASTER THESIS**

**SUPERVISOR**  
**Assist. Prof. Dr. Yavuz TÜRKAN**

**BINGOL –2018**

ETHICAL AND SCIENTIFIC NOTICE.....	V
THESIS ACCEPTANCE AND APPROVAL.....	VI
PREFACE.....	VI
ACKNOWLEDGMENT.....	VIII
DEDICATION.....	IX
ABSTRACT.....	X
ÖZET.....	XII
BRIEFLY WORDS.....	XIV
LIST OF TABLES.....	XV
LIST OF FIGURES.....	XVI
INTRODUCTION.....	1

## CHAPTER ONE

### STAFFING, RECRUITMENT, SELECTION AND PLACEMENT

1.1. THE CONCEPT OF STAFFING.....	3
1.2. IMPORTANT OF STAFFING.....	4
1.3. OBJECTIVE OF STAFFING.....	4
1.4. STAFFING PROCESS.....	5
1.4.1. Human Resource Recruitment.....	5
1.4.2. Objectives of the Recruitment Process.....	6
1.4.3. The Significance of Recruitment Process.....	7
1.5. SOURCE OF HUMAN RESOURCE RECRUITMENT.....	8
1.5.1. Internal Requirement.....	8
1.5.1.1 Promotion.....	8
1.5.1.2 Career Transportation.....	9
1.5.1.3 Skills Inventory.....	9
1.5.1.4 Internal Advertising.....	9
1.5.1.5 Through Colleagues and Friends.....	9
1.6. EXTERNAL SOURCE.....	10
1.6.1. Direct Applying to the Company.....	11
1.6.2. Advertising.....	11
1.6.3. Advertisements in Daily Newspapers and Periodicals.....	11
1.6.4. Advertisements through Radio and Television.....	12
1.7. EMPLOYMENT AGENCIES AND OFFICE.....	12
1.7.1. General Agencies and Offices.....	12

1.7.2. Private Agencies and Offices .....	12
1.7.3. Schools and Universities .....	12
1.7.4. Trade Unions .....	13
1.7.5. Professional Company .....	13
1.7.6. Recruitments Specialized Employees .....	13
1.7.7. Participation in Special Events and Occasions .....	13
1.7.8. Using Professional Recruitment for This Purpose .....	14
1.7.9. Invite Applicants to Visit the Company .....	14
1.8. FACTORS AFFECTING THE RECRUITMENT AND ATTRACTING (HR)	15
1.8.1. Environmental Factors .....	15
1.8.2. Company Factors .....	16
1.9. STEPS OF THHE RECRUITMENT PROCESS.....	17
1.9.1. Recruitment Planning .....	17
1.9.2. Determine Search Strategy .....	17
1.9.3. Search and Filtering .....	17
1.9.4. Evaluation and Monitoring .....	17
1.10. BARRIERS OF RECRUITMENT PROCESS .....	18
1.11. HUMAN RESOURCE SELECTION .....	19
1.11.1. The Dimension of the Selection Processes .....	20
1.11.2. Factors Influencing the Selection Process.....	21
1.11.3. The Significance of the Selection Process .....	22
1.12. THE METHODS OF SELECTION.....	23
1.12.1. Application for Employment .....	23
1.12.2. Personal Interviews .....	24
1.12.3. Investigation and Recommendation .....	24
1.12.4. Employment Tests.....	24
1.12.4.1. Readiness and Capacity Tests .....	25
1.12.4.3. Personality Tests .....	25
1.12.4.4. Professional Interest's Tests.....	25
1.12.5. Medical Examination .....	26
1.13. HUMAN RESOURCE PLACEMENT.....	27
1.13.1. Issuance of the Placement Decision .....	28
1.13. 2. Initial Preparation.....	28
1.13.3. Evaluation and Individual's Follow-up During the Trial Period.....	29
1.13.4. Empowerment After the Trial Period and the Validity of the Employee ..	29

1.14. THE CONDITION OF PLACEMENT.....	29
1.15. THE SIGNIFICANCE OF PLACEMENT .....	30
1.16. THE OBJECTIVE OF PLACEMENT .....	30

## **CHAPTER TWO**

### **COMPETITIVE ADVANTAGE, SIGNIFICANCE, DEFINITION, AND CHARACTERISTICS**

2.1. COMPETITIVE ADVANTAGE DEFINATION.....	33
2.2. THE SIGNIFICANCE OF COMPETITIVE ADVANTAGE .....	35
2.3. THE OBJECTIVE OF COMPETITIVE ADVANTAGE.....	35
2.3.1. Widespread Openness to Others .....	36
2.3.2. Intensity of Profit and Pursuit of it.....	36
2.3.3. Incursion into the Global Market .....	36
2.3.4. Direct Access to the Most Important Discoveries and Scientific Research.	36
2.4. CHARACTERISTICS OF COMPETITIVE ADVANTAGE .....	36
2.5. IMPEDIMENTS TO THE COMPETITIVE ADVANTAGE .....	37
2.6. THE DEVELOPMENT OF COMPETITIVE ADVANTAGE .....	37
2.6.1. The Emergence of New Technologies .....	37
2.6.2. The Emergence of New Customers’ Needs or Changes in Their Veers .....	37
2.6.3. The Emergence of a New Sector in the Industry .....	37
2.6.4. Changes in Government Restrictions.....	38
2.7. THE DIMENSION OF COMPETITIVE ADVANTAGE.....	<b>38</b>
2.7.1. Costs.....	38
2.7.2. Quality.....	39
2.7.3. Flexibility .....	40
2.7.4. The Relationship of HR Recruitment Investigates the Competitive Advantage .....	42

## **CHAPTER THREE**

### **METHODS, AND DATAANALYSIS**

3. 1. PREVIOUS STUDIES.....	43
3.2. THE PROBLEMOF THIS DUSSERTATION .....	48
3.3.THE OBJECTIVE OF THIS DISSERTATION .....	49
3.4.THE SIGNIFICANCE OF THIS DISSERTATION .....	49
3.5. THE LIMITS OF THIS DISSERTATION .....	50
3.6. DISSERTATION HYPOTHETICAL MODEL .....	51
3.7. METHODOLOGY.....	52

3.7.1 Methods of Data Collection and Analysis .....	53
3.7.1.1 Methods of Data Collection .....	53
3.7.1.2 Theoretical Framework .....	53
3.7.1.3 Practical Framework .....	53
3.7.1.4 Personal Interviews .....	53
3.7.1.5 Questionnaire .....	53
3.7.2. Methods of Data Analysis .....	54
3.8. STUDY DELIMITATION .....	54
3.9. REASONS FOR SELECTING THIS TOPIC .....	55
3.10. TERMINOLOGY DIFINIATION .....	55
3.11. RESULTS AND OUTCOMES.....	56
3.11.1. Participant Demographic Data Analysis .....	56
3.11.2. Reliability of the Questionnaire .....	59
3.11.3. Descriptive Analysis of Dissertation Variables: .....	60
3.12. EXAMINING THE HYPOTHESES OF THE DISSERTATION.....	68
CONCCLUTION .....	73
RECOMMENDATION: .....	75
REFERENCES.....	77
APPENDIXES .....	87

## **ETHICAL AND SCIENTIFIC NOTICE**

This work is prepared in accordance with the rules of thesis writing which I have prepared according to scientific ethics, traditions and all information contained in the letter, which met with scientific ethics and rules of academic carefully until the completion of the recommendation phase of the master's thesis [**The Role of Human Resource Recruitment Strategy to Achieve Competitive Advantage (An Analytic Study of Opinions in The Kind Managers Working in The Kar Group For Oil And Zagros Group For Oil of Iraq, Erbil Kurdistan Region)**].

I announce that work has shown and utilized for each citation It consists of those that appear in the source.

**SALAH OTHMAN MAWLOOD**

/01 / 2018

SIGNATURE



**THESIS ACCEPTANCE AND APPROVAL**  
**BINGOL UNIVERSITY**  
**SOCIAL SCIENCES INSTITUTE**

This work entitled [**The Role of Human Resource Recruitment Strategy to Achieve Competitive Advantage (An Analytic Study of Opinions in The Kind Managers Working in The Kar Group For Oil And Zagros Group For Oil of Iraq, Erbil Kurdistan Region)**], prepared by [**Salah Othman Mawlood**], was found to be successful as a result of the thesis defense examination held on the date of [ /01/2018] and accepted by our juror as the Master's Degree in the Department of Business Admiration.

**THESIS JURY MEMBERS**

Chair: .....Signature: .....

Supervisor: .....Signature: .....

Member: .....Signature: .....

**CONFIRMATION**

The jury determined in the /01 /2018 have accepted this thesis. Session of the Board of Directors of the Institute of Social Sciences of **Bingil University**.

**DIRECTOR OF THE INSTITUTE**

**Doç.Dr.Yaşar BAŞ**

## PREFACE

[**The Role of Human Resource Recruitment Strategy to Achieve Competitive Advantage (An Analytic Study of Opinions in The Kind Managers Working in The Kar Group for Oil and Zagros Group For Oil of Iraq, Erbil Kurdistan Region)**] is emphasized in the context of "consumer-focused" approaches that are increasingly emphasized in maintaining the competitive position of today's businesses.

Advisor who does not give up help in preparing this work [**Assis. Prof. Dr. Yavuz TÜRKAN**]; I would like to thank all the contributors who contributed to the person who contributed to the writing and correction of the thesis and who contributed to my education throughout my life.

While completing my work, I offer my gratitude for helping to keep my morale and motivation at a high level.

**SALAH OTHMAN MAWLOOD**

/ 01 / 2018

SIGNATURE

## ACKNOWLEDGMENT

Afer an intesive perod of o year, too Day is te dy: writing this noe of thaks is the finishing touch on my disseration. It has ben a peiod of inense learing fo m, nt only in the scientific arena, but also on a persnal leel. Witing this dissrtaion has had a big impact on me. I would like to reflect on the people who have supported and helped me so much throughout this period.

I would first like to thank my colleagues from my internship at Bingol University for their wonderful collaboration. You supported me greatly and were always willing to help me.

I would particularly like to single out my supervisor at **Bingol University**, **Assis prof Dr. Yavuz Turkan**, I want to thank you for your excellent cooperation and for all of the opportunities I was given to conduct my research and further my dissertation at Bingol university in addition. I would like to thank those who supported me as a sponsorship of my study (Dr. Nasir Harki, Mrs. Tavga Omer, Miss Jihan Rashid Sindi, and Shwan Xaleed, for their valuable guidance. You definitely provided me with the tools that I needed to choose the right direction and successfully complete my dissertation. On the other I would like to thank managers of Kar Group & Zagroz Group for their kind help and support during my field work.

I would also like to thank my family members for their wise counsel and sympathetic ear. You are always there for me. Finally, there are my friends. We were not only able to support each other by deliberating over our problems and findings, but also happily by talking about things other than just our papers.

Thank you very much, everyone...

**Researcher**

**SALAH OTHMAN MAWLOOD**

## **DEDICATION**

This Dissertation Is Dedicated To

- To the spirit of my father, may God have mercy on him.
- To my dear mother who always supported me, God save you my mother.
- My lover's sister and brother.
- To my dear fiancée (shahraban) my Allah protect you.
- To my all friends in the colleagues who helped complete this dissertation.

## ABSTRACT

### Bingol University SOSYAL BİLİMLER ENSTİTÜSÜ Master's Thesis

**Title of the Thesis:** The Role of Human Resource Recruitment Strategy to Achieve Competitive Advantage (An Analytic Study of Opinions in The Kind Managers Working in The Kar Group For Oil And Zagros Group For Oil of Iraq, Erbil Kurdistan Region)

**Author:** Salah Othman Mawlood

**Supervisor:** Assis. Prof.Dr. Yavuz Türkan

**Department:** Business Administration

**Sub \_ field:**

**Date:** \_01\_2018

This study aimed to identify "the role of human resource staffing strategy through relies on three dimensions encompass " human resource recruitment, human resource selection, and human resource placement) on competitive advantages achievements through examining three dimensions as well include (Cost, Quality, and Flexibility). The study sample included all managers, assistant managers, head of the departments, and supervisors in oil industry companies in Iraq, namely Kar group company and Zagros group company in the oil industry. The researcher, distributed 173 questionnaires to them and all returned questionnaires were suitable for the purpose of analyzing. The scientific significance of this dissertation comes from identification of human resource recruitment strategy from the study sample's perspectives in order to clarify the functions of this strategy as well as determine its dimensions in a way that maximizes the productivity of the human element and thus achieves competitive advantage. The main dissertation's objectives can be illustrated as follows:

- To examine the impact of human resources recruitment strategy for competitive advantage achievement in the companies under study.

- To identify the reality of recruitment and selection policy of workers in Iraqi oil industry companies along with examining their role in competitive advantage achievement.
- To find out the level of respondents' attitudes towards the study variables that related to human resource recruitment strategy and competitive advantage achievement.

The researcher adopted the descriptive, analytical approach in order to examine the hypotheses of the study and data have been collected through primary sources and secondary sources. The questionnaire was the main tool in order to collect primary data and the five-point Likert scale has been administrated in the questionnaire. Data collected, analyzed statistically through the SPSS software program version 20 along with methods that used to analyze data such as: reliability test, frequencies, means and standard deviations in order to describe and diagnose the study variables. Simple correlation coefficient (Pearson Correlation) and Multiple Regression Analysis in order to examine the dissertation hypothesis.

The most important outcomes of the dissertation can be explained as the following:

- The level of dimensions of human resources recruitment strategy was between medium and high.
- The level of dimensions of competitive advantages achievement was medium.
- A positive correlation, but weak existing between the variables of the dissertation in addition to existing an impact of human resources recruitment strategy on competitive advantages achievement.

Based on the dissertations outcome the researcher presented a number recommendation such as depending on strategic plans and develops methods of recruiting human resources based on potential developments and growth of the company also should work to achieve competitive advantages through providing services with distinctive characteristics without harming its economic efficiency.

**Keywords:** Human Resources, Recruitment, Recruitment, Selection, Placement, Competitive Advantages, Cost, Quality, and Flexibility.

## ÖZET

Tezin adi: İnsan Kaynaklarında İşe Alım Stratejilerinin Rekabet Avantajı Stratejisine Ulaşmadaki Rolü: Kuzey Irak Erbil'deki Kar Ve Zağros Petrol Şirketleri Üzerine Bir Uygulama Çalışması.

Hazırlayan: Salah Othman Maulood

Danışman: Yrd. Dr. Yavuz TURKAN

Bölüm : İşletme Bölümü

Sub \_ field :

Tarih : \_01\_2018

Bu çalışma, "insan kaynakları personel stratejisinin üç boyuta dayanan rolü" insan kaynakları seçimi, insan kaynakları seçimi) rekabet avantajı kazanımlarına ilişkin olarak üç boyutun incelenmesi

(Maliyet, Kalite ve Esneklik). Çalışma örneği, tüm yöneticileri, yardımcı yöneticileri, bölüm başkanları ve Irak'taki petrol endüstrisi şirketlerinin denetçileri, yani Kar grup şirket ve Zagros petrol endüstrisinde grup şirketi. Araştırmacı, kendilerine 173 anket dağıtıldı ve geri gönderilen anketler, analiz amacıyla yapıldı. Bu tezin bilimsel anlamı, insan kaynak personel stratejisinin tanımlanmasından çalışma örneğinin perspektiflerinden saptanması ve bu stratejinin işlevlerinin açıklığa kavuşturulması ve boyutlarının insan unsurunun verimliliğini en üst düzeye çıkaracak ve böylece rekabet avantajı sağlayacak şekilde belirlenmesinden kaynaklanmaktadır . Ana tez konusu aşağıdaki gibi tasvir edilebilir:

- Çalışan şirketlerin rekabet avantajı kazanması için insan kaynakları personel stratejisinin etkisini incelemek.
- Irak petrol endüstrisi şirketlerinde çalışanların istihdam ve seçim politikalarının gerçekliğini belirlemek ve rekabet avantajı elde etme rolünü incelemek.
- Katılımcıların, insan kaynakları personel stratejisi ve rekabet avantajı başarısı ile ilgili çalışma değişkenlerine yönelik tutumlarını belirlemek.

Arařtırmacı, alıřmanın hipotezlerini incelemek iin betimsel, analitik yaklařımı benimsemiř ve veriler birincil kaynaklar ve ikincil kaynaklar yoluyla toplanmıřtır. Anket, birincil verileri toplamak iin ana ara olup ankete beř puan Likert leđi uygulanmıřtır. Veriler toplanıp, SPSS yazılım programı srm 20 ile istatistiksel olarak analiz edildi; bunlar arasında, gvenilirlik testi, frekanslar, ortalamalar ve alıřma deđiřkenlerini tanımlamak ve teřhis etmek iin standart sapmalar gibi verileri analiz etmek iin kullanılan yntemler vardı. Tez tetkik hipotezini incelemek iin basit korelasyon katsayısı (Pearson Korelasyon) ve oklu Regresyon Analizi.

Tezin en nemli sonuları řu řekilde aıklanabilir: İnsan kaynakları personel stratejisinin boyutları orta ve yksek dzeydeydi.

Tezin en nemli sonuları řu řekilde aıklanabilir:

- İnsan kaynakları personel stratejisinin boyutları orta ve yksek dzeydedir.
- Rekabet Avantajlarının Elde Edilmesi iin Boyut Dzeyleri Orta.
- Olumlu bir korelasyon, ancak tez deđiřkenleri arasında varolan zayıf, aynı zamanda insan kaynakları personel stratejisinin rekabet avantajı bařarısı zerindeki etkisi.

Tezlerden elde edilen sonulara gre, arařtırmacı stratejik planlara bađlı olarak bir numara nerisi sundu ve potansiyel geliřmelere ve bymeye dayalı insan kaynaklarını toplama yntemleri geliřtirdiđinde ekonomik etkinliđine zarar vermeden ayırıcı zelliklere sahip hizmetler sunarak rekabet avantajı elde etmek iin alıřabilir. .

Anahtar Kelimeler: İnsan kaynakları, Personel, iře Alım, Seim, Yerleřtirme, Rekabet avantajları, Maliyet, Kalite ve Esneklik.



## **BRIEFLY WORDS**

HR	Human Resource
IQ	Iraq Republic
FAQ	Frequently Asked Questions
TC	Turkish Republic
HRM	Human Resource Management
KG	Kar Group
ZG	Zagros Group
CHS	Carillon Health System
CA	Competitive Advantage

## LIST OF TABLES

Table 2.1 Competitive Advantage Definitions.....	34
Table 3.1 Five Point Likert Scale.....	54
Table 3.2 The Coefficient of Cronbach's Alpha Reliability.....	60
Table 3.3 Analyzing Recruitment Strategy Questions.....	61
Table 3.4 Analyzing Selecting Strategy Questions.....	62
Table 3.5 Analyzing Placement Questions. ....	63
Table 3.6 Ranks of Human Resource Recruitment Strategy.....	64
Table 3.7 Analyzing Cost Dimension Questions. ....	65
Table 3.8 Analyzing Quality Dimension Questions. ....	66
Table 3.9 Analyzing Flexibility Dimension Question.....	67
Table 3.10 Ranks of Competitive Advantages Achievement .....	68
Table 3.11 The Pearson Correlation Between Human Resource Recruitment Strategy and Competitive Advantages Achievement .....	69
Table 3.12 Correlation Between (Recruitment Strategy, Selection Strategy, and Placement Strategy) and Competitive Advantages Achievement.....	69
Table 3.13 The Results of the Three sub- Hypotheses that Derive From the First Main Hypothesis .....	70
Table 3.14 The Impact of Human Resources Recruitment Strategy on Competitive Advantages Achievement.....	71
Table 3.15 The Impacts of (Recruitment Strategy, Selection Strategy, and Placement Strategy) Independently on Competitive Advantages Achievement.....	72
Table 3.16 The Results of the Three sub- Hypotheses that Derive from the Second Main Hypothesis .....	72

## LIST OF FIGURES

Figure 1.1 Human Resource Staffing Strategy .....	5
Figure 1.2: Sources of Human Resources Recruitment .....	8
Figure 1.3 Sources of Internal Requirements.....	10
Figure 1.4 Sources of External Requirements.....	15
Figure 1.5 Factors Affecting Human Resources Recruitment, .....	16
Figure 1.6 Recruitment Process Steps.....	18
Figure 1.7 Factors Influencing the Selection Process.....	22
Figure 1.8 Methods of Selection Strategy.....	27
Figure 1.9 Placement Strategy Practices.....	28
Figure 3.1 Hypotheses Model .....	51
Figure 3.2 Distribution of Respondents- Gender wise.....	57
Figure 3.3 Distribution of participants - Education Level wise .....	58
Figure 3.4 Distribution of Participants - Age wise .....	58
Figure 3.5 Distribution of Participants - Years of Experience Wise.....	59

## **INTRODUCTION**

In the past, there was a fear that machines would someday reduce the needs of individuals to working at jobs. In fact, what happened is the opposite, where individuals have become more important in contemporary company's than ever before (Al-Tai et al, 2006, p. 37) Nowadays, human resources have become the main source of the company's competitive advantage, that consider to be the new capitalists within the framework of the knowledge economy (Al-Anzi and Al-Saadi, 2008, p. 7).

The human resources management function has become one of the most important functions that responsible for achieving competitive positions, ensuring growth, expansion, innovation and customer service (Al - Najjar, 2007, p. 7).

Explained that behind the success of every successful company, stands a successful human resource management in its programs these programs are: select individuals, training them, evaluate their performance through better programs, rewards and incentives (Al-Salem and Saleh.2000, p. 41).

