

The Impact of Human Resource Management Practices on Achieving Competitive Advantage: A Field Study in Libyana Mobile Phone Company, Tripoli – Libya

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ABSTRACT:

This study aimed to evaluate the impact of HRM practices on achieving competitive advantage in Libyana Mobile Phone Tripoli -Libya. Understanding what competitive advantage and HRM practices are still an area of interpretation and constitutes research gaps that this study attempts to bridge. The problem of the study crystallized in the following question: What is the impact of HRM practices on the achievement of competitive advantage in Libyana Mobile Phone? The importance of the study comes in its usefulness to Libyana Mobile Phone-Libya managers by selecting HRM practices that achieve the company's competitive advantage. The study used the analytical descriptive method, with 306 questionnaires distributed of which 228 questionnaires were 74.5% valid for statistical analysis. The data was analyzed by SPSS.24 and AMOS.25. The results of a study are statistically significant impact of selection and recruitment, training and development and performance appraisal on achieving competitive advantage at level of significance at ($\alpha \leq 0.05$) in Libyana Mobile Phone. One of the study's recommendations is to keep pace with the development of HRM practices that create a competitive advantage for the company.

1. INTRODUCTION

Recent major transformations in the global economy have had a significant impact on growing competition among companies, organizations and countries. Organizations need to adapt to ensure their survival in markets, otherwise competition risks threaten their existence. and one of the most important areas in which the Organization can achieve a competitive advantage is its human resources, it is also the source of every success if managed well and therefore the traditional management of human resources is no longer acceptable or sufficient to achieve competitive advantage given the speed of changes and the many challenges facing the Organization, Rather, the Organization must manage its human resources, which have always been a strategic resource. And therefore appropriate adjustments must be made to human resources practices and strategies, to ensure a positive adaptation of the Organization contributes to strengthening the Organization's strengths and address their vulnerabilities, contribute to the exploitation of environmental opportunities, and reduce potential risks (Mahmoudi; Boudin, 2020: 2).

HRM practices are the primary means by which companies can influence and shape individuals' skills and behaviors to perform their jobs and thus achieve organizational goals. Human resources management practices

therefore relate to specific practices and formal policies to attract, improve and maintain employees who ensure the operational function and the Organization's viability (Tan, Azzat, 2011: 93).

This study intends to investigate the impact of HRM practices on achieving competitive advantage within a Libyana Mobile Phone Company Tripoli - Libya.

2. STATEMENT OF THE PROBLEM

Despite multiple entry points affecting competitive advantage, previous studies indicate that HRM practices are the largest incubator of many influences and causes that directly or indirectly contribute to competitive advantage, as well as exercise a moral influence in achieving competitive advantage (cost reduction, quality improvement, increased flexibility and innovation) (Al-Shawabkeh, 2016: 93).

HRMP is of the utmost importance in contemporary business organizations, where the human resource is a major challenge and an important turning point in the course of those organizations' competition (Abduldaim, 2014: 4). However, the scope of understanding of what is a competitive advantage and HRM practices and their Dimensional remains an interpretable area and still constitutes research facets that this study tries to fill. The problem of the study also concerns the gap between the intellectual understanding of the study's two main variables (Competitive advantage, HRM practices) and the company's field reality under consideration.

This study benefits Libyana Mobile Phone Company Tripoli-Libya's management by developing strategies, policies and practices that will achieving competitive advantage. The problem of the study can therefore be formulated in the main question: What is the impact of human resources management practices on achieving competitive advantage in Libyana Mobile Phone Company Tripoli - Libya?

QUESTIONS OF THE STUDY

1. What are the level of impact of Selection and Recruitment on achieving competitive advantage in Libyana Mobile Phone Tripoli - Libya?
2. What are the level of impact of Training and Development on achieving competitive advantage in Libyana Mobile Phone Tripoli - Libya?
3. What are the level of impact of Performance Appraisal on achieving competitive in Libyana Mobile Phone Tripoli - Libya?

OBJECTIVES OF THE STUDY

1. Evaluate the level of impact of Selection and Recruitment on achieving competitive advantage in Libyana Mobile Phone Tripoli - Libya.
2. Measure the impact of Training and Development on achieving competitive advantage in Libyana Mobile Phone Tripoli - Libya.
3. Investigate the impact of Performance Appraisal on achieving competitive advantage in Libyana Mobile Phone Tripoli - Libya.