Human resource management began to change from being a concerned employees' job specialized its function is to provide consultancy in this field, to executive management that has a big and comprehensive role in the whole the company through strategic human resource planning. Consequently, the managers of human resources are members that are interested in formulating a human resources management strategy.

States that the HRM concept is still considered to be one of the powerful and influential ideas that has emerged in business and management area over the last 25 years. (Torrington and Hall, 1998, p .23) argues that human resources management strategy is represented central and fundamental philosophy that manage and organize individuals, and change this into policies and Practices that bring cooperation and harmony among all elements inside the company. (Salman et al, 2005, p. 10)

Companys in Iraq characterized by being unstable, complex, and diverse, the problem of managing is not invested in the physical assets and intangible alike to raise the efficiency of their performance and thus enhance their competitiveness to ensure its survival and growth. It is essential that company's attempt to achieve a balance between those physical assets and individuals at work.

These physical dimensions represent a strategic exist, and includes a range of resources, which gives the company's competitive advantage as a dependent on innovation, and continuous improvement of performance through its full activation.

The staffing process is one of the most important functions that must be accomplished by the Human Resources Department in the Company efficiently and effectively. On the basis of successful completion, the career path of the company is determined whether in marketing, productive, financial or developmental activities, especially in a company where human resources management is clearly located in its company structures that providing the company with the most important and resource-consuming, human resource.

The staffing process is complemented by the completion of a range of activities that are: Recruitment, Selection, and Placement. Since the selecting individual and placing them in a place or a functional position in the company forces the company to maintain the employees regarding to the type of skills, capabilities and competencies that they own.

# **CHAPTER ONE**

## **STAFFING, RECRUITMENT, SELECTION AND PLACEMENT**

The human resource staffing strategy is considered to be one of the most important functions that must be accomplished by the human resources department in the company efficiently and effectively. Based on successfully completed, the company's career path is determined whether marketing, productive, financial or developmental activities. In particular, in an company where human resources management is clearly located in its company structures, in addition to assign them the task of providing the company with the most important and most critical resource, which is human resource.

### **1.1. THE CONCEPT OF STAFFING**

The staffing process is an important and key function of the company Human Resource Management, In the currency of employment, we mean "providing the departments, workshops and stores with the necessary personnel How to perform their activities. So that this function is necessary for the implementation of the program of the Company and the achievement of its objectives and undertake User interest in this function (Jean guyot, 1979, p. 17).

Employment is also known as "a process through which. Selection among several candidates for a vacancy or post created (Ibid, p. 18). Pierre Jardillier also finds employment "filling a vacancy or accepting a new and additional element in the institution" (Pierre Jardillier, 1972, p. 132).

With reference to previous definitions, we understand that the recruitment process is a set of the processes and procedures taken by the institution to select the necessary human resources that meet the requirements of efficiency Ability to take up a vacancy. The recruitment process means "the ongoing process that requires the company to identify its manpower needs Capable and willing and available to work. Searching for elements and encouraging them to work in the company, and then choosing the best. (Mansoor Ahmed Mansour, 1975, p. 95).

Through the above definitions of recruitment, we conclude that recruitment is the activity that is done through which the search for suitable and suitable labor to fill the vacant positions in the company.

We could also defend the staffing which is the activity that requires the vacant positions and the individual who are qualified to work in the company the best and most advanced elements were selected to achieve the objective. (rabhat Mustafa,2007, p. 148).

## **1.2. IMPORTANT OF STAFFING**

The recruitment process plays a key role in any company as it seeks to attract and select the best Competencies in which the institution seeks to achieve its objectives the importance of the recruitment process is shown through the role the effectiveness of the strategy of human resources management.

We draw the importance of staffing from the goals Seek to achieve them Its main and main objective is to seek "the best elements of people Excellent competencies and qualifications (Faisal Hassouna, 2008, p. 65) Therefore, we find that administrative institutions resort to the recruitment process because they contribute Helps to bring the right manpower to be staffing within the company.

This is achieved only by doing with a range of processes and procedures to ensure optimal and optimal use of qualified human resources Skills in order to achieve the greatest productivity and thus the institution has achieved its objectives "The importance of the staffing process to the management of human resources in reducing the recruitment of the wrong person and inappropriate,

Which will cost the institution a lot. In addition to its cost to the institution in terms of salary and training courses. There is a cost that may be as much as that and consequent losses resulting from the wrong decisions made by it.

The person designated for the job, and may reach the loss of the institution (Faisal Hassouna, 2008, p. 67) the importance of employment is dazzled by the development the right person in the right place.

## **1.3. OBJECTIVE OF STAFFING**

We conclude from the previous definitions of the staffing currency that it has several objectives, which is considered an important stage for the life of the institution and individuals, the objectives of the recruitment process are as follows:

1- Attempt to use the highest skills needed by the institution (Mansour Ahmed Mansour, 1975, p. 94). By that, we mean that the recruitment process aims to appreciate the institution for its labor needs.

2- Recognition of the individual and encourage the individual to achieve the objectives of the institution and linking the personal goals of the workers the objectives of the Foundation.

3 - Encourage the principle of participation of workers in the decision - making process, in particular the decisions of the labor force.

4 - The largest number of candidates in order for the institution to choose the best (Ritaiba Salem, 1997, p .4).

5 - Meet the needs of the institution of the public hand require.

#### **1.4. STAFFING PROCESS**

The staffing process is complemented by the completion of a range of activities such as: Recruitment, Selection, and Placement. The selection of the individual and placing him/her in a functional position in the company requires company keeping him/her whatever the quality of the skills, abilities and knowledge they have.



**Figure 1.1 Human Resource Staffing Strategy**

##### **1.4.1. Human Resource Recruitment**

The concept of the recruitment process can be defined as "searching, and attract a qualified individual to fill vacant jobs (Hassan, 2004, p. 99). Recruitment also defined as" the step following the announcement of the job vacancy, it may be



preceded or compensated in some very limited cases. Some are calling recruitment as attraction due to attract and entice qualified candidates to fill job vacancies (Al-Kubaisi, 2004, p. 108). Defined recruitment as the process of finding and hiring individuals for specific implementation needed by the company. (Mondy, 2005, p. 151).

#### **1.4.2. Objectives of the Recruitment Process**

The recruitment process aims to achieve the following objectives (Saleh, Al Salem, 2006. P. 84)

1. Restriction the recruitment processes required by both, firstly work analysis (where those who occupy the position should meet the specifications and conditions) and secondly human resource planning (specifying the required numbers and quality of staff).
2. Provide adequate number of suitable applicants to fill positions at the lowest cost.
3. Contribute to an increased in the selection process through focusing on recruitment and attracting the right individuals who will be selected. Thus reducing the number of applicants who are not qualified for the jobs.
4. Contribute to increase the effectiveness of the company through increasing rates of employment stability along with creating a highly qualified and qualified workforce.

In addition to the primary purpose of recruitment efforts in the search for qualified individuals and attract them to work in the company, these efforts usually seek to achieve a number of other objectives, the most important of it as the following (Schuler, 1995, p. 218)

1. Pursuance human resources plans by identifying the required number of individuals, skills and expertise to be met by these individuals, along with sources and ways to obtain them.
2. Expand selection rule among qualified applicants by increasing their number to select the most appropriate among them.
3. Provide equal opportunities for individuals from different sectors of society to fill general jobs.
4. Reduction of non-qualified people to aid applicants in verifying that the jobs are suitable for their qualifications, willingness, interest and their ambitions.

5. Not just focusing on attracting people, but also working to keep them.

Recruitment is a major step in translating the principles of merit into practice, because recruitment efforts are to attract qualified people to fill positions, and increase the number of applicants to work. Thus, increasing the level of services and increasing productivity in the Company.

Above all, recruitment efforts help in selecting the right person for the job and company, it also helps to select the appropriate work and suitable company for the individual. Moreover, many researchers consider it an important strategic aspect of the management of different companies, which requires company to allocate time, effort and resources (Burdett, 1992, p. 9).

### **1.4.3. The Significance of Recruitment Process**

The significance of recruitment is as follows:

1. Recruitment is a strategic aspect and a significant investment in any company. That requires allocating time, effort and necessary resources for it. As the success of company in achieving their objectives depends on finding and employing appropriate individuals (Al- Taei, Moayad, 2006, p. 186).
2. Recruitment is a means of motivating human skills to apply for work in the company.
3. The role of recruitment is highlighted by its relationship with selection and placement process. When the company succeeds in attracting a large number of human resources needed by the company, along with high specifications according to certain standards, that means it provides the selection and placement process various alternatives enabling to easily differentiate between them and select the best ones, therefore raises the level of effectiveness of the company performance in the future (Aqili, 2005, p. 275)
4. Reduce the efforts and expenditures of human resources activities that comes after the selection process. Such as training by focusing on attracting an appropriate and distinctive group that has appropriate qualifications for applicants for vacant jobs.
5. Contribute to increasing the stability of human resources in the company by attracting high-quality applicants and retaining the desired employees.

## 1.5. SOURCE OF HUMAN RESOURCE RECRUITMENT

After the company identified its human resource, requirements in the form of labor plan that includes the preparation of descriptions and specifications for those jobs. The company should think about the sources to obtain their needs. In general, there are two main sources of requirements that they are internal requirements, and external requirements.



**Figure 1.2: Sources of Human Resources Recruitment**

### 1.5.1. Internal Requirement

It refers to the available human resources in the company. It can be relied on this type in the case of jobs that require expertise that may not be available outside the company. The most important internal sources are as the following (Maher, 2006,p. 145).

#### 1.5.1.1. Promotion

The company uses this source in the case of the company's desire to occupy some supervisory and leadership positions. This method has some advantages such as:

- A. Motivate employees and raise their abilities to obtain promotion.
- B. Raise the worker morale in order to believe in Job security, also that the company they work in provides them opportunities for promotion and development in the future.
- C. The company has employment with experience, and such employment does not require training, development and other training programs.

Some companies are preparing an integrated promotion plan that is clear and announced to all employees. These plans may be designed as promotion maps that

explains the relationship between the functions and the procedures that should be followed up for a promotion (Abdul Babaqi, 2004, p. 153).

#### **1.5.1.2. Career Transportation**

Recruitment policy may be applied inside the company through the internal transport of the employee from a job to another job, from branch to another branch. The goal of this policy may be to create a balance in the number of employees in different departments. This type of resource is used by the company when its human resources management policy based on diversifying the expertise of its employees, also when such expertise is not available in the external labor market (Abdul Babaqi, 2004, p. 153).

#### **1.5.1.3. Skills Inventory**

The company uses this method when it has a full conception of capabilities and skills of its employees and return to the skills inventory to search and find those who have the skills and abilities. The job is then filled with either transfer or promotion (Maher, 2004, p.145).

#### **1.5.1.4 Internal Advertising**

The term is called on the company as (job posting). It is an internal declaration distributed to all employees in the company, for instance, in advertising boards, or through a publication distributed to employees, or in the company's journal, where the company explains its needs (Aqili, 2005, p. 299)

When the Company wishes to fill jobs at the lower company levels, it would be useful to publish their needs of jobs on advertising boards inside the company, then the individuals apply to the jobs that meet its specifications (Maher, 2006, p.145).

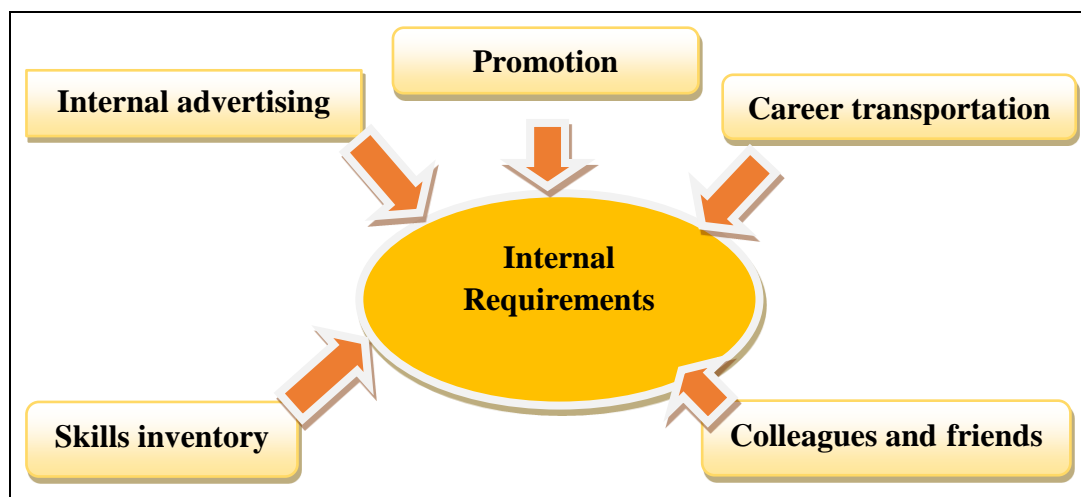
#### **1.5.1.5. Through Colleagues and Friends**

If the company wants to occupy one of its functions with rare specialties. The company may be asking its employees to contact with their friends who meet the conditions and encourage them to join the job (Maher, 2006, p.146). The advantages of this type of employment are as follows (Aqili, 2005, p. 284)

- A. Raise employee morale, that enhancing loyalty, loyalty and job stability. Thus is helps to achieve the desired goals.
- B. This source provides employment with work experience, thus reducing recruitment costs.
- C. Maintain the workforce of the company in case of vacancies such as promotion.
- D. Maintain private confidentiality of the job if it requires it.
- E. Motivate employees and increase their abilities to obtain promotion.

On the other hand, the disadvantages of this type of employment can be illustrated as follows (Aqili, 2005, p. 284)

- A. Blocking new work experiences and methods that can be obtained from outside the company.
- B. Mis-selected of employees in case of promotion.
- C. The number of staff applying for the job is relatively low.
- D. Internal resources may not be as efficient as required.



**Figure 1.3 Sources of Internal Requirements**

### 1.6. EXTERNAL SOURCE

It refers to the sources outside the company that provide the company with its human resource needs (Maher, 2006, p. 145). The methods of recruitment and attracting human resources outside the company are different. It depends on how attract the appropriate human resources on the job level and the size of the company in which it operates (Wayne, 1990, p. 86)

### **1.6.1. Direct Applying to the Company**

The Company is able to obtain its human resources through individuals who apply directly, or by applying through job applications. The company maintains applications that applied by individuals, that includes complete data about them such as their level of education, their past experiences, abilities and skills. These requests are then classified by the human resources department according to the functional specializations and contact the owners of those requests when needed where they conduct the necessary tests to be selected by the human resources department (Dessler, 2005, p. 12)

### **1.6.2. Advertising**

The appropriate ways of advertisement depend on the type of job to be filled by human resources. The HR manager before announcing the job should explain the requirements for filling the post in terms of qualification, years of experience, determine the area in which they want to choose the employment, select an appropriate method of advertising that reaches the largest number of readers or viewers, and determine the method which the applicants can receive the job.

The Human Resources Manager may choose the proper method of advertising, whether inside or outside the company (Maher, 2004, p. 150). Inside the company is through internal advertising that they are posters or advertisements in internal boards at the company.

These advertising is attracting attention and the purpose of using that method is spreading the need for a company to fill some jobs through its employees who are expected to encourage their acquaintances and friends who meet the conditions of employment. This method often used for jobs on an operational level and does not require high qualifications and experience (Maher: 2004, p. 151)

### **1.6.3. Advertisements in Daily Newspapers and Periodicals**

Company often advertise their need of employment by selecting a public information method such as daily newspapers as it reaches the largest number of readers at the lowest cost. Furthermore, some company announce their needs of employers in periodical and professional magazines that are addressed to specific

individuals or groups or occupations. This should be done in jobs that require specialization requirements such as programmer designers, or electronics engineers (Dessler, 2004, p. 121).

#### **1.6.4. Advertisements through Radio and Television**

Some company's may advertise on radio and television since it is a method of advertising reaches most members of society. This is often used in case of opening new projects and companies that require a large number of employments (Maher, 2006, p. 152).

### **1.7. EMPLOYMENT AGENCIES AND OFFICE**

There are nine types of employment agencies and offices:

#### **1.7.1. General Agencies and Offices**

This type of office is a public office. It is run by the government and is supervised by the government. Its main goal is to find job opportunities for everyone. The names of the unemployed are registered, as well as their experience as a condition for getting a job. In the absence of suitable work for the workers' experience with these agencies, they are providing (unemployment benefits) such as in European countries (Dessler, 2004, p.174).

#### **1.7.2. Private Agencies and Offices**

They are private offices run by specialists. These offices receive applications from job seekers and classifying it into professional specialties. And refer to them at the request of one of the companys to their specialization. These offices also advertise in specialized newspapers, magazines and periodicals (Maher, 2006, p.148).

#### **1.7.3. Schools and Universities**

It is a special method of requirements where some company hosts university students, technical institutes and industrial technical schools for training during the summer vacation months or during the study period. During the training period, students gain knowledge about the company's business style, and benefits that its employees obtained. This creates the desire for some of these students to join the company after graduation (Dessler, 2004, p. 137).

#### **1.7.4. Trade Unions**

The importance role of trade unions is highlighted in capitalist states as a source of human resources, especially at lower levels of employment. These unions control the supply of jobs through agreement between the union and business owners and the placement shall be made only among members of the trade union (Maher, 2006, p.149).

#### **1.7.5. Professional Company**

Some professional company qualify their members to work in certain areas. For the purpose of such qualification, they will be trained and selecting in addition to granting them certificates, licenses and permits to work in a specific field, such as the association of Accountants, Doctors, Engineers, Lawyers, Teachers and Industrialists. Even in the United States of America and Europe, there is an association of human resource managers (Maher, 2006, p. 149).

#### **1.7.6. Recruitments Specialized Employees**

If human resources management needs to attract a large number of candidates, such as recruiting among students in schools and universities. Here the company will need a large number of staff to interview and assisting in the provision of employment applications. The company can depend on some specialized staff in human resources department. Their job is to recruit individuals who applied for jobs. These employees would be on a time-to-pay basis (Bernotti, 2004, p .2)

#### **1.7.7. Participation in Special Events and Occasions**

Conferences, festivals and specialized exhibitions are considered opportunities for meetings between company and job seekers. For example, participants in a scientific conference may select a researcher or a specialist in planning that considered to be appropriate for them. They attempt to convince them in order to work with them (Bernotti, 2004, p. 231). In addition, some groups in developed countries have organized events or festivals such as job fairs that main purpose of such meeting is to achieve a meeting between the job seekers and the originations (RobIt, 2008, p. 189).



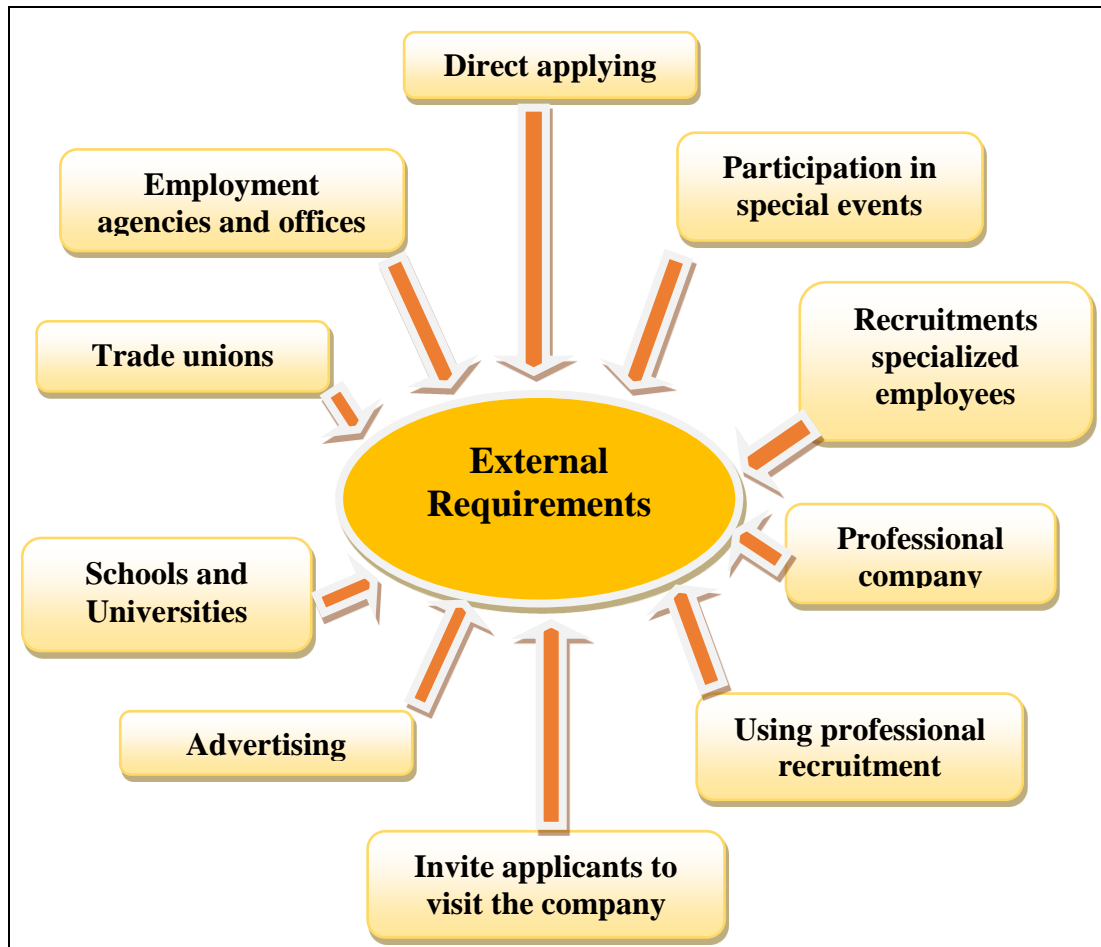
### **1.7.8. Using Professional Recruitment for This Purpose**

This method is often used in developed countries. Where there are some specialists in the processes of recruitment and attracting human resources. These people have full information on members that may meet the job requirements (their employers, their phone numbers, Etc.) They may obtain such data from the same workplaces or from conferences, symposia, and training programs (Dessler, 2004, p. 153).

### **1.7.9. Invite Applicants to Visit the Company**

Some companies attract attention by inviting specific people to visit or identify them in order to present it to the community in which it operates. These companies are often new, and some other companies are holding scientific conferences at their expense. Where these conferences include a group of professionals in a particular job, through these conferences, they identify themselves and the benefits that give to employees. Thus creating the desire within some of the individuals from the specializations that they need to join them (Maher, 2006, p. 153).

Some company may hold an exposition or a job fair among certain professional disciplines. Through these job fairs, these company can attract a number of specialists that the company desire who live in the area near where the company works and do not want to travel every day. The job fairs are often done by small and not-so-famous companies (Dessler, 2004, p. 136).



**Figure 1.4 Sources of External Requirements**

## **1.8. FACTORS AFFECTING THE RECRUITMENT AND ATTRACTING (HR)**

The Company and human resources management face many affecting variable policies of recruiting and attracting human resources, these factors can explain as follows (Abbas, 2006, p. 108)

### **1.8.1. Environmental Factors**

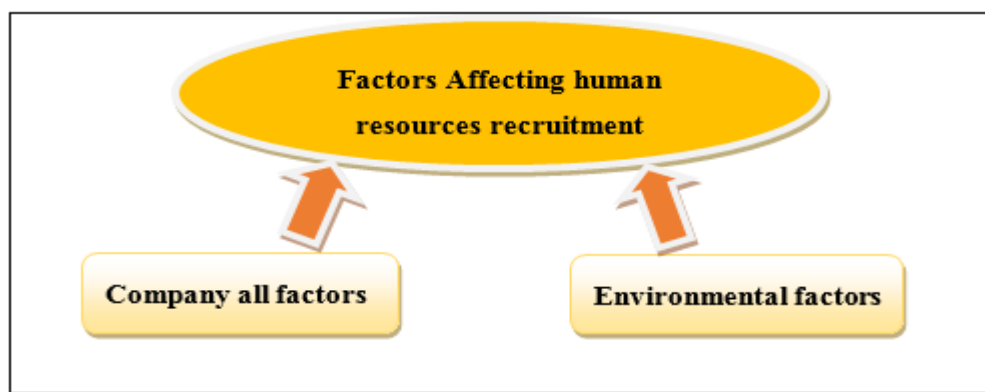
The company environment is all the variables that surrounding the company, whether within the general environment represented by economic, social and political variables or the special environment that called task environment that represents the elements that dealing directly with the company such as employees, owners, customers, competitors, suppliers, and financiers. Since all these variables directly or indirectly affect the strategies of recruiting and selecting human resources.

In light of the relatively stable and dominant environment whose components and trends can be identified, the company focuses on internal sources in order obtaining human resources through internal promotion policies in support of staff development which leads to stability in labor relations. On the other hand, in the case of instability and complexity environment, changes must be made to the existing human resources of the Company. Hence human resources must be obtained from abroad as the changing environment may lead to new and different jobs (Walker, 1999, p .229).

### **1.8.2. Company Factors**

Includes the factors linked to the company's efforts and activity in the field of recruitment. It includes a clear advertising that can clearly identify the candidate of the nature of jobs advertised. Procedures for budgeting processes are another company factor. As the exaggeration or default in the budget does not serve the goals of good recruitment, it requires careful determination of the budget by determining the cost of one-candidate and nomination procedures.

The recruitment strategy that prepared by the Company is particularly important among company factors for the reason that the recruitment process should be clear purpose, specific and justified in terms of means. Moreover, whatever the Company's efforts have produced positive results in the field of recruitment, these results remain insufficient to achieve the goal of recruitment, if the precise identification of polarization sources not taken into consideration (Al-Hitti, 2005, p. 12)



**Figure 1.5 Factors Affecting Human Resources Recruitment**

## **1.9. STEPS OF THE RECRUITMENT PROCESS**

### **1.9.1. Recruitment Planning**

Requiring job descriptions of vacant jobs to goals in order to determine the number and quality of applicants that can be searched for them. Usually, company tend to attract large numbers of applicants more than the numbers they want to hire, because the greater number of applicants, increase the ability to select the most suitable person for the job (El-Baradei, 2005, p.39).

### **1.9.2. Determine Search Strategy**

In terms of search in different places, in addition to how and when to search for applicants for these jobs. This depends on the level of jobs that is looking for candidates to fill jobs. Some jobs that aren't requiring high skills, abilities and knowledge for candidates, are easier to obtain because of their availability in the labor market. However, Jobs that require higher qualifications, skills and qualifications for candidates, searching for them will be harder because of their scarcity in the labor market (El-Baradei, 2005, p. 39).

### **1.9.3. Search and Filtering**

Companies use one or more recruitment methods to search for applicants for jobs depending on the level of jobs, and labor market conditions. The results of the recruitment process are large numbers of applicants for vacant positions follows filtering applicants. The filtering process aims removal of applicants who do not meet the requirements of qualifications, experience and skill. This process also saves a lot of time and money.

### **1.9.4. Evaluation and Monitoring**

This step is for identifying the importance of the recruitment process along with the feasibility and cost compared to the benefits that would accrue to the Company of the individual performance of those who recruited. As well as evaluating the feasibility and cost all ways to search for candidates in order to determine which methods are more beneficial to the company than others (El-Baradei, 2005, p.39).



**Figure 1.6 Recruitment Process Steps**

### **1.10. BARRIERS OF RECRUITMENT PROCESS**

There are many difficulties in the recruitment process that should be predicted along with work to find the right solutions to them, these difficulties including (Kashwi: 2003, p. 43).

1. The process of individual recruitment and their implementation properly require a lot of time, effort and money, particularly in the case of deficiency in qualified individuals. Therefore, it requires the availability of administrative and technical expertise to take responsibility for the recruitment process.
2. Designing proper recruitment process should meet the conflicting needs required of job seekers, and many requirements of the legal, social and professional environment for work.
3. The unclear announcement of the recruitment process, or the short duration that allows the applicants to apply for the jobs.

4. The main problem of the recruitment process is increasing the financial costs of the staffing process due to an increase in the applicant number, in addition to the required review, screening, and interviewing them.
5. The difficulty of making the decision on how to fill vacant jobs, who will identify the job description, and who determine the specifications of required individuals for the job.

### **1.11. HUMAN RESOURCE SELECTION**

The selection and placement functions represent the natural extension of the research and recruitment function of the appropriate workforce. The selection process reflects the process of differentiation between the applicants to fill a specific job in terms of their suitability for that job. It also aims to put the right person in the right job in order to achieve compatibility between the requirements and duties of the post, as well as between the qualifications and characteristics of the person applying for the job. Selection and placement activities are necessary because of differences between individuals in terms of preparedness, capacity and tendencies. As well as a distinction between jobs in terms of the mental and physical characteristic's requirements (Abdul Baqi, 2001, p. 141).

The selection process is the next process of recruitment policy. It can be defined as "the process of selecting individuals with the necessary and appropriate qualifications to fill certain functions in the Company" (Al-Madhoun, 2005, p. 66). It is the process which it is done in order to examine the applicants' applications to ensure that they meet the specifications and conditions of the job, interview them, and eventually appointing them (Al-Salem, Saleh, 2002, p. 85).

The selection process according to (Ivancevich, 1995, p. 212) is the process that through it, the company selects individuals from a number of applicants to the job that have the highest opportunity to meet the needs of the Company. The selection process also defined as "the process of selecting individuals with the necessary qualifications to fill jobs in the company (Jackson, 2003, p. 234) On their part, (Griffin, 2001, p. 196) indicates that selection is the process of selecting the best job candidates from among a group of applicants nominated through the recruitment process."

It can also be defined as "the administrative process whereby candidates are divided into two groups: a group accepted the applicants for appointment to the job. However, the other group rejects him/her. It refers to activities that are carried out by the Company to select the best applicants for the job, this selection is in accordance with the selection standards that applied by the company (Zewelf, 2003, p. 97).

It is also defined as "a journey of development and disclosure of the qualifications of individuals that applying for employment. It is at the same time an opportunity for both the company and individual exploitation to identify each other (Al-Madhoun, 2005, p. 66).

### **1.11.1. The Dimension of the Selection Processes**

After clarifying the concept of selection as shown above, we find that the specific selection includes a set of dimensions and processes as follows:

1-Sorting and interpolation among a group of job seekers.

2-Evaluation and prediction of candidates' performance, contribution, behavior and duration in the company (Nasrullah, 2002, p. 121).

3-Legal process in terms of the obligation to treat employees within the company and candidates in a fair and equitable manner and abide by legal and regulatory procedures such as preparing a contract of employment, commitment to working hours, and others (Bary Kishway, 2006, p. 59).

4-Economic development in terms of its performance and results, so that the costs of its procedures are few Very much in proportion to what the Company could be exposed to Performance and low behavior by the employee.

5-Risk is a risk that it involves potential errors Such as accepting a person who is not eligible for the job or the refusal of a qualified person (Al Heeti, 2003, p. 129)

6-Strategy in terms of polarization and selecting competent competencies to develop and implement plans and achieve the objectives of the company, especially for administrative functions.

### **1.11.2. Factors Influencing the Selection Process**

The selection process in order to be successful, it should take into account the circumstances that surrounded the company. These circumstances considered some elements its source may be the company or individuals or external environment. These elements include:

#### **1. Regulatory Policy**

Regulatory policy includes plans, procedures and requirements of the company that have been selected according to its internal policy, or imposed under the laws and regulations, or social and humanities citations based on company's relationship with the individuals (Abbas and Ali, 1999, p. 69).

The policies that may influence the selection process are:

- **Promotion policy inside the company:** in case the company follows this policy means giving opportunities to existing workers first to obtain jobs that are vacant that leading to increase employee morale (Dviskeith,et all, 1982, p. 129).
- **Compensation policy:** one of the limitation that influencing the selection process is the payment policy. Company that have human resources departments are usually specified payment rates for different jobs Consideration must be given to wage rates in the market when determining these rates (Abbas & Ali, 1999, p. 70).

#### **2. External Environment**

External environmental conditions have a strong impact on the process of obtaining human resources, for instance: changes in the labor market, economic level, the availability of skills and labor laws (Abbas & Ali, 1999, p. 70).

#### **3. Trade Unions Conditions**

Unions can influence in many ways the selection process that carried out by the company. For instance, sometimes the terms of labor unions are required that the priority is the only standard in the selection process (Ivancivch, 1994, p. 21).



#### 4. The Amount of Time Provided to Select Candidates

The amount of time provided to decision makers in order to select candidates influences the selection process. For instance, if there is enough time, the company is able to use all selection techniques that normally use them. However, if there is an emergency, the selection decision is shortened by neglecting a step or several steps in the selection process (Abbas & Ali, 1999, p. 70).

#### 5. Company location:

The company's location is an important element that influences the selection process. There are several company that selected locations for their factories, near areas with huge numbers of job seekers. Therefore, attracting qualified and well-trained human resources to work in the company (Abbas and Ali, 1999, p. 71)

#### 6. Political Factors

Political factors include the impacts of the emphasis on increased investment in the capacity of working individuals under certain circumstances. For instance, locating disabled individuals, depending on women in some jobs that appropriate to them, and setting certain conditions related to work efficiency (Abbas and Ali, 1999, p. 71).

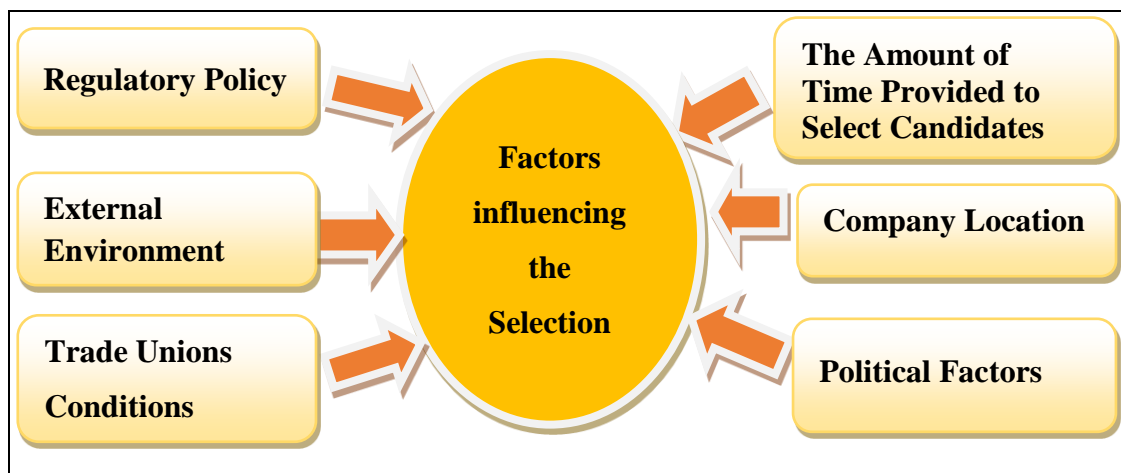


Figure 1.7 Factors Influencing the Selection Process

#### 1.11.3. The Significance of the Selection Process

The significance of the selection process is due to the following reasons: (Shawish, 1996, p. 158)

1. The selector's performance depends mainly on the degree of performance of his/her assistants. The workers who do not have the appropriate ability will not do their jobs effectively. Thus, the achievement of their manager must be affected by the workers' activity. The management therefore must identify and recognize persons who are not suitable for work before putting their feet in the company.
2. Effective screening of persons applying for employment in the company is important because of the high costs that a company can afford in attracting and recruiting persons who apply for employment. Which means that attention should be given to the selection of workers in order to not lose expenses without achieving the goal of spending that represented in choosing the right individuals.
3. The process of selection is important to emphasize the legality and legitimacy of selection procedures in accordance with laws that provide for non-discrimination and equality of treatment against different minorities or races

## **1.12. THE METHODS OF SELECTION**

There are several procedures and stages (methods) that can be used in selecting the labor needed for the company as follows: (Shawish, 1996, p. 158)

1. Application for employment.
2. Personal interviews.
3. Investigation and recommendation.
4. Employment tests.
5. Medical examination.

### **1.12.1. Application for Employment**

The application for employment is the special form designed by the company and is completed by the applicant to identify him/her. It is one of the most important sources for obtaining preliminary information about applicants such as contains information about the applicant, family and social status, scientific and professional qualifications, previous experiences, courses he/she attended, and references that can be consulted to identify him/her (Abu Sheikha, 2010, p. 127).

### **1.12.2. Personal Interviews**

Interviews are the next step in selection. After the completion of information on candidates, they will be interviewed to make sure they have other characteristics that may not be clear from the request of the form. For instance, the general look, acting behavior and others. The main purpose of the interview is to obtain important information that cannot be obtained from forms, certificates, and tests (Al-Bernouette, 2004, p. 243).

Personal interviews are one of the most widespread and used methods in various company. According to many researchers, there is no superior alternative in terms of easy using, operation in addition to the low cost of the interview method in the selection process (Shawish, 1996, p. 166).

The aims of personal interviews are: (Abu Sheikha, 2010, p. 133)

- i.** Extract facts and information about the applicant to fill the job related to previous experiences, scientific qualifications, opinions, ideas and behavior.
- ii.** Giving the job applicant an idea of the job and its nature, the Company's service project and opportunities for advancement, promotion, and development.
- iii.** Establish a good relationship between the company and the job applicant by giving a realistic picture of the company in order to provide a good impression. Thus, developing the relationship with the external individuals.

### **1.12.3. Investigation and Recommendation**

By contacting the applicant's previous employers, or persons mentioned by the applicant (recommend) in the application, in order to verify the accuracy of the data and information mentioned that relate to the level of achievement, experience and behavior (Abu Sheikha, 2010, p. 123).

### **1.12.4. Employment Tests**

Employment Tests can be defined as a structured procedure whose purpose is to examine a person's behavior, directions, or performance, or comparing the behavior, trends and performance of two people or more. In the area of human resource management, tests are used because being a method of selection methods, in addition it used in decision-making, promotion, transportation and training. The objective in all

of these situations is to reconcile the characteristics of the individual with the requirements of the job (Shawish, 1996, p. 168).

There are a number of tests designed to measure human behavior; these tests can be classified into the following types:

#### **1.12.4.1. Readiness and Capacity Tests**

The main purpose of the readiness tests is a measure of a person's ability to educate and to take advantage of the situations in which they are exposed. In light of this, it can be used to measure the special abilities acquired by a person such as language abilities (Abdul Baqi, 2001, p. 150).

#### **1.12.4.2. Performance Tests**

In this type of testing, a person's information is measured by his/her skills in performing a particular job. The person because of a training program attended or through previous work, experience usually has obtained this information and skills. This test has two types (Shawish, 1996, p. 169).

**First:** measures the necessary information for the performance of the function and can be written or orally.

**Second:** measures a person's skill by putting him/her in a functional position and observing actions.

#### **1.12.4.3. Personality Tests**

These tests measure the availability of certain characteristics of the personality characteristics needed by the job in the applicant. These characteristics show personality traits that affect individual's behavior, self-confidence, and the amount of emotion control in individual's actions. One of the most difficult types of tests is personality tests, as it is about measuring individual's morals, the individual's ability to lead, individual's sensitivity, and courage (Abdul Baqi, 2001, p. 151)

#### **1.12.4.4. Professional Interest's Tests**

These types of tests try to find out what the person prefers as a profession or does not prefer in the field of interests, hobbies, and recreational activities. The objective of such tests is that successful people in any profession have a specific pattern of interests.

Thus, if the applicant found that have these interests, it is possible to predict his or her success in performing the job (Shawish, 1996, p. 170).

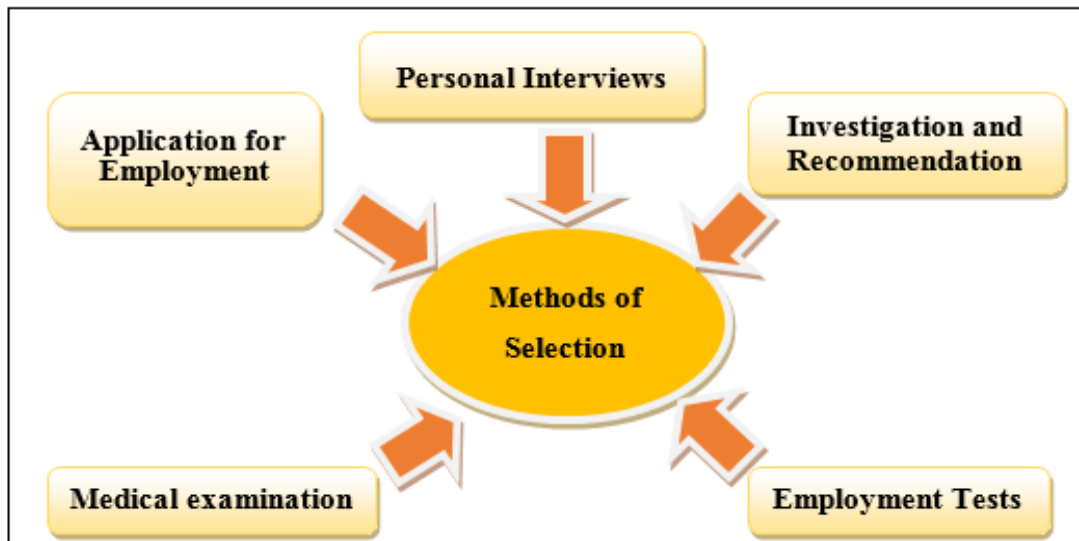
#### **1.12.5. Medical Examination**

Before the appointment an individual, considerations should take into account the general health of the job applicant. This can be achieved only through a medical examination that is performed by a doctor or a committee of doctors, whether in the health center of the company or a hospital accredited by the company. Doctors must have information on the type of jobs that individuals will occupy in order to find out the suitability of the job applicant with the job that he/she will act.

A medical examination may show that the candidate, according to its health is not suitable for the job. It is also benefiting the protection of actual staff in the company in order to avoid the presence of infectious disease in the person nominated for the job (Shawish, 1996, p. 172)

The selection process depends on the following standards in order to select the candidates who applied for the jobs (Robbin and Coulter, p. 2005)

- The candidates should have the necessary skills that required by the company.
- The candidates should have experience in the job field.
- The nature of the job functions should be determined with the gender of the applicant.
- The educational level of the prospective employee that will be selected should be appropriate.
- The personal qualities owned by candidates should be appropriate to the nature of the job.