IMPORTANCE OF THE STUDY

1. Scientific Significance: It stems from the importance of the topic of human resources management practices and their significant impact on achieving the Organization's competitive advantage. address intellectual and philosophical arguments that relate to variables of study to produce consistent philosophical ideas between the dimensions, and characteristics of these variables. which represents a cognitive addition to contemporary administrative thought, a contribution to the abundance of reference for researchers, and a rich addition to libraries.
2. Practical Relevance: Relates to the need for contemporary management organizations to pursue a culture that reinforces the importance of human resources management practices in both public and private sector organizations, and the possibility of investing the results in the development of the work and performance of the company's employees. The importance of this study comes from its desired usefulness to the managers

of Libyana Mobile Phone Company Tripoli - Libya by developing strategies and thus enhance their performance and apply HRM practices properly, thereby enhancing the company's competitive advantage.

REASONS FOR CHOOSING THE SUBJECT

1. The study of reality of HRMP in Libyana Mobile Phone Tripoli - Libya.
2. Assess the impact of HRM practices on achieving competitive advantage in Libyana Mobile Phone Tripoli - Libya.

STUDY HYPOTHESES

- H1. There is no statistically significant impact of Selection and Recruitment on achieving competitive advantage at level of significance at ($\alpha \leq 0.05$) in Libyana Mobile Phone.
- H2. There is no statistically significant impact of Training and Development on achieving competitive advantage at level of significance at ($\alpha \leq 0.05$) in Libyana Mobile Phone.
- H3. There is no statistically significant impact of Performance Appraisal on achieving competitive advantage at level of significance at ($\alpha \leq 0.05$) in Libyana Mobile Phone.

STUDY APPROACH

The data were analyzed using the analytical descriptive approach to answer the study's questions, because it does not stand at the limits of the description of the phenomenon but goes further, analysing, comparing and evaluating with a view to reaching meaningful assessments with a view to insight into those phenomena (Al-Ashwah, 2014: 73).

STUDY MODEL

Figure (1) illustrates the study's model of the impact of human resources management practices on achieving competitive advantage. To complement and support the study model presented below, this study will clearly identify the different factors and variables of the model in an orderly manner. In addition, this will serve as the basis for the design and planning of future studies.

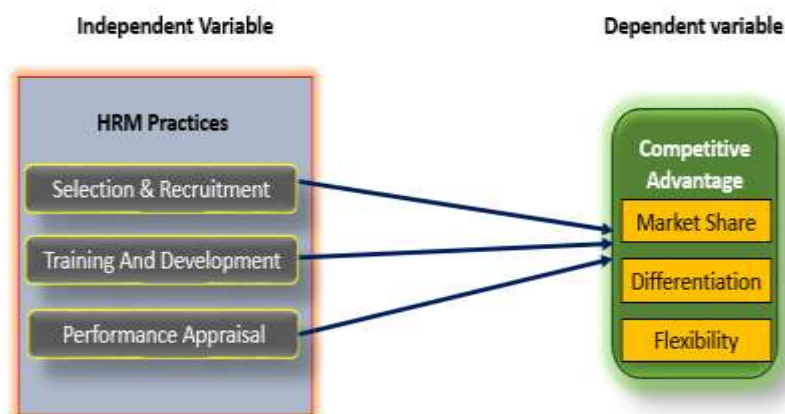


Figure (1) Study Model

COMMUNITY AND SAMPLE OF STUDY

The current study community includes all employees of Libyana Mobile Phone Company Tripoli - Libya, with different specializations and managerial levels at, with 1,500 employees. Sample size was calculated using the following formula: (Cochran, 1963).

$$n = \frac{\left(Z \frac{\sigma}{2}\right)^2 \cdot p \cdot q}{E^2}$$

where, n = The sample size, $\left(Z \frac{\sigma}{2}\right)$ It is the boundary of the natural curve that cuts the α area at the tail. z = The selected critical value of desired confidence level, ($Z=1.96$ at Confidence Level = 95%). p = The estimated proportion of an attribute that is present in the population, $q = 1 - p$ Estimate of variance. (e.g. 50% or 0.5) and q is equal to $(1-p)$. E = The desired level of precision (usually calculated at 5%).

To size of small study community (less than 20,000) Sample size is equal to:

$$n = \frac{N \cdot n}{N + n - 1}$$

Accordingly, the sample size in this study is calculated as follows:

$$n = \frac{\left(Z \frac{\sigma}{2}\right)^2 \cdot p \cdot q}{E^2} \quad \text{then: } n = \frac{(1.96)^2 \cdot (.5)(.5)}{(.05)^2} = 384$$

$$n = \frac{1500 \cdot 384}{1500 + 384 - 1} = 306$$

So the sample size of this study is 306 employees.

LIMITATIONS OF STUDY

1. Scientific limits: The impact of HRM practices on achieving competitive advantage in Libyana Mobile Phone.
2. Spatial limits: The current study limited in Libyana Mobile Phone.
3. Human limits: All employees with different specializations and administrative and technical levels in Libyana Mobile Phone.
4. Time limits: This study was carried out during the period 2022-2023.