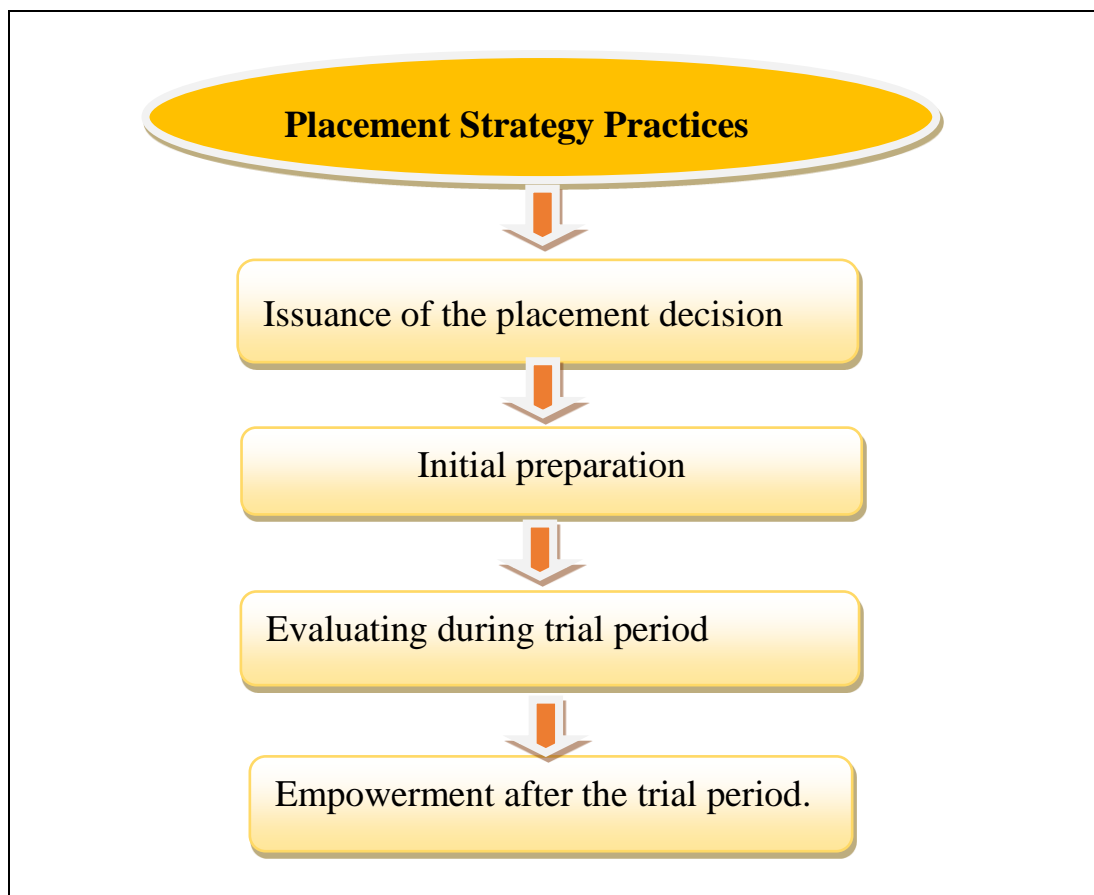
**Figure 1.8 Methods of Selection Strategy**

### **1.13. HUMAN RESOURCE PLACEMENT**

The final step in the staffing process, which starts with the recruitment, then the selecting and finally the placement, which usually ends with the applicant accepting or not accepting for the job.

The placement includes four main points: (Al-Madhoun, 2005, p. 71)

- Issuance of the placement decision.
- Initial preparation.
- Evaluating during trial period
- Empowerment after the trial period and the validity of the employee.



**Figure 1.9 Placement Strategy Practices**

### **1.13.1. Issuance of the Placement Decision**

Usually, the competent authority handles issuance of the placement decision, after completion of the selection process and agree with the candidate on the amount of salary and other features candidate will receive. In general, new people are assigned for a year or less. A further period may be extended in case of lack of employee efficiency (Al-Madhoun, 2005, p. 71).

### **1.13. 2. Initial Preparation**

Refers to introducing the new employee to the company, the job, and colleagues. This is done by defining responsibilities, job authorities, Company's objectives, main policies, and its relationship to its work. These can be achieved through several methods; such as books, bulletins, guides work, films, recordings, and field visits to the company.

In much industrial company, human resources management is organizing interviews between the new employee and his/her administrator under its supervision and follow-up on the progress achieved with respect to its preparation along with adapting to work. In order for the process of preparation and guidance produce positive results, in addition to achieve the goals, this step should not be overestimated (Al-Madhoun, 2005, p. 72)

### **1.13.3. Evaluation and Individual's Follow-up during the Trial Period**

An individual is assigned under probation for up to a year. During this period, the employee shall remain under probation and observation by the direct supervisor. At the end of the period, the supervisor prepares a final report determining the efficiency of the new staff member, and puts his or her vision of appointed on the work, expulsion from work, or moving him/her into another work.

### **1.13.4. Empowerment After the Trial Period and the Validity of the Employee**

After the new employee has successfully completed the specific trial period, stabilize her/his efficiency, and report from a direct supervisor, the trial period is ending and shall be appointed definitively by the company.

Here the individual is empowered to perform the work by giving him/her full authority in addition to provide the necessary material and moral conditions for the job implementation since empowerment is a fundamental principle of staffing. The excellent performance of the work does not only depend on the placement decision as well as on a person's abilities and integrity, but also it depends on the extent that he/she is given sufficient authority to act along with provide an appropriate condition for the job performance (Al-Madhoun, 2005, p. 71)

## **1.14. THE CONDITION OF PLACEMENT**

In addition to the conditions of the above mentioned selection of the applicant to be available a set of conditions, which is applied in most company It is as follows:

- Conditions of Nationality.
- Conditions of good conduct and reputation.
- Provided that he has not previously been sentenced to a punishment penal.



- Provided that there is no separation of service.
- Condition of health fitness.
- Condition of passing military service for some exceptional function. (ben anter abdurahman,2010, p. 47)

### **1.15. THE SIGNIFICANCE OF PLACEMENT**

1. The increase of a company's performance is achieved by placing individuals with competencies, skills, and abilities. The performance of the company is only the performance of its employees, in order to achieve the principle of the right man in the right place.
2. The adoption of placement policies based on the principle of justice and equality of employees that runs the jobs increase the reputation of the company along with increase community confidence (Nasrallah, 2002, p. 122).
3. Effective policies and fairness in placement increases the employee's confidence in a company where employees become more interested in membership in this company.
4. The placement of an employee according to effective policy job security therefore will be provided (Al-Madhoun, 2003, p. 66)
5. Effective employee placement procedures, ensuring discover the employee's true skills. Thus facilitate the training process and determine the career path in addition to opportunities for promotion (Nasrallah, 2002, p. 122)

### **1.16. THE OBJECTIVE OF PLACEMENT**

The process of placement human resources aims to meet the needs of the company and the needs of individuals (Ahmad Mustafa, 2006, p. 28)

Multiple stages of the placement process are as follows (Barry Keshway, 2006, p. 59)

- Specify the need to placement some people.
- Determine requirements or business needs.
- Making decisions on the sources of potential staff to placement.
- Select the selection method.
- Show candidates in short lists.

- Choose a successful candidate.
- Declaration of candidates as a result.
- Successful candidate placement.

The placement function seeks to "find proportionality and match the requirements and requirements of the vacant or newly created job between qualifications and competencies of the applicant for placement. (Hassan, 2002, p. 195)

The person whose decision has been made is directed to work He is employed and provided with all the information of the institution and the job provided to him, so that there are some institutions.

The new employee is subject to a short-term orientation program ranging from one week to one month, so that the employee knows about Business objectives and work systems Especially issues related to salaries and compensation, bonuses and leave as such The orientation program addresses some aspects of training in the case of attracting staff from outside the company (Hassan, 2002, p. 220) And The goal of the training period is to enable the new employee to adapt to the culture of company and its surroundings.

## **CHAPTER TWO**

### **COMPETITIVE ADVANTAGE, SIGNIFICANCE, DEFINITION, AND CHARACTERISTICS**

The concept of competitive advantage has a great interest in both management and business economics. It represents the critical strategic element that provides an essential opportunity for the company to achieve continuous profitability compared to its competitors. According to some authors, the process of strategic management has become known as the management of competitive advantage.

Competitive advantage is the essence of a company's performance in a competitive market. In order for the company to become superior and successful, it must understand the real basis of competition, because success in the future will depend on the company's ability to determine new models of competitive advantage. In addition, competitive advantage over time becomes a competitive necessity and not an advantage if the company wants to survive, and focuses the competitive advantage of most business company on widespread production (Al-Mazedi, 2006, p. 58)

Argue that companies seek to excel in their business environment by having and maintaining competitive advantage where competitive advantage is the means by which the company can win against its competitions. Liu (2003, p. 15) noted that the competitive advantage of the company is the advantage of the company in the product market perspective that attracts a number of company's competitive position. In other words, it means that the company's competitive advantage has an advanced competitive position in the market (Macmillan and Tempo, 2000, P. 88)

Shows that competitive advantage targeted to create a system that has a unique and distinct advantage that outperforms competitors through the value of the customer in an efficient and sustainable manner that can be maintained continuously along with present it better than others. (Stevenson, 2005, p .4)

Believes that competitive advantage aims in practice to meet the needs and desires of the customer for the customer's acquisition of the products or services (Mohsen, Al-Najjar, 2004, P. 522).

Argues that competitive advantage can be achieved when the company is able to accomplish its activities at a lower cost or acts effectively better than competitors

through good use of resources. Furthermore, use its proficiency and experience in accomplishing its activities in a way that achieves customer value greater than its competitors do. (Al-Azzawi,2005, p. 30) believes that competitive advantage is the company's distinguished from competitors because of owning resources and assistive factors giving it an internal dynamic force establish a strong position towards the different parties. (Sulaiman,2004, P. 74).

Emphasizes that the competitive advantage is the company's distinction over its competitors in a unique position, allowing the company to deliver one or more distinct product in a more successful and profitable manner. (Al-Ali 2006, p. 40) shows that top management in the industrial company is working to achieve competitive advantage through its operations and activities. As according to (Al-Ali 2006, p. 40) competitive advantage means the ability to meet the customer's needs or the value that the customer wishes to receive through that product. Moreover, the company can achieve competitive advantage by giving customers what they want better than any other company (Mustafa, 2006, p. 416).

Concluded that competitive advantage is a declaration of the company's ability to excel in marketing and finance above all its priority, which in turn requires understanding of the overall framework of the company through top management that should determine the needs and desires of the customer and how to deliver its product and services to the customer as well as taking into account the operational capacity (Collier, 2007, P. 118)

Based on the above, the researcher believes that the competitive advantage of the company means its ability to do something better than its competitors along with gives the company competitive superiority over its competitors in the market, this means the company's ability to produce and deliver products (goods or services) to customers distinctly.

## **2.1. COMPETITIVE ADVANTAGE DEFINATION**

The table below presents some definitions of the competitive advantage that provide different views of researchers and authors:

**Table 2.1 Competitive Advantage Definitions**

<b>Reference</b>	<b>The Definition</b>
(Porter, 1993,p.48)	Competitive advantage arises once the company finds new ways more effective than those used by competitors, where they can reflect this discovery on the practice. In other words, simply by creating a process of creativity in its broad sense.
(Khalil, 1998, P.37)	An element of company's excellence achieved in the case of following a specific strategy for competition.
(Al-Salma,2001,P.104)	It is the skill, technology or resource that allows the company to produce more value and benefits for customers than competitors, and emphasizes their distinctiveness and difference from competitors from the customers believed who accept this difference and excellence that brings them more benefits and values that outperform what other competitors offer them.
(Haidar, 2002, P.8)	The ability of the company to formulate and implement strategies that make it in a better position against other companys operating in the same activity.
(Czepil,1992, P.43)	Competitive advantage is the ability to deliver superior value to the market for a long period of time.
(Idris, Al-Morsi, 2002, P.58)	Competitive advantage is defined as a field in which the company has a higher capacity than its competitors in exploiting external opportunities or reducing the impact of threats. The competitive advantage stems from the Company's ability to exploit its material or human resources that may relate to quality, technology or the ability to reduce costs, or marketing efficiency, innovation development,

	availability of financial resources, administrative excellence, or the acquisition of qualified human resources.
(Al-Sheikh, 2004, P.634)	Is the ability of the company to perform its activity in a way that is difficult for its competitors to imitate Competitive advantage can be achieved by carrying out functions acts to create value in areas of reducing costs compared to its competitors.
(Evans, 1993, P.83)	Competitive advantage is as an company's ability to deliver value to customers
(Khawl, 2005, P.96)	The characteristics or specifications acquired by a product or mark that gives it some superiority over its current competitors.

Source: by Researcher

## **2.2. THE SIGNIFICANCE OF COMPETITIVE ADVANTAGE**

The significance of competitive advantage lies in the following (Aisha, 2011, P .8).

1. Create value for customers, meet their needs and ensure their loyalty, along with supporting, improving company's reputation.
2. Achieve strategic excellence against competitors in goods and services provided to customers, among the potential for excellence in resource competencies and strategies pursued in a highly competitive environment.
3. Achieving company's market share, as well as high profitability to continue in the markets.

## **2.3. THE OBJECTIVE OF COMPETITIVE ADVANTAGE**

The objectives of competitive advantage can explain as follows (Hernan, 2008, P. 32)

### **2.3.1. Widespread Openness to Others**

In the sense of changing from the stage of self-closure to the stage of openness to others (consumers), who become a major component of the company's activity and are seen as a bridge between a present reality and a desirable future. As achieving competitive advantage will increase the number of consumers, then expand their dealings about the different behaviors and needs of consumers in addition to gaining experience in dealing with consumers and others.

### **2.3.2. Intensity of Profit and Pursuit of it**

Profit is a key objective of company, it is a goal related to ownership and possession of all forms of assets. This is done through its time-programmed plan for:

- **Increase the return:** equity shares finance Bonds, and investment instruments.
- **Increase the revenue:** value added, profit margin, and selling price difference.
- **Increase income:** wages, salaries, and bonuses.

Through these increases, the company is able to increase its reserves, then strengthen the investment and expansion of its activities, thereby increasing their profits and achieve unique location in the market.

### **2.3.3. Incursion into the Global Market**

It is referred conversion from covering the local market to covering the global markets. This is to reach an advanced degree and control these markets

### **2.3.4. Direct Access to the Most Important Discoveries and Scientific Research**

Where company aim to alter from seeking to solve the problem or crisis to excellence to discover the excellence, research and leadership in unprecedented of science and knowledge.

## **2.4. CHARACTERISTICS OF COMPETITIVE ADVANTAGE**

The Characteristics of Competitive Advantage according to (Najm, 2004, P .27) can be illustrated as the following:

1. Looking to the desires and needs of customers.
2. Provide an important contribution in business success.

3. It provides the unique relevance of the company's resources and opportunities in the environment.
4. Provide guidance, directing and motivation to the whole company.
5. Provide a base for subsequent improvements.

## **2.5. IMPEDIMENTS TO THE COMPETITIVE ADVANTAGE**

The obstacles that weaken the role of competitiveness are (Daveni, 1998, P. 263)

1. Company structures weakness in the company.
2. The low level of human resources and the weakness of administrative communications.
3. Absence of database and management information system.
4. Lack of team spirit and quality rings.
5. Company climate and company's behavior deterioration.
6. Failure to measure opportunities and lack to identify environmental threats.

## **2.6. THE DEVELOPMENT OF COMPETITIVE ADVANTAGE**

Company are developing new competitive advantages through recognizing or discovering new and better methods to compete in providing a service or applying it to the market. The most important reasons why a company improves its advantages and hopes for new competitive advantages are (Khalil, 1998, P. 36)

### **2.6.1. The Emergence of New Technologies**

Technological change can create new opportunities in areas of product design, marketing methods, production and delivery, and customer services.

### **2.6.2. The Emergence of New Customers' Needs or Changes in Their Veers**

When customers develop new needs or changing with priority needs. In such cases, there is a change in competitive advantage or perhaps develop a new competitive advantage.

### **2.6.3. The Emergence of a New Sector in the Industry**

The opportunity to create a competitive advantage highlight when a new market sector emerges in the industry. The idea is not only to reach new market sector of



consumers, but also finding new methods to reach a special group of consumers (Khalil, 1998, P. 36)

The competitive advantage is usually affected in case of fundamental changes in the absolute or relative costs of inputs such as: workforce, raw materials, transportation, communications, and advertising.

#### **2.6.4. Changes in Government Restrictions**

These changes include the nature of government restrictions in the areas of product specifications, environmental protection campaign against pollution, market entry restrictions, and trade barriers (Khalil, 1998, P. 36)

### **2.7. THE DIMENSION OF COMPETITIVE ADVANTAGE**

Top management is working to achieve the competitive advantage of the company through its products that meet the needs and desires of customers, or the value that customers wish to receive from those products. According to (Al-Lami, 2008, P. 19) the operations function contributes to the competitive advantage of the company through the performance objectives of competitive priorities that the company seeks to achieve which reflects the overall performance of operations functions.

In the field of production and operations management, the researchers have addressed the dimensions of competitive advantage. These dimensions are cost, quality and flexibility (Slack, et.al, 2004, p.44), (Krajewsky and Ritzman, 2005, P 62), (Stevenson, 2007, P. 4), (Evans and Collier, 2007, P. 127),

Due to the importance of these dimensions in achieving a competitive advantage for the company. They have been adopted as sub-dimensions of the dependent variable that represents the competitive advantage.

#### **2.7.1. Costs**

Dilworth (1996, P. 58) emphasizes that any company should focus on the cost, in order to make the production and marketing costs of its products lower than its competitors. (Aquilano, et.al, 1995, P. 24) indicates that companies that seek to acquire a larger market share as a basis for their success and superiority are offering their products at a lower cost than their competitors. (Slack, et.al, 2004, P. 44) shows that

the lowest cost is the main operational objective of companies that compete through costs. Even companies that compete through other competitive advantages that are non-cost, they seek to achieve low cost of products that they produce.

(Ritzman,2005, P. 62) argues that the price reduction of products contributes to the increased demand for them. As well as it may reduce the profit margin if the company does not produce its products at low costs. (Evans and Collier,2007, p. 124) demonstrate that the company can reduce costs through efficient use of its available production capacity. As well as continuous improvement of product quality and innovation in product design and process technology. This is an important basis for cost reduction, in addition to helping managers to support the company's strategy in order to be a cost leader.

(Al-Azzawi,2006, P. 24) indicates that the management of operation and production departments seeks to reduce production costs compared to competitors, also access to competitive prices that enhances the competitive advantage of the products in the market. Based on the above, the researcher believes that the cost is one of the basic elements in the company's success and superiority through enabling to stand up against competitors.

Furthermore, helping in reach competitive prices that enhance the competitive advantage of the company's products in the market. Besides, the company's lack of interest in reducing its costs may be the reason for their deterioration and their withdrawal from existing products and markets. (Dilworth (1996, P. 58)

### **2.7.2. Quality**

Quality is an important competitive advantage, that refers to the performance of things correctly to provide products that satisfy customer needs. (Heizer and Render,2001, P. 36) confirm that the company's obtaining the expected value that suits its mission, requires them to identify customers' expectations and desires for quality and work towards achieving it. (Slack,et.al,2004, P. 45) states that quality is an important competitive advantage that refers to the performance of things correctly to provide products that fit the needs of customers. (Krajewsky and Ritzman, 2005, P. 62) point out that customers wish for quality products that meet their desired

characteristics. Companies that do not offer quality products that meet customer needs and expectations, cannot be able to survive and succeed in the behavior of competition.

The cost dimension according to (Zolghadar, 2007, P. 29) and is the ability to provide products that match the needs and customer desires. (Yella,2007, P. 14) point out that quality means the perception of different individuals or different views of the company against different expectations of individual needs, that characteristics of the product will meet customer satisfaction. For instance, products (goods or services) must be reliable, efficient and effective to meet the needs of the customer. (Collier,2007, P. 126)

Emphasize that high quality products contribute to improving the company's reputation and customer satisfaction. As well as the company can impose higher prices in the case of providing high quality products to meet customers' requirements. (Lonn,2007, P. 10) believe that quality means conformity with requirements. (Al-Bayati,2008, P. 34) argue that high quality means everything, that mean productive system must be developed to reduce defects in addition to the lack of re-work, such as: re-examination and repair of products. (Ruslan,2007, P. 30) believes that quality is the quality of a company or company with the aim of improving, developing operations and performance, reduce costs, controlling time, achieve customer desires and market requirements, teamwork, and strengthen affiliation.

In line with the above, the researcher believes that quality is one of the elements of the company's success in the business world through the provision of products with specifications that meet or exceed the requirements of customers to satisfy them. Thus, their happiness and this contributes to enhancing the competitive advantage of the company in the market.

### **2.7.3. Flexibility**

Describes flexibility as the base for the company's competitive advantage through rapid response to changes that may occur in product design that suit the needs of customers. (Russell and Taylor, 1998, P. 32) state that flexibility means the ability to produce a wide range of products, introducing new products and modifying existing products quickly as well as responding to customer needs

Explains that flexibility is an important dimension of competitive advantage that refers to the company's ability to deliver diverse products in a timely manner, in addition to the company's ability to develop existing products and improve its operations to deliver new products. (Slack, et.al, 2004, P. 45) shows that flexibility means the company's ability to change operations processes to other methods. This may mean changing in the performance of operations, in addition to changing in the way and time of operations. (Chase et al., 2001, P. 26)

The customer needs changes in operations to provide four requirements:

- **Product flexibility:** The ability of processes to deliver new or modified products.
- **Mix flexibility:** It means the ability of processes to produce a mix of products or services. (Dilworth 1996, P. 57)
- **Quantity flexibility:** is the ability of processes to change the level of outputs, or at the level of production activity to provide different sizes of products.
- **Delivery flexibility:** refers to the ability of processes to change delivery times of products (.Krajewsky and Ritzman,2005, P. 62)

Note that flexibility relates to the operations of the company, that enabling them to respond quickly to customers' needs efficiently. (Al-Ali, 2006, P. 39) believes that flexibility has become an effective weapon in competition between companies as it includes the ability to manufacture a wide range of products, along with the provision of new products on an ongoing basis.

Moreover, the rapid development of existing products as well as overall response to the needs and desires of the customer. (Al-Lami, 2008, P. 25) shows that the internal flexibility of the process involves a rapid response to the required delivery times, saving time in the processes of change, transformation, maintaining the reliability of the production, and delivery of products to customers. William (2007, P. 39) points out that flexibility is referring to the company's ability to respond quickly to changes related to product design characteristics or changes related to the size customer requests.