STUDY TOOL

The questionnaire is used for data collection. All elements of the questionnaire have been carefully modified in the context of determining the impact of HRM practices on achieving competitive advantage in Libyana Mobile Phone Company Tripoli - Libya. The questionnaire in this study is a tool for collecting the preliminary data from the respondents.

RELIABILITY AND VALIDITY OF STUDY QUESTIONNAIRE

The results of table (1) showed that the Cronbach's alpha coefficient was high per axis of the questionnaire, ranged from 0.819-0.884. The study found that all the study's axes had high Cronbach's alpha scores, indicating a high level of internal consistency and validity (Cronbach's alpha values of axis of Competitive advantage = 0.872; and axis of HRM Practices = 0.866; and Cronbach's alpha values of two questionnaire axes was (0.894) which means that the stability is high.

No		Axes	No Of Phrases	Cronbach's Alpha Factor
1	Dependent Variable Competitive Advantage	Market Share	5	0.871
		Differentiation	5	0.834
		Flexibility	5	0.853
Total Stability Coefficient of Competitive Advantage			15	0.872
2	Independent Variable Human Resource Management Practices	Selection And Recruitment	4	0.850
		Training And Development	4	0.819
		Performance Appraisal	4	0.884
Total Stability Coefficient of HRM Practices			12	0.866
Total Stability Coefficient of variables			27	0.894

Table (1): Stability and internal consistency of the study sample

STATISTICAL PROCESSING METHODS OF DATA

To answer the study questions, SPSS.24 and AMOS.25 were used to achieve the study's objectives and test its hypotheses in the following ways:

1. Cronbach's Alpha Factor: To measure the Reliability and Validity of Study Questionnaire (Questionnaire phrases).
2. A Relative Frequency Distribution Tables: Frequency and percent to describe the demographic variables of the sample of the study sample.
3. The Arithmetic Mean and Standard Deviation: To calculate the value given by members of the study sample for each of the phrases of the axes and the general arithmetic mean for each axis.
4. Confirmatory Factor Analysis (CFA): To access the constructive evidence of the three main study variables.
5. The full Structural Equation Modeling (FULL - SEM): To test the theoretical model to achieve high confidence results.

SUMMARIZING PREVIOUS STUDIES

Human resources management practices and their relationship to achieving competitive advantage, study on NGOs in Hebron City, (Amr, 2018).

This study aimed to identify the reality of HRM practices (human resources planning, polarization, selection, recruitment, training and development, performance evaluation, incentives and compensation) and their relationship to achieving competitive advantage among the NGOs in Hebron. The problem of the study was crystallized in the following question: What is the reality of exercising human resources management functions (human resources planning, polarization, selection and recruitment, training and development, performance evaluation, incentives and compensation) and their relationship in achieving competitive advantage (quality of services - innovation and creativity - low cost) to community-based organizations in Hebron? The study community consists of all licensed and active NGOs in Hebron Governorate, where the number of NGOs licensed, employed and studied is 100 organizations. To achieve the study's objectives, the descriptive curriculum was used. The researcher relied on the questionnaire to collect data for the study, after it was presented to the arbitrators. 120 questionnaires were distributed to all NGOs whom the researcher was able to contact and reach, and 90 questionnaires were retrieved for analysis. The importance of the study was to assist community-based organizations' managers in understanding the relationship between the practices of human resources management functions and their effective management, thereby enhancing their competitiveness and providing a greater opportunity for the organization to stand on the true picture of their human resources, and to identify, strengthen and correct the pros and cons. It also follows the importance of this study from the fact that it addresses non-governmental organizations that play a significant role in the service of the Palestinian citizen. The study found a series of findings, the most important of which were: that the exercise of HRM functions and the achievement of competitive advantage was high, as well as a positive correlation between HRM function practices (HR planning, polarization, selection and recruitment, training and development, performance evaluation, incentives and compensation) and the achievement of competitive advantage in its different dimensions.

The Role of Human Resources Management Strategies in Achieving Competitive Advantage: A Comparative Study between Five Star Hotels Egypt and Jordan, (Al-Ghonaimat, 2019).