Based on the above, the researcher believes that flexibility has become an important competitive advantage for any company that desire success, survival and growth in the business world through changing and responding to the customers' needs of products with minimal effort and time as possible.

#### **2.7.4. The Relationship of HR Recruitment Investigates the Competitive Advantage**

Human resources investment is carried out through a set of policies followed by the Company in its human resource management. These policies focus on the company's choice and determination to recruit individuals. Efficiency and ability to complete the work as required

and to create a desire and motivation for these human resources and then compensate them and reward them and to develop their skills and views better than what is available in human resources in the competing company. Competitive advantage is achieved through human resource policies such as employment policies and human resources. (Wilson, 1986, p. 77)

It has a significant return on the company and continues for a long time to try to imitate competitors and achieve the competitive advantage of their company. Or at least a reflection of the quality of services of other companies recognized by the citizen. The interest of public companies in human resources policies, including employment policy, human resources. Achieving many results and positive returns, foremost of which is achieving the competitive advantage of the company.

Public companies have therefore begun to develop the content of their human resources policy. The strategic perspective in the practice of these policies should be. As well as adding some new policies. Where the effective human resources of the company in those groups of individuals who are capable of performing the work and who wish to perform it in a serious and committed manner and where they will be integrated and interact with the ability to desire within the framework.

At the company's level, human resources are the strategic input to managing the most important assets of the Company. It is the employees who contribute individually and collectively to the achievement of its objectives and the essence of recruitment strategy human resources. Is to achieve competitive advantage by employing highly skilled and committed workers in a rapidly changing dynamic environment. (Wright, et al., 2001, p. 45)

## **CHAPTER THREE**

### **METHODS, AND DATAANALYSIS**

#### **3. 1. PREVIOUS STUDIES**

There are many studies on human resources and competitive advantage. However, through researcher searching for studies that linking human resource recruitment and achieving competitive advantage did not find any study that applied in Iraqi companies. Therefore, some studies conducted in the Arab and foreign countries in the field of human resources and competitive advantage will be presented:

**Pinkerton (2002) study entitled** "A System Approach to Retention and Recruitment". This study aimed clarifying the recruitment process carried out by the (CHS Carilion Health System) in Nevada, USA through considering that process as an integrated system consisting of subsystems: function, recruitment, target person, and programs provided to the target person to become a future employee.

The objective of CHS is to attract the best nurses to work in the hospitals that depends on this system. The system developed new methods for this process, where there has been coordination and communication between members of the system and administrative officials in nursing colleges.

The study indicates that after the selection of a nursing student and nominated by the college administration a member of (CHS) meets her for a period of time, then offers a range of benefits to attract them to be one of the nurses in (CHS) system. The benefits are: completing her studies at the expense of the system, practically trained in hospitals from the moment of their selecting, and providing an adequate housing if they work in a hospital far from their original place.

**Al-Hyasat (2006) study entitled:** "Management Strategies in the Jordan's Press Foundations and Their Relationship with Corporate Performance "in the Viewpoint of the Employees". The study aimed to identify the efficiency and effectiveness of human resource management in Jordan's press company's as represented in the strategies adopted by these institutions in the fields of human resource planning, selection and placement, evaluation of personnel's performance, training of employees and the relationship between these strategies and the institutional performance. The study

population included 21-press Company's in Jordan, of which four institutions that employ no less than 50 workers and issue more than one publication were selected.

The results of the study: There is a positive relationship between the efficiency and effectiveness of human resource planning strategies, effectiveness of the testing and appointment strategies, and effectiveness of the strategies of personnel performance evaluation in Jordan's press companies and their institutional performance.

There is a positive relationship between the efficiency and effectiveness of personnel training strategies in Jordan's press companies and their institutional performance.

Some recommendations of the study: Efforts should be exerted to analyze the areas of weakness and strength of the internal environment, and jobs should be analyzed, described and classified in accordance with company structures of Jordan's press company's.

**Al-Eila study (2008) entitled:** "The reality of the staffing process in the Palestinian Ministry of Education and Higher Education in the Gaza Strip". This study aimed to identify the reality of the staffing process in the Ministry of Education and Higher Education in the Palestinian governors of the Gaza Strip through verifying their effectiveness and the extent to which they are committed to applying procedures and standards. Moreover, develop a staffing process system that will attract and select the best candidates and appoint them.

The study population consists of (565) employees top management administrative positions in the Ministry of Education and Higher Education in the Gaza Strip governors in the year 2008, represented the following functional positions: general manager, deputy general manager, director of the department, director of education, deputy director of education, educational supervisor, and school manager). The study sample included all members of the study population and the researcher designed a questionnaire of (62) items for collecting data.

The results of the study showed that the Palestinian Ministry of Education and Higher Education follows the procedures and criteria before and during the staffing process. Palestinian Ministry of education does a human resources planning with a

weight of (66%) before the staffing process. Furthermore, it shares its directorates and affiliated institutions in the human resource planning process with a weight of (65%) approximately.

The results also showed that the job description of the functions in the ministry is characterized by objectivity and flexibility in the characterization of administrative and teaching posts, but with a medium level.

The most important recommendation was the following:

1. The need to work in increasing interest in work for strategic planning of human resources.
2. The ministry should follow objectivity in planning to their human resources to achieve their mission, vision and goals.
3. It must also increase and activate the participation of its directorates and affiliated institutions in the human resource planning process to divide the companyal structure of the ministry in order to build a database helping them to obtain human resources on an ongoing basis to meet the requirements of modern jobs to complete the outputs of the staffing process.

**Hassan (2009) study entitled " Human Resource Staffing Strategy and Its Impact on Competitive Advantage Achievement".** The study aimed at revealing the impact of the human resource staffing strategy on competitive advantage achievement in the Jordanian communication sector.

In order to achieve the objectives of the study, and gather the primary information, the researcher designed a questionnaire consisting of 35 items. The study sample consists of (80) managers and head of section in Zain and Orange Companies. The study concluded that there has been a significant statistical impact in each of the - human resource recruitment, human resource selection, and human resource placement - on achieving cost and create competitive advantage.

**Nur (2012) study entitled:** The impact of transformational leadership in achieving competitive advantage- An Applied Study in Jordan Telecom Group. The study aimed at introducing the impact of transformational leadership in achieving competitive advantage in Jordan Telecom Group.



To achieve the objectives of this study, a questionnaire was developed and distributed to sample consisted of (426) subjects. The study has reached the following results: There is an impact of transformational leadership in the achieving competitive advantage which explains (65.7%) of variation in the dependent variable (competitive advantage). The study recommends focusing on the different forms and dimensions of transformational leadership on the company environment, and improving the dimensions to the upper levels desired, in order to achieve competitive advantage.

**Ahmad (2013) study entitled:** "the role of human competencies in achieving competitive advantage in the Islamic University". The aim of this study was to determine the role of human competencies to achieve competitive advantage in the Islamic University.

The research relied on descriptive analytical approach by using questionnaire as a main tool for data collection, and relied on the consensus method of study population, consisting of senior management and directors of departments and heads of departments at the Islamic University, 172 questionnaires were distributed within the Islamic university to collect the primary data.

The research concluded that many of the most important results: the level of availability of human competences among Islamic university employees is 75.90%, and the level of competitive advantage in the Islamic University is 77. There is a strong correlation between the availability of human competencies, knowledge, skills, and capabilities, and behaviors, and competitive advantage achievement.

Recommendations were made for management in order to reap the benefits of the adoption of human resource of the Islamic university competitive advantage, including: spreading the culture of recruiting and attracting new employees to the university as the culture of competencies searching instead of individuals, with the need to eliminate the negative aspects in dealing with the exclusion, marginalization, inequality, etc., through new inspiration that believes on competencies, and work to motivate employees to provide new knowledge and expertise to work by encouraging them and respect their opinions and develop systems and mechanisms and facilitate and appreciates these ideas.

**Alajmi and Alenezi (2016) study entitled:** "Human Resource Management Practices and Competitive Advantage: The Mediator Role of Person-Company Fit".

The objectives of this study were to examine the direct relationship between human resource management (HRM) practices and competitive advantage for Kuwaiti manufacturing companies, in addition to the indirect relationship between HRM practices and competitive advantage by means of person-company (P-O) fit.

The respondents were employees working in 63 manufacturing companies. The results show that HRM practices have a significant positive impact on competitive advantage. Furthermore, the P-O fit has a mediation impact on the relationship between HRM practices and on competitive advantage. However, the results showed that only eleven of twenty HRM practices were found to have effects on competitive advantage. These results are consistent with previous research, which suggested that there is lack of consensus in the existing literature on which HRM practices are best.

**Aljader (2017) study entitled:** Human Resource Staffing Strategy and its impact on the high performance A practical research in the Ministry of Agriculture). The aim of this study was to determine the correlation and impact of Human Resource Staffing Strategy that represented by three dimensions (recruitment, selection, placement) on high performance, as the dependent variable that represented four dimensions (leadership, strategy, structure processes, and culture).

A questionnaire has been adopted as a tool in collecting data and information related to the study. The questionnaire was distributed to a sample of (126) administrative leaders working in the Ministry of Agriculture. The results were there is a correlation and the impact between the strategy Staffing and company Performance within the company. The researcher offers a number of recommendations; the most important was the ministry must of seeking to develop a culture oriented towards achieving high performance.

The differences between current study and previous studies

The present study differed from previous studies in terms of the sectors studied, analyzed and the time period covered. Moreover, the present study dealt with the human resource staffing strategy, including: recruiting human resource, selecting human resource and placing human resources and their role in achieving cost, quality and flexibility from the point of view of managers and heads of departments working in oil industry companies in Iraq.

These differences are illustrated as the following:

1. This study was carried out on oil industry companies in Iraq, namely: (Kar group company and the Zagros company) in the oil industry.
2. Depending on the managers' and heads of departments perspectives regarding to HR staffing strategy.
3. This study examines the role of human resource recruitment strategy in in achieving competitive advantages in an environment that is politically, socially, military and economically unstable.
4. There is a difference with respect to the scope of field application. Previous studies have been applied in different environments and in different sectors as this study has been applied in a different and important sector, which is the oil industry sector.

### **3.2. THE PROBLEM OF THIS DISSERTATION**

Studies have shown that the management of human resources in product and service company facing current and future challenges as a result of what happened to the global crisis. For instance, globalization and its mechanisms of change in the business, skills and capabilities required for human resources along with differences in the labor markets, as well as the lack of educational outputs and their relevance to the functional needs of company in Iraq.

In order to human resources management in company can meet environmental challenges, it requires action and recruitment of qualified individuals capable to meeting the challenges. Furthermore, to ensure that companies continue to operate effectively and to increase the capacity and competitiveness of similar companies by acquiring a strategic and future vision that is concerned with competitive advantages. This requires an egress from the classical and the traditional system of human resources management in many of its activities and functions. In light of this, an appropriate strategy should be adopted to employ human resources in all business company.

Consequently, the problem of the study can be illustrated as follows:

1. Do the selection policies have an impact on the competitive advantage of administrative staff in company?

2. To what extent the company's commitment in order to apply the principles and criteria in the selection and appointment of administrative functions.?
3. Does the appointment depend on old traditional grounds?
4. Is employment depending on the function of the company plan.
5. Does the quality of employees in company affect the achievement of competitive advantage?

### **3.3.THE OBJECTIVE OF THIS DISSERTATION**

To classify the factors affecting the candidates' selection to fill leadership positions.

1. To determine the existence of an effective company structure in companies under study.
2. To examine the impact of the policy of recruitment, selection, and appointment on competitive advantage in the companies under study.
3. To come up with presenting a number of recommendations for institutions and companies in the private sector.
4. To determine the professional knowledge of the actions that attracting human resources used by companies and its impact on the achievement of competitive advantage.
5. To find out the level of respondents' attitudes towards the study variables related to human resource recruitment strategy and their role in achieving the competitive advantage of the company, according to (age, gender, social status, scientific qualifications, and years of experience).

### **3.4.THE SIGNIFICANCE OF THIS DISSERTATION**

This dissertation derives its significance from the search for one of modern management concepts which it is the strategy of human resources and its effects. Recently, this concept is new in many countries, therefore subjecting it to a field study gives the subject more prominence. Particularly, under the economic and technological developments that taking place in the world as well as the changes that are taking place in the company in Iraq depending on the technological changes and to keep pace with changes in the whole world.

The significance of this dissertation highlights the important and vital role that human resources take part in for the reason that it has an important role in reducing costs, creativity and increasing production and other things in all companies and company's in Iraq due to the possession of the competitive advantages. In addition to benefiting from these companies and company to adopt new strategies of the recruited resources, at all administrative and functional levels.

The significance of this dissertation is also highlighted in the work of the interdependence of all strategies, including the human resources selection and recruitment strategies. This study is also a comprehensive review of the strategies of employing human resources and adding new ones in this field for future use in the company in Iraq.

The scientific or academic significance of this dissertation comes from identification of human resource recruitment strategy from the study sample's view in order to give details about the functions of this strategy in addition to determine its dimensions in a way that maximizes the productivity of the human element and thus achieves competitive advantage.

Furthermore, the economic significance of this dissertation lies in what the study's conclusions are expected to clarify along with its recommendations in order to achieve the desired value added to the company and the benefit of other stakeholders.

Finally, the practical significance of this dissertation comes to draw the attention of the surveyed companies to the need to look at variables of this study as long as its activity is fully linked to the extent of recruitment strategy and competitive advantage in order to adapt to rapid environmental changes especially in Iraq's changing environment.

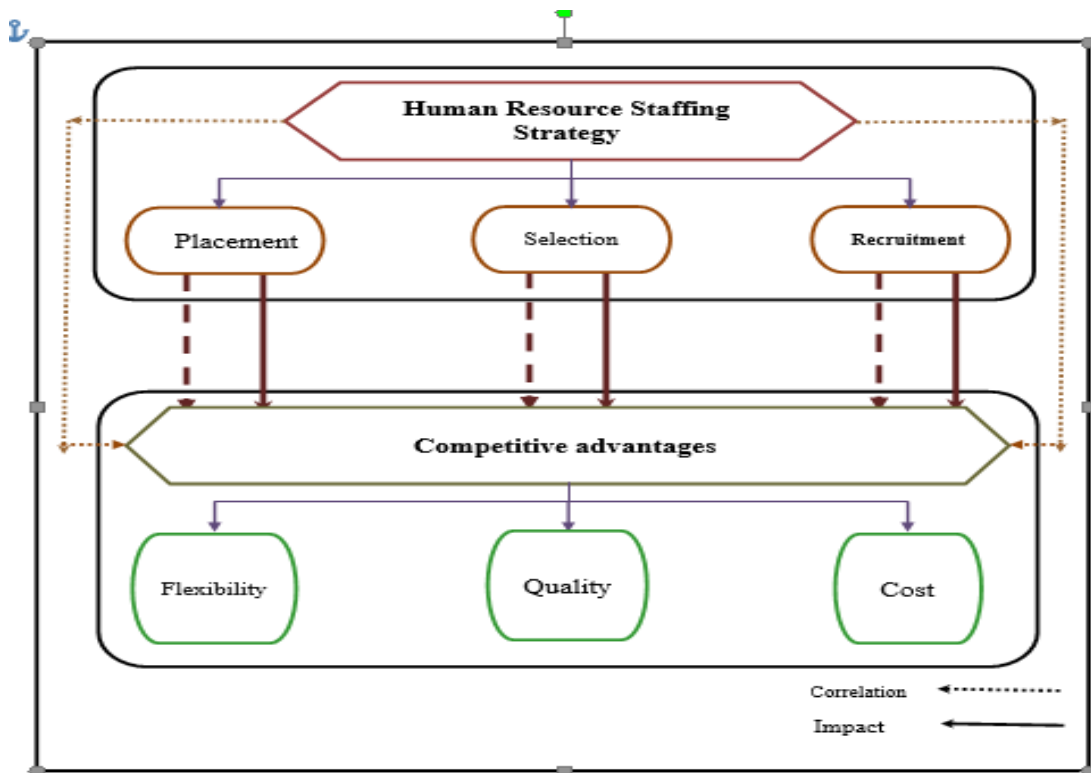
### **3.5. THE LIMITS OF THIS DISSERTATION**

Every study practical or theoretical, has human limitations, place limitations, time limitations, and scientific limitations. In this dissertation, place limitations represent the study sample. Time limitations represents the time period in which the study is applied. Human limitations represent individuals that data are obtained from them, whether through questionnaire, interviews, or other means of data collection.

- **Human limitations:** managers and head of department at oil industry companies in Iraq.
- **Place limitations:** Kar group and Zagros group for oil industry in Iraq.
- **Time limitations:** The time needed for completion this dissertation from.
- **Scientific limitations:** The variables of the Human Resource Recruitment Strategy have been relied on (human resource recruitment, human resource selection, and human resource placement) that consider to be one of human resources strategies. On the other hand, (quality, cost and innovation) are the competitive advantages of this study that have been relied on.

### 3.6. DISSERTATION HYPOTHETICAL MODEL

Clarifying the dissertation problem and achieving its objectives requires constructing a hypothetical model that indicates the nature of its variables, in addition to clarifying the correlation and impact between the independent variable (Human Resource Recruitment Strategy) and the dependent variable (competitive) advantages) as shown in the figure below.



**Figure 3.1 Hypotheses Model**

## **The Dissertation Hypotheses**

To achieve the dissertation objectives and testing its' hypothetical model. This dissertation attempt to examine the following hypotheses:

**1\_The First Main Hypotheses:** There is a positive correlation between Human Resource Recruitment Strategy and competitive advantages.

The three sub- hypothesis that derives from the First Main Hypotheses are:

1. There is a positive correlation between human resource recruitment and competitive advantages.
2. There is a measurable positive correlation between the human resource selection and competitive advantages.
3. There is a measurable positive correlation between human resource placement and competitive advantages.

## **2\_ The Second Main Hypotheses**

There is statistically a significant impact of Human Resource Recruitment Strategy on competitive advantages. The three sub- hypothesis that derives from the second main Hypotheses are:

1. There is statistically a significant impact of human resource recruitment on competitive advantages.
2. There is statistically a significant impact of human resource selection on competitive advantages.
3. There is statistically a significant impact of human resource placement on competitive advantages.

## **3.7. METHODOLOGY**

This dissertation adopted the descriptive analytical approach in order to examine the hypotheses of the study through studying the correlation between the independent and dependent variables in addition to the collection and analysis of relevant data.

### **3.7.1 Methods of Data Collection and Analysis**

#### **3.7.1.1. Methods of Data Collection**

In order to obtain the necessary data to complete this dissertation and to reach the results along with achieving the objectives of the dissertation, the researcher relied on the following methods:

#### **3.7.1.2 Theoretical Framework**

In order to cover the theoretical side of the dissertation, the researcher relied on many Arab and foreign resources, such as books, journals, conference papers, studies and university master and PhD thesis, as well as resources obtained from the (Internet).

#### **3.7.1.3 Practical Framework**

On the practical side, the researcher relied on a number of necessary methods in collecting data such as:

#### **3.7.1.4 Personal Interviews**

Personal interviews were conducted with members of the study sample, aimed to clarify some items of the questionnaire if needed, in order to obtain correct answers.

#### **3.7.1.5 Questionnaire**

The questionnaire is the main tool in data collection. Therefore, in its formulation, it took into account its ability to diagnose and measure the variables of the dissertation. The researcher has relied on a number of studies and researches to determine the dissertations variables. The questionnaire consists three sections. The first section includes information about study sample such as their age, gender, academic achievement, and years of experience.

The second section, included (30) close ended questions that measure the levels of human resource recruitment strategy, each Sub-variable (recruitment strategy, selecting strategy, and placement strategy) consists (10). The third section, included (30) close ended questions as well that measure the levels of competitive advantages achievement, each Sub-variable (cost, quality, and flexibility) consists (10).

The five point Likert scale has been used in the questionnaire. The table below shows the weights for each point:



**Soirees Table 3.1 Five Point Likert Scale**

1	2	3	4	5
Strongly disagree	Disagree	Uncertain	Agree	Strongly agree

### **3.7.2. Methods of Data Analysis**

The Statistical program (SPSS) Statistical Package for Social Sciences has been administrated in order to obtain the dissertation objectives as well as testing the dissertation hypotheses. Furthermore, the following statistical methods have been used:

- i. **Reliability test (Cronbach's Alpha)** to measure the questionnaire's reliability.
- ii. **Frequencies, means and standard deviations:** in order to describe and diagnose the study variables.
- iii. **Simple correlation coefficient (Pearson Correlation):** in order to examine the correlation between the study variables as well as testing the first hypothesis.
- iv. **Multiple Regression Analysis:** in order to examine the impact between human resource recruitment strategy and competitive advantage achievement in addition to testing the second hypothesis.

### **3.8. STUDY DELIMITATION**

The obstacles and difficulties faced the researcher along with the surrounding environment conditions. All studies need to be deepened and obtain many sources, namely primary and secondary data since it is characterized by the environmental conditions surrounding the researcher and research. As a result, it is not easy to get all the information without facing various obstacles and difficulties. This also applies to human and social studies. There are some of these difficulties are as follows

1. Difficulty obtaining data and information through the questionnaire, for the reason that the individuals were busy with their responsibilities that requiring a lot of time in their spare time in order to obtain information and to explain the

questionnaire to them and familiarize them with the study to obtain the necessary information of this dissertation.

2. Make a great effort to obtain books, references and sources about the study variables and this requires a lot of time and effort by the researcher.
3. Selecting the nature of the company chosen as a sample for this dissertation
4. The absence of similar studies in local environment related to the employment of human resources and the lack of decisive results can be circulated to become stable.

### **3.9. REASONS FOR SELECTING THIS TOPIC**

#### **1. Personal reasons**

- The nature of the researcher specialization that he is studying, as this subject entered into his fields.
- Researcher feeling of importance of this topic especially with the recent trends towards more attention to human resources.

#### **2. Objective Reasons:**

- The importance of the strategy that human resources achieve within the resources of the Company.
- The subject of this study is one of the topics that has not been addressed by local researchers in Iraqi universities.
- The highlight and attention of researchers in Iraqi institutions to focus on human resource recruitment strategy.

### **3.10. TERMINOLOGY DIFINIATION**

**Strategy:** difficult and complex concept to consolidate and integrate a coordinated pattern of decisions and the basic long term means to configure the object, purpose and goals. Furthermore, identify the area of competition and respond to external opportunities and threats in the light of internal strength and weakness as a comprehensive approach to achieve a competitive advantage (Hax, 1990, P. 34).

**Human Resource Management:** Comprehensive range of administrative activities that the focus of its work is the human element in addition to related activities of its functions (Abu Dawla and Salihia, 2005, p.86).

**Human resources strategy:** The impact between human resources and strategic objectives of company in order to improve its performance along with developing the culture of the company to increase its flexibility and creativity (Dissler, 2003, p. 12).

**Staffing:** An essential function of human resources management functions and provide the necessary employment for the company based on the quality and quantity required based on the planned needs of employment.

**Recruitment:** Activities involve finding a number of qualified applicants to be chosen from among them the best to fill a certain job (Al-Taei, et al, 2006, p. 186).

**Selecting:** Identify suitable people to contract with them who showed high level of energy and performance (Al-Amiri, and Al-Ghalebi, 2008, p. 657).

**Placement:** The selected individual will be placed FOR the required job that commensurate with their capabilities and possibilities (Dura & Al-Sabax, 2008, p. 245).

**Competitive Advantage:**The ability of an company to generate something different from other competitors. Or anything that distinguishes the company from its competitors in the customers believe of their products and services in order to survive and continue (AlGaliby and Edris, 2007, p. 104)

**Cost:** The ability of the company to provide services at the lowest costs compared to competitors (AlGaliby and Edris, 2007, p. 104)

**Quality:** Is the company's ability to provide quality products and high performance that creates value for customers?

**Flexibility:** Flexibility is the base to achieve the company's competitive advantage through rapid response to changes that may occur in the design of products and to suit the needs of customers.

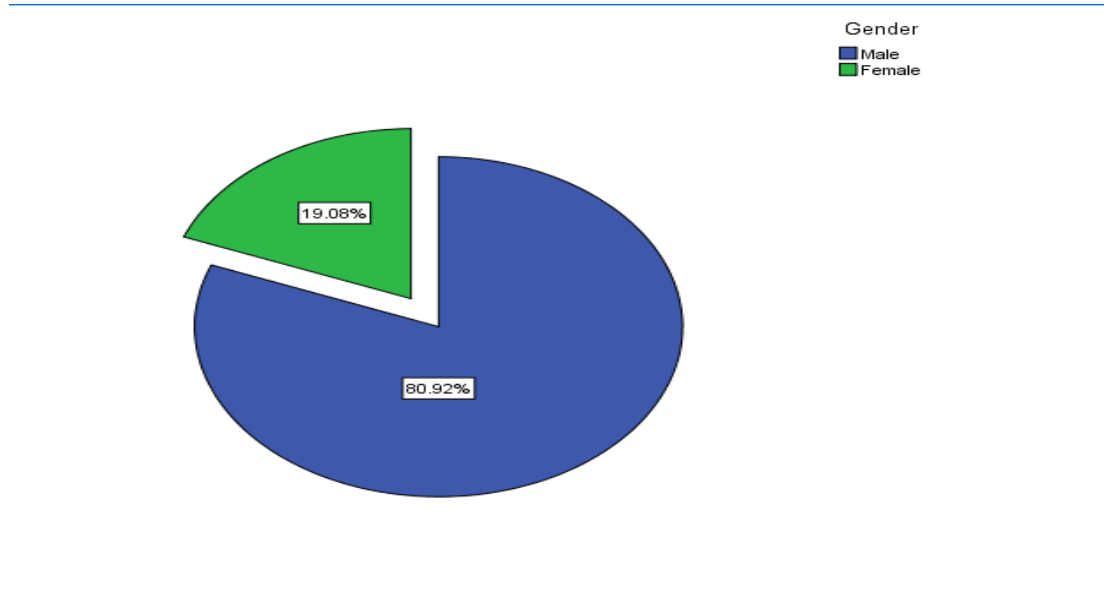
### **3.11. RESULTS AND OUTCOMES**

#### **3.11.1. Participant Demographic Data Analysis**

In the present study the participant demographic data that have been coded on a nominal scale comprises; gender of participants, the age of the participants, levels of education, and years of experience have been administrated.

### Participants Gender

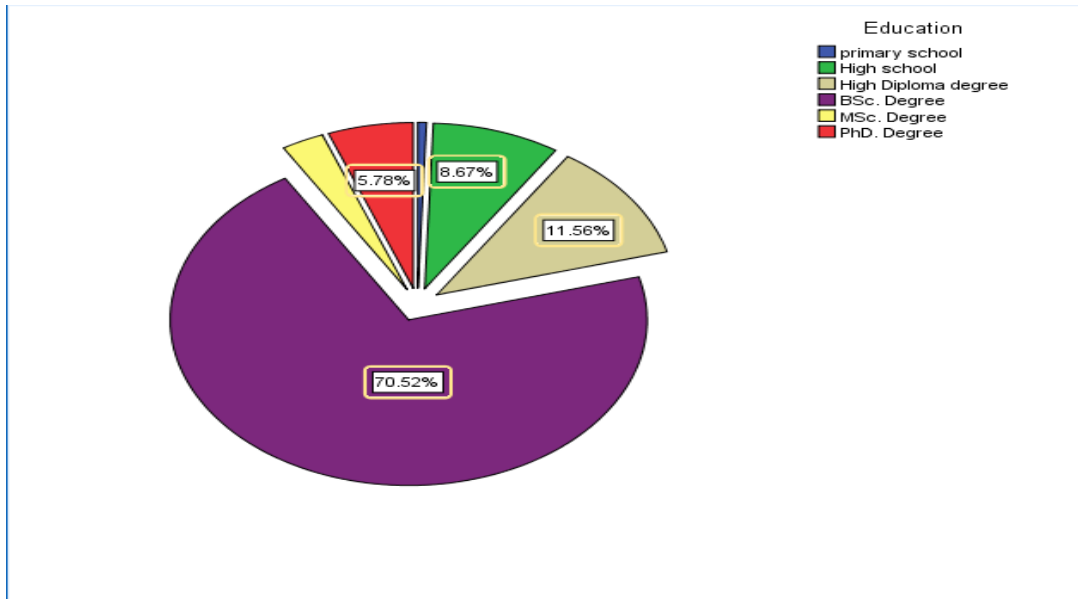
The figure below (2.2) shows the participants' gender. From the figure, it is obvious that the majority of the participants N=140 (80.92%) were male, however N=33 (19.08%) were female.



**Figure 3.2 Distribution of Respondents- Gender Wise**

### Level of Education

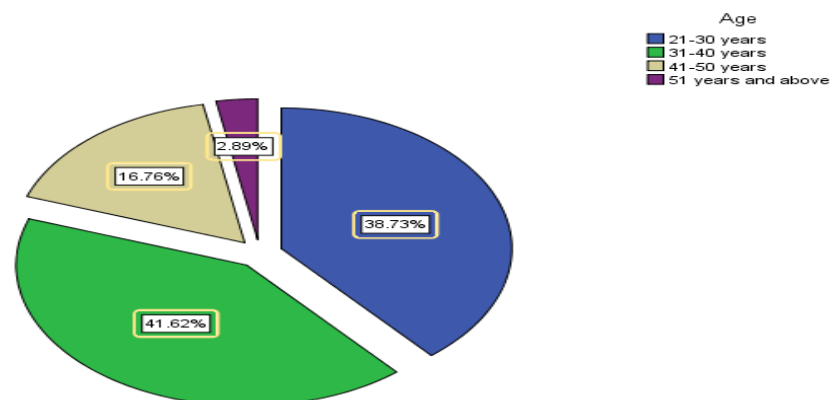
The figure below (2.3) illustrates the participants' education level. The majority of the study sample are holding BSc. degree N=122 (70.52%). Secondly comes participants that are holding a high diploma degree with N=20 (11.56%). Thirdly comes participants that are holding a high school degree with N=15 (8.67%). At last primary school degree holder comes with N=1 (0.6%).



**Figure 3.3 Distribution of Participants - Education Level Wise**

### Participants Age

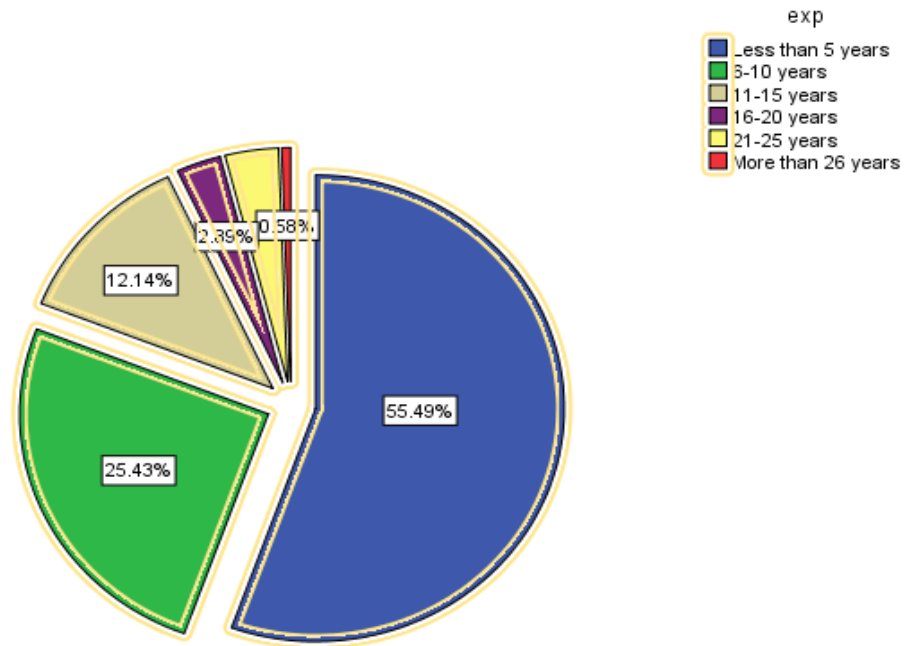
The figure below (2.4) demonstrates the participants age of the study sample. From the figure, N= 72 with (41.62%) of the participants that their age are between 31-40 years. Secondly, comes N= 67 (38.73%) of the participants that their age are between 21-30 years. Thirdly, N= 29 (16.76%) of the participants that their age are between 41-50. Finally, N= 5 (2.89%) of the participants that their age are 51 years and above. These results indicate that the majority of the managers of the Kar group company and Zagros company are young.



**Figure 3.4 Distribution of Participants - Age wise**

## Years of Experience

The figure below (2.5) explains the years of experience of the study sample. The participants with N= 96 (55.49%) their experience years are less than 5 years. Secondly, comes the participants with N= 44 (25.43%) that their experience years are between 6-10 years. However, the participants with N= 1 (0.6%) that their experience years are between more than 26 years.



**Figure 3.5 Distribution of participants - Years of Experience Wise**

### 3.11.2. Reliability of the Questionnaire

In order to examine the reliability of the questionnaire, the researcher depended on the coefficient of Cronbach's Alpha. The reliability of the questionnaire means stability in the results of the questionnaire, in addition to not change significantly if redistributed to the study sample ample several times during certain time periods.

Sekaran (2003) states that results between (0.00 to 0.50) is considered to be poor coefficients of reliability. On the other hand, results between (0.90 to 1.0) is considered to be excellent coefficients of reliability. Furthermore, results between (0.50 to 0.70)

is considered to be a moderate coefficient of reliability. Finally, results between (0.70 to 0.90) is considered to be a high coefficient.

The table below explains the coefficient of Cronbach's Alpha used to examine the reliability of questionnaire items. Human Resource Recruitment strategy and Competitive Advantage have poor coefficients of reliability as Cronbach's Alpha results reached (.468) and (.464) respectively. However, for the whole questionnaire the Cronbach's Alpha results is equal to (.628) which is considered to be a moderate coefficient of reliability.

**Table 3.2 The Coefficient of Cronbach's Alpha Reliability**

<b>Variables of study</b>	<b>No of Items</b>	<b>Cronbach's Alpha</b>
<b>Human Resource Recruitment</b>	30	.468
<b>Competitive Advantage</b>	30	.464
<b>Whole questionnaire</b>	60	.628

### **3.11.3. Descriptive Analysis of Dissertation Variables**

#### **Firstly: Human Resource Recruitment strategy:**

Human Resource Recruitment strategy represents the independent variable in this dissertation that have been examined through three dimensions, namely (recruitment strategy, selection strategy, and placement strategy). Frequency distribution, means, and standard deviations have been administrated for each strategy as the following:

#### **1. Recruitment Strategy**

Table (3.3) demonstrates the recruitment strategy's questions analysis (X1 – X10) depending on the frequency distribution, means, in addition to standard deviations. Through the general average of the mean (3.508) the recruitment strategy questions (X1-X10) reached a high level of contribution.

Furthermore, the table (3.3) indicates that question (X1) that states "the company's managers seek to recruit people with expertise and high skills" that have a

mean and standard deviation of (4.21), (0.91) respectively is the most significant question that contributes to enhance the recruitment strategy. Comes secondly the question (X2) that states "the companys depend on the standard of education in the recruitment of individuals" that have a mean and standard deviation of (3.83), (0.92) respectively.

In contrast, the question (X7) that states "the company is recruiting employees based on their geographical location (near to the company)" that have a mean and standard deviation of (3.30), (1.09) respectively has the lowest contribute to the recruitment strategy.

**Table 3.3 Analyzing Recruitment Strategy Questions**

	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		Mean	Standard Deviations
	N	%	N	%	N	%	N	%	N	%		
<b>X1</b>	2	1.2	3	1.7	35	20.2	49	28.3	84	48.6	4.21	0.91
<b>X2</b>	3	1.7	10	5.8	42	24.3	76	43.9	42	24.3	3.83	0.92
<b>X3</b>	5	2.9	24	13.9	51	29.5	62	35.8	31	17.9	3.52	1.03
<b>X4</b>	4	2.3	21	12.1	69	39.9	53	30.6	26	15.0	3.44	0.97
<b>X5</b>	11	6.4	30	17.3	57	32.9	50	28.9	25	14.5	3.28	1.11
<b>X6</b>	7	4.0	31	17.9	55	31.8	53	30.6	27	15.6	3.36	1.07
<b>X7</b>	9	5.2	30	17.3	61	35.3	46	26.6	27	15.6	3.30	1.09
<b>X8</b>	7	4.0	35	20.2	58	33.5	44	25.4	29	16.8	3.31	1.10
<b>X9</b>	3	1.7	23	13.3	64	37.0	61	35.3	22	12.7	3.44	0.94
<b>X10</b>	8	4.6	20	11.6	64	37.0	58	33.5	23	13.3	3.39	1.01
<b>Recruitment Strategy general average</b>											<b>3.508</b>	<b>1.015</b>



**i. Selecting Strategy:**

Through the general average of the mean (3.468) the selection strategy questions (X11-X20) reached a moderate level of contribution.

Furthermore, the table (3.4) indicates that question (X11) that states "the employee selection at the company based on scientific and practical qualifications." that have a mean and standard deviation of (3.85), (1.01) respectively is the most significant question that contributes to enhance the selection strategy. Comes secondly the question (X12) that states "the company selects employees based on the expertise and efficiency standard." that have a mean and standard deviation of (3.62), (1.08) respectively.

**Table 3.4 Analyzing Selecting Strategy Questions**

	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		Mean	Standard Deviations
	N	%	N	%	N	%	N	%	N	%		
<b>X11</b>	4	2.3	13	7.5	40	23.1	64	37.0	52	30.1	3.85	1.01
<b>X12</b>	5	2.9	22	12.7	49	28.3	54	31.2	43	24.9	3.62	1.08
<b>X13</b>	7	4.0	22	12.7	65	37.6	57	32.9	22	12.7	3.38	1.00
<b>X14</b>	4	2.3	42	24.3	63	36.4	35	20.2	29	16.8	3.25	1.07
<b>X15</b>	12	6.9	27	15.6	64	37.0	44	25.4	26	15.0	3.26	1.11
<b>X16</b>	10	5.8	19	11.0	50	28.9	50	28.9	44	25.4	3.57	1.15
<b>X17</b>	5	2.9	33	19.1	51	29.5	57	32.9	27	15.6	3.39	1.06
<b>X18</b>	7	4.0	19	11.0	71	41.0	48	27.7	28	16.2	3.41	1.02
<b>X19</b>	4	2.3	20	11.6	70	40.5	43	24.9	36	20.8	3.50	1.02
<b>X20</b>	7	4.0	27	15.6	48	27.7	64	37.0	27	15.6	3.45	1.06

<b>The general average of selecting strategy</b>	<b>3.468</b>	<b>1.058</b>
--	--------------	--------------

On the contrary, the question (X14) that states "the company selects employees based on their knowledge of different languages."that have a mean and standard deviation of (3.25), (1.07) respectively has the lowest contribute to the selection strategy.

### **ii.Placement Strategy:**

Table (3.5) demonstrates the placement strategy's questions analysis (X21 – X30) depending on the frequency distribution, means, as well as standard deviations. Through the general average of the mean (3.51) the placement strategy questions (X21-X30) reached a high level of contribution.

In addition, table (3.5) indicates that question (X28) that states "the company relies on placement individuals on the competition" that have a mean and standard deviation of (3.83), (0.91) respectively is the most significant question that contributes to enhance the recruitment strategy.

**Table 3.5 Analyzing Placement Questions.**

	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		Mean	Standard Deviations
	N	%	N	%	N	%	N	%	N	%		
X21	2	1.2	23	13.3	48	27.7	58	33.5	42	24.3	3.66	1.03
X22	4	2.3	25	14.5	62	35.8	52	30.1	30	17.3	3.46	1.01
X23	4	2.3	39	22.5	46	26.6	63	36.4	21	12.1	3.34	1.03
X24	6	3.5	28	16.2	55	31.8	55	31.8	29	16.8	3.42	1.06
X25	4	2.3	36	20.8	67	38.7	47	27.2	19	11.0	3.24	0.98
X26	9	5.2	35	20.2	53	30.6	47	27.2	29	16.8	3.30	1.13
X27	8	4.6	22	12.7	58	33.5	48	27.7	37	21.4	3.49	1.10
X28	1	0.6	12	6.9	46	26.6	71	41.0	43	24.9	3.83	0.91
X29	5	2.9	9	5.2	65	37.6	63	36.4	31	17.9	3.61	0.94

X30	2	1.2	14	8.1	50	28.9	71	41.0	36	20.8	3.72	0.92
The general average of placement strategy											3.51	1.01

Comes secondly the question (X30) that states "the employee is placed by the company on a specific basis and criteria for that company" that have a mean and standard deviation of (3.72), (0.92) respectively. On the other hand, the question (X25) that states "upon placement, the company is interested in collecting data and information about applicants" that have a mean and standard deviation of (3.24), (.98) respectively has the lowest contribute to the placement strategy

Based on the above results, table (3.6) illustrates the summarizes ranks of human resource staffing strategy that comprise (recruitment strategy, Selection strategy, and Placement strategy).

The companies under study (Kar group company and the Zagros company in the oil industry in Iraq) are taken into account first on the placement strategy. In other words, placement strategy was the most significant strategy that stimulating to human resource recruitment strategy. On the other hand, selection strategy was the least significant strategy that stimulates to human resource recruitment strategy.

**Table 3.6 Ranks of Human Resource Recruitment Strategy**

Independent Variables	Mean	Standard Deviation	Rank	Approval degree
Recruitment strategy	3.508	1.015	2	High
Selection strategy	3.468	1.058	3	Medium
Placement strategy	3.51	1.01	1	High

**Secondly: Competitive Advantages:**

In this dissertation, competitive advantages achievement represents the dependent variable that have been examined through three dimensions, namely (Cost, Quality, And Flexibility). For the above named elements of competitive advantages

achievement, frequency distribution, means, and standard deviations have been administrated as the following:

**i. Cost:** Table (3.7) illustrates the questions analysis of cost dimension through questions (Y1 – Y10) depending on the frequency distribution, means, in addition to standard deviations. Through the general average of the mean (3.454) the cost dimension questions (Y1 – Y10) reached a moderate level of contribution.

Additionally, table (3.7) shows that question (Y1) that states "the rapid flow of information saves time and effort, therefore, reduces costs." that have a mean and standard deviation of (4.07), (.86) respectively is the most significant question that contributes to enhance the cost dimension. Comes secondly the question (Y2) that states "the use of information and communication technology in the company saves time and effort and thus reduce costs and burdens." that have a mean and standard deviation of (3.58), (.94) respectively.

In contrast, the question (Y6) that states "the company provides incentives to support reducing the costs of attracting human resources" that have a mean and standard deviation of (3.18), (1.13) respectively has the lowest contribute to the cost dimension.

**Table 3.7 Analyzing Cost Dimension Questions.**

	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		Mean	Standard Deviations
	N	%	N	%	N	%	N	%	N	%		
Y1	2	1.2	3	1.7	37	21.4	70	40.5	61	35.3	4.07	0.86
Y2	2	1.2	19	11.0	59	34.1	63	36.4	30	17.3	3.58	0.94
Y3	7	4.0	24	13.9	57	32.9	61	35.3	24	13.9	3.41	1.02
Y4	6	3.5	33	19.1	56	32.4	49	28.3	29	16.8	3.36	1.08
Y5	11	6.4	35	20.2	57	32.9	44	25.4	26	15.0	3.23	1.13
Y6	12	6.9	34	19.7	64	37.0	36	20.8	27	15.6	3.18	1.13
Y7	11	6.4	31	17.9	44	25.4	57	32.9	30	17.3	3.37	1.15
Y8	12	6.9	21	12.1	58	33.5	55	31.8	27	15.6	3.37	1.10
Y9	4	2.3	26	15.0	65	37.6	53	30.6	25	14.5	3.40	0.99

Y10	4	2.3	18	10.4	62	35.8	53	30.6	36	20.8	3.57	1.01
The general average of cost dimension											3.454	1.041

ii. **Quality:**Table (3.8) demonstrates the questions analysis of quality dimension through questions (Y11 – Y20) depending on the frequency distribution, means, as well as standard deviations. Through the general average of the mean (3.449) the quality dimension questions (Y11 – Y20) reached a moderate level of contribution.

Furthermore, table (3.8) explains that question (Y13) that states "the worker's ideas and creations contribute to improving the quality of products and services." that have a mean and standard deviation of (3.71), (1.07) respectively is the most significant question that contributes to enhance the quality dimension. Comes secondly the question (Y11) that states "the company seeks to improve the quality of its products to be the best in the market." that have a mean and standard deviation of (3.66), (.98) respectively.

**Table 3.8 Analyzing Quality Dimension Questions.**

	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		Mean	Standard Deviations
	N	%	N	%	N	%	N	%	N	%		
Y11	5	2.9	15	8.7	47	27.2	73	42.2	33	19.1	3.66	0.98
Y12	6	3.5	15	8.7	63	36.4	68	39.3	21	12.1	3.48	0.94
Y13	4	2.3	21	12.1	43	24.9	58	33.5	47	27.2	3.71	1.07
Y14	8	4.6	21	12.1	67	38.7	55	31.8	22	12.7	3.36	1.01
Y15	7	4.0	31	17.9	58	33.5	47	27.2	30	17.3	3.36	1.09
Y16	13	7.5	32	18.5	57	32.9	51	29.5	20	11.6	3.19	1.10
Y17	11	6.4	27	15.6	55	31.8	45	26.0	35	20.2	3.38	1.16
Y18	13	7.5	22	12.7	54	31.2	50	28.9	34	19.7	3.40	1.16
Y19	9	5.2	28	16.2	52	30.1	54	31.2	30	17.3	3.39	1.11
Y20	1	0.6	23	13.3	58	33.5	60	34.7	31	17.9	3.56	0.95

The general average of quality dimension	3.449	1.057
--	-------	-------

On the contrary, the question (Y16) that states "the management of the company works to achieve competitive advantages by providing services with distinctive characteristics without harming its economic efficiency" that has a mean and standard deviation of (3.19), (1.10) respectively has the lowest contribute to the quality dimension.

**iii.Flexibility:** Table (3.9) shows the questions analysis of flexibility dimension through questions (Y21 – Y30) depending on the frequency distribution, means, in addition to standard deviations. Through the general average of the mean (3.343) the flexibility dimension questions (Y21 – Y30) reached a moderate level of contribution. Besides, table (3.10) illustrates that question (X21) that states "the company has the ability to respond quickly to changes in customers' needs and preferences" that have a mean and standard deviation of (3.59), (1.02) respectively is the most significant question that contributes to enhance the flexibility dimension.

**Table 3.9 Analyzing Flexibility Dimension Auestions.**

	Strongly Disagree		Disagree		Uncertain		Agree		Strongly Agree		Mean	Standard Deviations
	N	%	N	%	N	%	N	%	N	%		
Y21	3	1.7	19	11.0	63	36.6	47	27.3	40	23.3	3.59	1.02
Y22	5	2.9	31	17.9	54	31.2	53	30.6	30	17.3	3.42	1.06
Y23	13	7.5	35	20.2	61	35.3	41	23.7	23	13.3	3.15	1.12
Y24	7	4.0	31	17.9	50	28.9	49	28.3	36	20.8	3.44	1.13
Y25	13	7.5	31	17.9	52	30.1	47	27.2	30	17.3	3.29	1.17
Y26	9	5.2	32	18.5	63	36.4	47	27.2	22	12.7	3.24	1.06
Y27	7	4.0	35	20.2	59	34.1	49	28.3	23	13.3	3.27	1.06
Y28	16	9.2	25	14.5	54	31.2	45	26.0	33	19.1	3.31	1.20
Y29	6	3.5	29	16.8	65	37.6	41	23.7	32	18.5	3.37	1.07
Y30	3	1.7	29	16.8	66	38.2	55	31.8	20	11.6	3.35	0.95
The general average of flexibility dimension											3.343	1.084

Comes secondly the question (Y24) that states "the use of information and communication technologies in the company has led to rapidly respond to market changes." that have a mean and standard deviation of (3.44), (1.13) respectively. On the other hand, the question (Y23) that states "the company is usually not ready to face any sudden changes in the market." that have a mean and standard deviation of (3.15), (1.12) respectively has the lowest contribute to the flexibility dimension.

Based on the above results, table (3.10) demonstrates the summarizes ranks of competitive advantages achievement that encompass (cost, quality, and flexibility).

The companies under study (Kar group company and the Zagros company in the oil industry in Iraq) in order to achieve competitive advantages, are taken into account first on the cost dimension. In other words, cost was the most significant dimension that stimulating to competitive advantages achievement. In contrast, flexibility dimension was the least significant policy that stimulates to competitive advantages achievement.

**Table 3.10 Ranks of Competitive Advantages Achievement**

Independent Variables	Mean	Standard Deviation	Rank	Approval degree
Cost	3.454	1.041	1	Medium
Quality	3.449	1.057	2	Medium
Flexibility	3.343	1.084	3	Medium

### **3.12. EXAMINING THE HYPOTHESES OF THE DISSERTATION**

#### **Firstly:** Examining First Hypotheses

The first main hypothesis states that there is a measurable positive correlation between human resource recruitment strategy and competitive advantages achievement. Pearson's (r) correlation coefficient was used for the purpose of testing the first main hypotheses along with the three sub- hypotheses that derives from the first main hypotheses. Table (3.11) illustrates that statistically there is a positive correlation but below medium according to Pearson correlation value ( $r = .444^{**}$ ) between human

resource recruitment strategy and competitive advantages achievement in addition to the significant value of (0.000) at the 0.01 level (2-tailed).

Consequently, accepting the first main hypothesis that states "there is a measurable positive correlation between human resource recruitment strategy and competitive advantages achievement".

**Table 3.11 the Pearson Correlation Between Human Resource Recruitment Strategy and Competitive Advantages Achievement**

	Competitive Advantages Achievement		
	Pearson Correlation (r)	Sig. (2-tailed)	N
Human Resource Recruitment Strategy	.444**	.000	173

Correlation is significant at the 0.01 level (2-tailed).

Besides, table (3.12) gives details about the analysis outcome of the three sub-hypotheses that derive from the First Main Hypothesis that related to examine separately the correlation between (Recruitment strategy, Selection strategy, and placement strategy) and competitive advantages achievement.

Table (3.12) shows that the three dimensions of human resources recruitment strategy (Recruitment strategy, Selection strategy, and placement strategy) have a positive but weak correlation with competitive advantages achievement according to Pearson correlation value ( $r = .245^{**}$ ), ( $r = .383^{**}$ ). And ( $r = .306^{**}$ ) respectively, along with the significant value of (0.001), (0.000), and (0.000) respectively at the 0.01 level (2-tailed).

**Table 3.12 Correlation Between (Recruitment Strategy, Selection Strategy, and Placement Strategy) and Competitive Advantages Achievement.**

	Competitive Advantages Achievement		
	Pearson Correlation (r)	Sig.(2-tailed)	N
Recruitment strategy	.245**	.001	173



Selection strategy	.383**	.000	173
Placement strategy	.306**	.000	173

Correlation is significant at the 0.01 level (2-tailed).

In addition, the table above (3.13) demonstrates that according to Pearson correlation value, the selection strategy achieved the highest positive correlation with competitive advantages achievement as the value of correlation between them is equal to (.383\*\*). On the other hand, table (3.13) shows that according to Pearson correlation value, the recruitment strategy achieved the weakest positive correlation with competitive advantages achievement as the value of correlation between them is equal to (.245\*\*). Consequently, accepting the three sub- hypotheses that derive from the first main hypothesis.

**Table 3.13 the Results of the Three sub- Hypotheses that Derive From the First Main Hypothesis**

	Hypotheses	Results
1	There is a positive correlation between human resource recruitment and competitive advantages achievement.	Supported
2	There is a measurable positive correlation between the human resource selection and competitive advantages achievement.	Supported
3	There is a measurable positive correlation between human resource placement and competitive advantages achievement.	Supported

**Secondly: Examining second Hypotheses:**

The second main hypothesis states that there there is statistically a significant impact of Human Resource Recruitment Strategy on competitive advantages achievement. A multiple linear regression analysis used for the purpose of examining the second main hypothesis with the three sub-hypotheses that derive from the second main hypothesis. In order to accepting or rejecting the second hypothesis in addition to the three sub-hypotheses, the researcher rely on the following rule decision:

The Hypotheses are rejected if the level of significance is higher than 0.05 and the F calculated is smaller than the value of F tabulated. While, The Hypotheses are accepted if the level of significance is lower than 0.05 and the value of F calculated is higher than the value of F tabulated.

Table (3.14) shows that the F calculated value is 42.088 and this value is higher than the value of F tabulated that is equal to (3.8415) at the level of significance value (0.000) that is less than 0.05. The T calculated is equal to (6.487) at the level of significant (0.000). Therefore, the model is statistically significant in predicting how human resources recruitment strategy impacts on competitive advantages achievement. Briefly, these results illustrate that the overall model is significant.

Furthermore, from the table below (3.14) R square value is equal to (.198) this value means that (19.8%) of competitive advantages achievement variation is achieved by human resources recruitment strategy. The rest that equal to (80.2%) express that the changes in competitive advantages achievement are achieved by other factors that in the present study have not been determined.

Consequently, accepting the main second hypotheses that states, "There is statistically a significant impact of Human Resource Recruitment Strategy on competitive advantages achievement".

**Table 3.14 the Impact of Human Resources Recruitment Strategy on Competitive Advantages Achievement**

		Competitive Advantages Achievement			
	R Square	F Calculated	F Tabulated	Sig. F Change	T Calculated
Human Resources Recruitment Strategy	.198	42.088	3.8415	.000	6.487 (0.000)

(N=173, df= 1, 171, T tabulated=1.962)

Besides, for the purpose of examining the three sub- hypotheses that derive from the second main hypothesis table (3.15) shows the outcome analysis. The three sub-

hypotheses states that there is statistically a significant impact of (human resource recruitment, human resource selection, and human resource placement) independently on competitive advantages achievement.

**Table 3.15 the Impacts of (Recruitment Strategy, Selection Strategy, and Placement Strategy) Independently on Competitive Advantages Achievement.**

	Competitive advantages achievement			
	R Square	F calculated	Sig. F Change	T calculated
Recruitment strategy	.060	10.957	.001	3.310
Selection strategy	.147	29.407	.000	5.423
Placement strategy	.094	17.709	.000	4.208

The table above (3.16) demonstrates that the three dimensions of human resources recruitment strategy that have been studied in this dissertation (human resource recruitment, human resource selection, and human resource placement) impacts on competitive advantages achievement since the F calculated values are (10.957), (29.407), and (17.709) respectively. These three values are considered higher than the F tabulated value (3.8415). Moreover, R square values for the three dimensions are (.060), (.147), and (.094) respectively. These results indicate that (6.0%), (14.7%), and (9.4%) of competitive advantages achievement variation is achieved by dissertation human resource recruitment, human resource selection, and human resource placement.

Statistically, based on the values of R square human resource selection achieved the highest impact on competitive advantages achievement. On the other hand, human resource recruitment achieved the weakest impact on competitive advantages achievement. As a result, accepting the three sub-hypotheses that derive from the second main hypothesis.

**Table 3.16 The Results of the Three sub- Hypotheses that Derive from the Second Main Hypothesis**

	Hypotheses	Results
1	There is statistically a significant impact of human resource recruitment on competitive advantages achievement.	Supported

2	There is statistically a significant impact of human resource selection on competitive advantages achievement.	Supported
3	There is statistically a significant impact of human resource placement on competitive advantages achievement.	Supported

## CONCLUSION

The aims of this study were to identify the role of human resource Kar and Zagros company strategy on competitive advantages achievement. This study comes to the following outcomes and conclusions:

1. Based on the mean's approval degree, the levels of human resource recruitment strategy's dimensions that have been examined in the present dissertation was between medium and high. The placement strategy was the most important strategy that the companies under study rely on. Comes secondly the recruitment strategy, and selection strategy comes at last.

2. Based on the mean's approval degree, the levels of competitive advantages achievement dimensions that have been examined in the present dissertation was medium. The element of cost was the most important strategy that the companies under study rely on. Comes secondly the quality element, and flexibility element comes at last.

3. The outcomes of this study approved the first hypotheses along with the three sub-hypotheses that derive from the first main hypotheses. The results indicate that statistically there is a positive correlation but below medium according to Pearson correlation between the main two variables.

4. As well, there was a positive correlation but weak between the dimensions of human resource recruitment strategy (recruitment strategy, selection strategy, and placement strategy) and competitive advantages achievement. The selection strategy achieved the highest positive correlation, while, the recruitment strategy achieved the weakest positive correlation with competitive advantages achievement.

5. The outcomes of this dissertation approved the second hypotheses in addition to the three sub-hypotheses that derive from the second main hypotheses. The outcomes pointed out that statistically there is a weak impact of human resource recruitment strategy on competitive advantages achievement.

6. In addition, there was statistically a weak impact of human resource recruitment strategy dimensions (recruitment strategy, selection strategy, and placement strategy) on competitive advantages achievement. Human resource selection achieved the highest impact, while human resource recruitment achieved the weakest impact on competitive advantages achievement.

7. The outcomes of this dissertation states that the managers at the Kar Group Company and Zagroug group company in the oil industry seek to recruit individuals that have job experience; high skills and knowledge along with depend on the education level standard for the recruitment of individuals.

8. The results of this study show that selection employees in the companies are based on scientific and practical qualifications in addition the companies under study selects employees based on expertise and efficiency standard.

9. According to the managers' perspective, the Kar Group Company and Zagroug Group Company in the oil industry relies on placement individuals based on the competition, and then the employees are placed by the company on a specific basis and standard for the company.

10. The outcomes of this dissertation states that the use of information and communication technology in the companies under study, according to the study sample response saves time and effort and in consequence reduce costs and burdens.

11. According to the managers' point of view, the companies under study seeks to improve the quality of its products to be a leader in the market also in general the quality of the products acceptable, suitable and competitive according to the client's needs.

12. The results of this study illustrate that the companies have the ability to respond quickly to changes in clients' needs and the companies' takes early notice of every change that has happened or will happen in the market.

## **RECOMMENDATION**

Based on the results and outcomes of this dissertation, the researcher presented a number of recommendations and suggestions:

1. Companies in general should attempt to attract and recruit workers with experience, high skills in addition to recognize their loyalty to the company.
2. Company's should depend on strategic plans and develops methods of recruiting human resources based on potential developments and growth of the company.
3. Companies should depend on the efficiency standards, scientific and practical qualifications in order to select employees.
4. Companies should depend on the selection of the employees according to the worker's job descriptions since this process assist the company to recognize it needs of the workforce.
5. Company must have internal laws and regulations that guarantee an appropriate procedure for employees in order to run administrative posts.
6. The policies and practices of selection strategy should ensure fair competition between job candidates. These policies also should measure all areas that allocate vacant administrative function.
7. Company should work on plans that aim to prepare their needs for placement regularly in addition depends on established and approved rules and standards in the placement process.
8. The necessary for the company to rely on the description and analysis of existing jobs and should take into account the data collecting and information about applicants.
9. Companies should make any necessary efforts in order to employ a method of collecting information in addition to depending on communication technology in order to save time and effort and therefore these will lead to reduced costs and efforts.
10. The Companies should rely on efficient and experienced elements to reduce the cost and should follow the previous experiences principle in hiring its worker to reduce training costs in the future.
11. Company's should take into consideration the quality of the products that should be acceptable, suitable and competitive in order to be the leader in the market.

12. Companies should take into account the ideas of human resources that contribute to improving the quality of products and services as well as that comply with ISO standards.

13. Companies have to work to achieve competitive advantages through providing services with distinctive characteristics without harming its economic efficiency.

14. The company should consider the methods of continuous improvement in its various functions in order to be a part of achieving the standards of quality requirements.

15. Companies should respond quickly to changes in customers' needs and preferences as well as should be ready to face any sudden changes in the market by adopting necessary methods of collecting information.

16. Companies should have the ability to coordinate the use of its resources through its various units and administrative departments in order to solving problems and improving methods of works.

## REFERENCES

- Abbas, S, (2006), Human Resource Management - Strategic Approach, Second Edition, Dar Wael for Publishing, Amman: Jordan.
- Abdul Babaqi, S, M, (2004), Human Resources Management – a strategic approach. University House. Alexandria: Egypt.
- Abdul Baqi, S, (2001), Scientific and Applied Aspects of Human Resources Management in Company, University House for Printing and Distribution, Alexandria: Egypt.
- Abu Dawla, J, & Salihia, L, M, (2005), Evaluation of the level of strategic planning practice in human resources management: A comparative study between Jordanian public and private sector company. Arab Journal of Management, Volume 25, No. 1, June.
- Abu Sheikha, N, (2010), "Human Resources Management: A Conceptual Framework and Practical Cases". 2<sup>nd</sup> edition, Dar Wafa for Publishing and Distribution, Amman: Jordan.
- Ahmad, A, ,(2013), the role of human competencies in achieving competitive advantage in the Islamic University. Unpublished master dissertation, Islamic University, Gaza Stip. Palestine.
- Aisha, S, (2011), The Role of Resources in Achieving Competitive Advantage - The Factor of Competencies in the Institution: A Case Study of the Great Mills of the Maze of Wrath, Unpublished master dissertation, Human Resources department, University of Abu Bakr Belkacem, Tlemcen: Algeria.
- Al-Kubaisi, A, (2004), Human resources management in service the civilization. Arab Company for Administrative Development, Cairo: Egypt.
- Al Heeti, Khalid. Human Resources Management Strategic entrance, Uman, Dar Waeil Publishing, 2003
- Alajmi, A., S., and Alenezi M, A, (2016), study entitled: "Human Resource Management Practices and Competitive Advantage: The Mediator Role of Person-Company Fit". Global Journal of Human Resource Management Vol.4, No.1, pp.65-82.
- Al-Ali, A, M, (2006), Production and Operations Management, Quantitative Entrance, 2nd edition, Dar Wael for Publishing and Distribution, Amman: Jordan.



- Al-Amiri, S, M, & Al-Ghalebi, T. M, (2008), Management & Business, Dar Wael for Publishing & Distribution, Amman, Jordan
- Al-Anzi, S, & Al-Saadi, M, (2008), "Contemporary Concepts of Human Resources Management Strategy in the Framework of Cognitive Approach", Qadisiyah Journal of Administrative Sciences, Vol. (10), No. (1), pp: 9-34.
- Al-Azzawi, S.A, (2005), The Effect of Training on Achieving Competitive Advantage, Analytical Study of the Views of a Sample of Directors of Government Hospitals in Baghdad. Unpublished Master dissertation of Business Administration, Faculty of Management and Economics, Al-Mustansiriya University, Baghdad: Iraq.
- Al-Baradei, S, M, (2005), Human Resource Planning Skills Development, ITRAK for Publishing and Distribution 2005, pp. 39-40-41
- Al-Bernouette, S, N, (2004), Human Resources Management.". 2<sup>nd</sup> edition, Dar Wael for Publishing and Distribution, Amman: Jordan.
- Al-Eila, M, S, (2008), The reality of the recruitment process in the Palestinian Ministry of Education and Higher Education in the Gaza Strip. Unpublished master dissertation. Islamic University – Gaza: Palestine.
- Al-Faihan, Z, T, (1999), The Impact of the Implementation of Total Quality Management System on Competitive Policies in Industrial companys "An Empirical Study at the economical Industrial Sector in the Gaza Region" (unpublished Master dissertation) Islamic University of Gaza.
- Al-Faihan, Z.T, (1999), The Impact of the Total Quality Management System on Competitive Policies in Industrial Establishments "An Empirical Study on Industrial Smoothing in the Gaza Strip". Unpublished Master Dissertation, Islamic University of Gaza, Palestine.
- Al-Galiby, T, M, & Edris, W, M, (2007), Strategic Management: A Contemporary Perspective Perspective, Dar Wael FOR Publishing & Distribution, Amman: Jordan.
- Al-Hitti, K, A, (2005), Human Resources Management. First Edition. Dar Wael Publishing & Distribution. Amman: Jordan.
- Al-Hyasat, K, M, (2006), Management Strategies in the Jordan's Press Foundations and Their Relationship with Corporate Performance "in the Viewpoint of the Employees". Jordanian journal of management and economics. Vol. 2, No. 4, PP:556-589.

- Aljader, S, A, (2017), Human Resource Recruitment Strategy and its impact on the high performance A practical research in the Ministry of Agriculture. Journal of Economic and Administrative Sciences. Vol. 23, No. 98. PP: 149-174.
- Al-Lami, G K, (2008), Techniques and systems in contemporary operations management, 1<sup>st</sup> edition, Dar Al Tharaa for Publishing and Distribution, Amman, Jordan.
- Al-Lami, G, K, (2008), Contemporary Techniques and Systems in Operations Management, 1<sup>st</sup> edition, Dar Al Tharaa for Publishing and Distribution, Amman: Jordan.
- Al-Maadi, M, (2006), Strategic risk management that causes the Company's loss of competitive advantages: Mechanisms and treatments. Analytical Theory Study, Risk Management and Knowledge Economy Conference, private Zaytoonah University, Jordan.
- Al-Mazedi, M, (2006), Management of strategic risks that cause the company to lose competitive advantages- Mechanisms and treatments: A theoretical - analysis study, the conference of risk and economy management, Al-Zaytoonah Private University, Jordan.
- Al-Najar, F, (2007), "Strategic Management of Human Resources", 1<sup>st</sup> edition, University House for Publishing and Distribution, Alexandria: Egypt.
- Al-Salem, M, S., & Saleh, A. H, (2000), "Human Resources Management", Directorate of Books for Printing and Publishing, Baghdad: Iraq.
- Al-Salem, M, & Saleh, A, (2002), Human Resources Management - Strategic Approach ", World of Modern Books for Publishing and Distribution. Amman: Jordan.
- Al-Salma, A, (2001), Human Resource Management, Gharib Publishing House, Cairo: Egypt.
- Al-Sheikh, F, (2004), the Relationship between Information Systems and Competitive Advantage in the Jordanian Pharmaceutical Sector System, Journal of Public Administration, Vol. 44, No.3 Saudi Arabia.
- Al-Taei, Y, A, Al-Fazel, M. A, & AlAbady, H, F, (2006), Human Resource Management: Integrated Strategic Approach, Al Warraq for Publishing & Distribution, Amman, Jordan.

- Al-Tai, Y. H., Al-Fazil, M. A., & Al-Abady, H, F, (2006), "Human Resource Management" Integrated Strategic Approach, 1<sup>st</sup> edition, Al-Warraaq for Publishing & Distribution, Amman: Jordon.
- Al-Zubi, H, A, (2005), Strategic Information Systems, Dar Wael for Printing, Publishing and Distribution, Amman.
- Andrew, P, (2010), the Strategist's Choice: Competitive Strategy and the question of how to compete" UPS Unique Business Strategies, <http://www.slideshar.net/Alistercrowe/competitive-strategy-4076947.13>.
- Aqili, O, S, (2005), Human Resources Management: Strategic approach, Dar Wael for Publishing and Distributing, First Edition, Amman, Jordan.
- Aqili, O, W, (2005), Contemporary Strategic Human Resource Management, Dar Wael for publishing and distribution. Amman, Jordan.
- Aquilano, N, J, Chase, R, B, and Daves M. M, (1995), "Fundamentals of Operations. 7<sup>th</sup>ed, Mc GRAW-Irwin,INC.
- Aquilano, N. J., Chase, R. B., and Daves M, M, (1995), "Fundamentals of Operations, 7<sup>th</sup>ed, Mc GRAW-Irwin, INC.
- Atem, T, I., & Yella, G, N, (2007), Continuous Quality Improvement: Implementation and Sustainabiliity.
- Bary Kishway, **Human Resources Management**, Department of Translation Bidar Al Farouq, 2<sup>Th</sup> Edition, 2006,
- Bernouti, S, N, (2004), Human Resources Management, Dar Wael for Printing & Publishing. Amman: Jordan
- Burdett, M, & John, O, (1992), Resritment: More than a side show, the Canadian manager. 17, No3.
- Chase, R, B., Aquilano, N, J., & Jacobs, F, R, (2001), Operations Management for Competitive Advantage". McGraw- Hill Companies, U.S.A.
- Collier, E, (2007), Operation Management an Integrated Goods and services, Approach, Thomson, South, western, U.S.A international, student edition, [www.swlearning.com](http://www.swlearning.com).
- Czepil, j.A, (1992), Competitive Marketing Strategy. New Jersey: prentice – Hall, Inc.

- Denisi, A, S, & Griffi, R, W, (2001), "Human Resource Management" , Houghton Mifflinc Company, Boston.
- Dessler, G, (2003), Management of human resources. Abdel-Aal Mohamed Sayed Ahmed (translator), Abdel-Al Mohsen Abdul Mohsen Jouada (references), Dar Al-Marikh for publication and distribution. Alexandria: Egypt.
- Dessler, G, (2005), Management of human resources, Abdel-Aal Mohamed Sayed Ahmed (translator), Abdel-Al Mohsen Abdel Mohsen Jouada (references), Dar Al-Marikh for publication and distribution.
- Dilworth, J, B, (1996), Production and Operations Management:". 4<sup>nd</sup> edition, Mc GRAW- Hill: New York.
- Dilworth, J, B, (1996), Production and Operations Management:". 4<sup>nd</sup> Edition, Mc GRAW- Hill: New York, 1996.
- Dissler, G, (2003), 'Human Resource Management 9<sup>th</sup> edition, New Jersey: prentice Hall.
- Dura, A. A., & Al-Sabax, Z, N, (2008), Human Resource Management in the 21st Century, Dar Wael FOR Publishing and Distribution, First Edition, Amman: Jordan.
- Evans, J. & Collier, M, (2007), Operation Management an Integrated Goods and services, Approach, Thomson South Western, U.S.A international, student edition. Available online at: [www.swlearning.com](http://www.swlearning.com).
- Evans, J. R, (1993), Applied production and operations Management, 4<sup>th</sup> edition, west pup co.
- Farahat, G, (2006), Competitive Indicators of Economic Institutions in the Context of Economic Globalization (The Case of Economic Institutions), unpublished PhD thesis in Economic Sciences, Department of Management, Faculty of Economic Sciences and Management Sciences, University of Algiers.
- Haidar, F. H. (2002) Information system; entrance to achieve competitive advantage, University House, Alexandria: Egypt.
- Hassan, F, H, (2009), Human Resource Staffing Strategy and Its Impact on Competitive Advantage Achievement - An Applied Study in Jordanian Communication Sector. Unpublished master dissertation. Middle East University. Amman: Jordan.

- Hassan, R, M, (2004), Human Resource Management. University House for Publishing and Distribution, Cairo: Egypt.
- Hax, A, (1990), 'Redefining the Concept of Strategy, Planning Review, May-June.
- Hernan, S, (2008), Rationalization of costs to achieve the competitiveness of the service institution, Unpublished Master Dissertation, economics and management of institutions, economic sciences, University of Mohammed Khader Biskra: Algeria.
- Hill, C. (2008) Strategic Management: Integrated Entrance, Translated by: Mohamed Ahmed Sayed Abdel Muttal, Ismail Ali Bassiouni Dar Al-Marikh, Riyadh: Suadi Arabia.
- Hindrikes, E., & Karlsson, J, (2006), Understanding Stakeholder Satisfaction and Balanced Scorecards within a Dispute Resolution Company, Master of Science Program Industrial Economics, Lulea University of Technology, Department of Business Administration and Social Sciences Division of Quality & Environmental Management.
- Idris, T., & Al-Morsi, J, (2002), Strategic Management Concepts and Applied Models, University House, Cairo: Egypt.
- Ivancevich, J.M, (1995), Human Resource Management", 6<sup>th</sup> edition, Irwin Inc USA.
- Karahasanovic, E. & Lonn, H, (2007), Selecting the best strategy to Improve Quality, Keeping in View the Cost and Other Aspects. Department of Terotechnology, School of Technology and Desig.
- Kashwi, B. (2003), Human Resource Management. Alvaro for publishing and distribution, 2ne edition, Amman: Jordan.
- Khalid, A. A, (2003), Human Resources Department, Dar Wael for Publishing and Distribu ting, First Edition, Amman, Jordan.
- Khalil, M. K, (1998), Competitive Advantage in Business, Alexandria Book Center, Alexandria: Egypt.
- Khawl, F, (2005), Competitive Indicators of Economic Institutions in the Context of Economic Globalization (State of Economic Institutions), Unpublished PhD in Economic Sciences, Department of Management, Faculty of Economic Sciences and Management Sciences, University of Algiers: Algeria.

- Krajewski, L. J. & Ritzman, L, P, (2005), " Operations Management:". 7<sup>th</sup> edition, Prentice Hall: New Jersey.
- Liu, Tsai-Lung, (2003), "Company Learning and Social Network Market Orientation: The Role of Resource-Based View Strategy in Gaining Dynamic, Capabilities Advantage" Available online at: [www.hicbusiness.org](http://www.hicbusiness.org),.
- Maali, F, H, (2002), Information System: Introduction to Competitive Advantage, University House, Alexandria: Egypt.
- Macmillan, H., & Tampoe, M, (2000), " Strategic Management: Process, Content, and Implementation": Great Britain: Oxford University Press.
- Maher, A, (2004), Human Resources Management. University House for Printing, Publishing and Distribution, Alexandria: Egypt.
- Maher, A, (2006), Human Resources Management. Second Edition. University House. Alexandria: Egypt.
- Mamouri, S, (2010), The determinants and factors of success of competitive advantage in the federal institutions, the fourth international meeting on competition and competitive strategies of industrial establishments, the Arab Countries University of Chlef 9-10 November 2010.
- Mathis, R. & Jacson J, (2008), Human Resources Management 9<sup>TH</sup> edition. Person Prentice Hall.
- Mathis, L & Jackson, H, (2003), "Human Resource Management", 10<sup>th</sup> edition, South Westren, Ohio.
- Mawmouri S., S, (2010), determinants and factors of success of competitive advantage in the economics Institution, the fourth international conference on competition and competitive strategies of industrial company in the Arab countries. University of Chlef 9-10 November 2010.
- Mohsen, A., & Al-Najjar, S. M., (2004), Production and Operations Department, Dar Wael Printing & Publishing, Amman, Jordan.
- Mondy, R, (2005), "Human Resource Management", Prentice Upper Saddle River, New Jersey, 9th Edition.
- Mursy, M, N, (2006), Top Management Strategies: (Preparation, Implementation, and evaluation), Modern University Office, Alexandria: Egypt.

- Mustafa, A, S, (2006), Towards Innovative Leadership for Competitive Human Resources: Contemporary Challenges of Arab Management Creative Leadership, Arab Management Development Company, Cairo, Egypt.
- Nabil, M, K, (1998), Competitive Advantage in Business, Alexandria Book Center, Alexandria: Egept.
- Nabil, M, M., (2006), Senior Management Strategies: (Preparation - Implementation - Review), Modern University Office, Alexandria: Egypt.
- Najm, A, (2004), The Japanese Approach to Strategic Operations Management, Systems and Methods. 1<sup>st</sup> edition. Al Warraq Publishing and Distribution Foundation, Jordan.
- Najm, A, (2005), The Japanese Approach to the Department of Strategic Operations, Systems and Methods, 2ne edition, Al-Warraq Foundation for Publishing and Distribution, Amman: Jordan.
- Nasrullah, Hanna, **Human Resources Management**, Uman, Dar Zahran, 2002.
- Nur, M, A, (2012), The impact of transformational leadership in achieving competitive advantage- An Applied Study in Jordan Telecom Group. Journal of Baghdad College of Economic Sciences. No. 33, PP: 1-41.
- Pearson, A, (2010), The Strategist's Choice: Competitive Strategy and the question of how to compete" UPS Unique Business Strategies. <http://www.slideshar.net/Alistercrowe/competitive-strategy-4076947.13>
- Pinkerton, S, (2002), "A System Approach to Retention and Recruitment", Nursing economic. 20(6) 296, 299.
- Ruslan, Y. A, (2007), Academic Standards for Quality in the Faculties of Arts, Theory and Reality the Mania Manners Experience, 6th Conference of the Deans of the Faculties of Arts in Arab Universities Towards Quality Assurance of Academic Education and Accreditation, Al-Mina University, Egypt.
- Russell, R. S & Taylor, B. W, (1998), Operations Management: Focusing on Quality and Competitiveness. 2<sup>nd</sup> edition, Prentice Hall, U.S.A, 1998.
- Salaman, G., & Story, J. & Billsberry, I, (2005), "Strategic Human Resource Management: Defining the Field. P.P (1-12).

- Saleh, A. H., & Al-Salem, M. S, (2006), Human Resource Management - Strategic Approach, Second Edition, The World of Modern Books for Publishing and Distribution. Irbid: Jordan.
- Schuler. Randall, S, Managing Human Resource, (1995), Min, St, Paul. West.
- Shawish, M, N, (1996), Human Resources Management. Dar Al-Shwroq for Publishing and Distribution. Amman: Jordan.
- Slack, N., Chambers, S., Harland, C., Harrston, A., and Johnston, R, (2004), "Operations Management". 4<sup>nd</sup> edition, Prentice Hall: New York.
- Stevenson, W. J, (2007), "Production / Operations Management". 8<sup>th</sup> edition, Von Hoffmann Press.
- Sulaiman, A, H, (2004), Strategic Analysis and its Implications for Business Options and Competitive Advantage: A Case Study at the General Company for Electrical Industries. Unpublished PhD thesis in Business Administration, Faculty of Management and Economics, Al- Mustansiriya University, Baghdad: Iraq.
- Sulaiman, A. (2011) The Role of Resources in Achieving Competitive Advantage - The Factor of Competencies in the Institution. Unpublished master dissertation in Human Resources, University of Abu Bakr Belkacem, Tlemcen.
- Suleiman, A. H, (2004), Strategic Analysis and its Implications for Business Options and Competitive Advantage. A Case Study at the General Company for Electrical Industries, unpublished PhD thesis in Business Administration, Faculty of Management and Economics, Mustansiriya University, Baghdad.
- Sumaya H, (2009), Rationalization of Costs to Achieve the Competitiveness of the Service company, Unpublished master dissertation in Economics and Management of Institutions, Economic Sciences, Mohammed Khader Biskra University: Algeria.
- Torrington, D. & Hall, L, (1998), "Human Resource Management", 4<sup>th</sup> edition, London, Prentice-Hall.
- Walker, J,W, (1999), Human Recourse Palming Practice Hall –inc, Dismember.
- Wayne, F,C, (1990), Manajinj Human Resource: productivity, quality of work, profits, 2<sup>nd</sup>. Edition, NEW YORK, McGraw- hill CO.
- William, S.J. (2007) Production & Operations Management". 8<sup>th</sup> edition, Von Hoffmann Press.



- Zewelf, M, H, (2003), Individual Management. Dar Saffa for Publishing and Distribution. Amman: Jordan.

- Zolghadar, M, (2007), Business Process Management and the Need for Measurements - Including an Empirical Study About Operating Figures, Master Thesis in Business Administration, FEK 591, Credits: 15 ECTS, Department of Business Administration, Lund University.

## **APPENDICES**

Appendix 1 List Questionnaire...

Appendix 2 List of Questionnaire

Appendix 3 Curriculum Vitae (Resume)



T.C

BİNGÖL UNIVERSITY

### Survey Questionnaire

#### Those Masters Who's Their Opinions are Bing Received

#### Good gritting

My name is (Salah Othman Mawlood), MSc Student at University of (Bingol) in (Turkey).this form which is your hand is a part of a master thesis about management business field under the title (**The Role of Human Resource Recruitment Strategy on Competitive Advantage Achievement** )it's an analytic research about oil field companies in Erbil city Iraqi Kurdistan region, the researcher puts this form as a measure and relies on knowing research aims, and your participating has a positive role in appearing this researcher on that level that the researcher aims ,therefore we gently demined you to choose that answer as you think it is possible to per question ,for your information these answer only use for scientific aim and it does not need to write your name.

With Best Regards.

Researcher:

Salah Othman Mawlood

Supervisor:

Assist. Prof. Dr. Yavuz TÜRKAN

**Section A: Biographical Data**

<b>1</b>	<b>Gender</b>	Male	
		Female	
<b>2</b>	<b>Age</b>	21- 30 years	
		31-40 years	
		41-50 years	
		51 years and above	
<b>3</b>	<b>Levels of Education</b>	Primary School	
		High school	
		High Diploma degree	
		BSc. Degree	
		MSc. Degree	
		PhD. Degree	
<b>4</b>	<b>Years of Experience</b>	Less than 5 years	
		6-10 years	
		11-15 years	
		16-20 years	
		21- 25 years	
		More than 26 years	

		Strongly Agree	Agree	Uncertain	Disagree	Strongly
<b>1. Human Resource Staffing Strategy</b>						
<b>Human Resource Recruitment</b>						
1	The company's managers seek to recruit people with expertise and high skills					
2	The company's depend on the standard of education in the recruitment of individuals					
3	The company depends on the recruitment process based on the system of analyzing and characterizing existing jobs					
4	The process of recruitment based on established clear rules and standards depending on loyalty and experience					
5	The company has a strategic plan to recruit employees based on potential developments and growth of the company					
6	The company depends on employee recruitment that based on personal characteristics (experience), such as age and social status required to work.					
7	The company is recruiting employees based on their geographical location (near to the company)					
8	The company recruitment employees, according to the qualifications of the job description that the company depends on.					
9	The company develops methods of recruiting employees and renewing according to the latest developments of recruitment methods.					

10	The company has a permanent committee with experience and skills in the recruitment process.					
<b>Human Resource Selection</b>						
11	The employee's selection at the company based on scientific and practical qualifications.					
12	The company selects employees based on expertise and efficiency standard.					
13	The company depends on the selection process based on the worker geographical location.					
14	The company selects employees based on their knowledge of different languages.					
15	The company depends on the selection of the worker according to the worker's job descriptions.					
16	The selection process at the company is based on personal interviews					
17	The selection process in the administrative functions is conducted transparently, publicly and clearly that increases the satisfaction of the employees at the administrative functions in the company.					
18	The laws and regulations of the company guarantee an appropriate procedure for employees in administrative posts					
19	Selection criteria measure all areas that allocate vacant administrative function.					
20	The company's selection policies ensure fair competition between job candidates					
<b>Human Resource Placement</b>						
21	The company plans to prepare their placement annually					

22	The company depends on established and approved rules and standards in the placement process					
23	The placement is usually for senior and middle management positions in the company					
24	The company depends on the interview method as a key factor in the placement					
25	Upon placement, the company is interested in collecting data and information about applicants					
26	The company relies on description and analysis of existing jobs.					
27	The company relies on conducting examinations to placement applicants					
28	The company relies on placement individuals on the competition.					
29	The employees at the company are usually placed temporarily at the beginning					
30	The employee is placed by the company on a specific basis and criteria for that company.					

		Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
<b>2. Competitive advantage</b>						
<b>Cost</b>						
1	The rapid flow of information saves time and effort, therefore reduces costs.					

2	The use of information and communication technology in the company saves time and effort and thus reduce costs and burdens.					
3	The company is always keen to innovate and develop cost reduction methods.					
4	The managers at the company ensures that the needs of the market are met at the lowest possible cost					
5	The company attempts to reduce the cost of its products without compromising the quality.					
6	The company provides incentives to support reducing the costs of attracting human resources					
7	The company relies on efficient and experienced elements to reduce the cost of attracting human resources					
8	The company cooperates with other companies to reduce the cost of attracting human resources					
9	The company follows the criteria of previous experience in hiring its employee to reduce training costs later.					
10	Data and information collected by the Company for its applicants will reduce the costs in the future.					
Quality						
11	The company seeks to improve the quality of its products to be the best in the market.					
12	The quality of the products is generally acceptable, suitable and competitive from the customers' point of view.					
13	The workers ideas and creations contribute to improving the quality of products and services.					



14	The company's products comply with ISO standards.					
15	The company pays attention to its customers to know their views on the quality of the products and services that provided to them.					
16	The management of the company works to achieve competitive advantages by providing services with distinctive characteristics without harming its economic efficiency					
17	The quality of products is verified by following inspection methods from time to time.					
18	The Company adopts certain standards in the selection of resources or suppliers. The most important of these standards is the quality standard.					
19	The management of the company considers continuous improvement in work to be part of the quality requirements.					
20	Employees participate in the preparation of plans to improve quality					
Flexibility						
21	The company has the ability to respond quickly to changes in customers' needs and preferences.					
22	The company takes early notice of every change that has happened or will happen in the market.					
23	The company is usually not ready to face any sudden changes in the market.					
24	The use of information and communication technologies in the company has led to rapidly respond to market changes.					

25	The company is committed to providing the necessary resources in the recruitment of new information.					
26	The company's resources enable it to manage a wide range of changing environmental conditions.					
27	The company uses its available resources in many fields					
28	The company has flexible resources to develop, deliver and market different products / services.					
29	The company has the ability to coordinate the use of its resources by its various units and administrative departments					
30	The company's employees deal with elements related to solving problems and improving working methods freely.					

## QUESTIONNAIRE ARBITRATORS

### Appendix (2) List of Questionnaire Arbitrators

S	Name	Scientific Tile	Experts	Workplace
1	Dr Khalid Hama-Amin	Professor	Strategic Management	Salahaddin University
2	Dr. Ahlam Ibrahim Wali	Assistant Professor	Strategic Management	Salahaddin University
3	Mzafar Muhammad	Assistant Professor	Financial Management	Bayan University

## RESUME

### Personal Information



Name & Surname	Salah Othman Mawlood
Place and Date of Birth	Erbil / Iraq
Nationality	Iraqi, Kurdish
E-mail	<b>Salahusman1990@gmail.com</b>

### Education Level:

University	Salahaddin University- Erbil
College	Administration & Economics
Department	Administration

### Language Skills:

Kurdish	Mother Tongue
English	Good
Turkish	Little
Arabic	Good

### Work Experience:

<b>Assistant Director</b>	<b>Zagros Group- Erbil</b>
---------------------------	----------------------------