This study aimed to identify the role of HRM strategies in the five-star hotels in Egypt and Jordan and their relationship and impact in achieving competitive advantage. The study community included 18 hotels (9) hotels in Cairo and (9) hotels in Amman. The problem with the study crystallized into the following question: What is the role, relationship and impact of HRM strategies in achieving competitive advantage in five-star hotels in Egypt and Jordan? The questionnaire was used as a key tool for data and information collection. This research assumes a correlation between HRM strategies and hotels' competitive advantage. The research relied on the

descriptive quantitative approach. The results of the study confirmed the approval of the study sample individuals in both countries on the variables of the four HRM strategies and the variable competitive advantage, with an average calculation (4) which is close to the agreed selection. In order to determine the strong relationship between HRM strategy variables and the competitive advantage variable, the results of the multiple regression test demonstrated the morale of the relationship between the training and development variable and its impact on competitive advantage. The results of the test used confirmed the indication of differences in both countries, that there are statistically significant differences at a moral level (0.05) In the dimensions and variables of all HRM strategies except for both (polarization, selection, performance evaluation) in achieving competitive advantage between Jordanians and Egyptians.

Green human resources management practices as a competitive advantage in hotels: application to Siwa oasis, (Ahmed, 2021).

This study aimed to identify the level of application of green HRM practices (green recruitment, green training, green performance development, energy conservation), and to learn about the most applied practices that contribute to the achievement of competitive advantage in Siwa Oasis hotels. The problem with the study crystallized in the following key question: Does green HRM contribute to the competitive advantage of Siwa Oasis hotels? To achieve the study's objective, the use of the analytical descriptive curriculum to reach the study's objectives was relied upon through the characterization, analysis and evaluation of the phenomenon, and the questionnaire was used as a tool for collecting and analysing the data needed for the study. A suitable sample of all five, four and three star hotels was targeted in Siwa Oasis and the actual response of 12 hotels was made through human resources managers to target all hotel staff The number of 180 questionnaires with 10 questionnaires was distributed to each hotel, of these, 128 questionnaires were 71.1% valid for statistical analysis and were analyzed and processed by spss. The importance of the study was summarized in the integration of the organization's environmental management with the objectives of HRM practices such as recruitment, selection, training, development, performance management, evaluation and rewards. The study found several findings, the most important of which was the impact of hotels' application of green human resources management practices with computational averages (Green recruitment 3.3, training and green development 3.5, green performance 3.32, energy conservation 3.63) The study showed that after training, green development and energy conservation, one of the most applied practices for green HRM, in addition, the results showed that the level of application of green human resources management dimensions and achieving human competitive advantage was high. The study also demonstrated the important role that green HRM practices plays to the organizations' success and development and their ability to achieve their environmental orientation and competitiveness objectives.

DESCRIPTIVE ANALYSIS OF SAMPLE CHARACTERISTICS

Table (2) describe the frequency and percentage values of demographic data of all respondents included in the study.

No	The Variable	Element	Frequency	Percentage
1	Gender	Male	167	73.2%
		Female	61	26.8%
2	Marital Status	Married	145	63.6%
		Single	60	26.3%
		Divorced	19	8.3%
		Widower	4	1.8%
3	Age	Less than 24 year	000	00.00
		25 to 30 year	17	7.50%
		31 to 35 year	90	39.5%
		36 to 40 year	96	42.1%

		41 to 45 year	14	6.1%
		46 year and more	11	4.8%
4	Qualifications	Diploma and less	45	20%
		Bachelor's degree	89	39%
		Master degree	59	26%
		Doctorate degree	35	15%
5	Job Title	Head of department	40	17.5%
		Departmental managers	42	18.4%
		Administrative	95	42.7%
		Technician	51	22.4%
6	Department	Customer care department	122	53.5%
		Financial department	27	11.8%
		Technical department	50	22%
		Engineering department	29	12.7%
7	Years Of Experience	5 Years and less	76	29.3%
		6 – 10 years and less	61	26.8%
		11 – 15 year and less	88	38.6%
		16 Year and more	12	5.3%

Table (2): Descriptive Analysis of Sample Characteristics

From the table (2) conclude that:

1. The study society is a male society, owing to the institution's employment policy and the nature of its activity. This is due to prevailing social conditions, where women's work remains limited in the area of health and education.
2. Employees reconcile their relationship with family care responsibilities with their workload and the stabilization of their social and economic status.
3. The levels of the age groups between 31 and 40 years were a total of 186 respondents, representing 82.5% of the total sample size. This result demonstrates young people's motivation to work in the telecommunications sector.
4. All the numbers and ratios are commensurate with the actual size of the different sample segments. The company's functions are characterized by a qualified human cadre with high educational levels and thus good performance.
5. Most of the company's workforce is managerial and technical. These ratios are also explained by the normal distribution of employees to job titles, and that the questionnaires were distributed to different segments of the company's job.
6. Most of the respondents work in the administrative and customer service departments, this reflects the heavy reliance of company on office business/ customer care and the focus on its technical work in keeping with technological development.
7. Most of the company's workforce have proper years of work experience, as an employee who exercises a leadership or managerial job has experience enabling him to do his work.

3. ANALYSIS OF THE DIRECTION OF THE SAMPLE OPINIONS ABOUT THE STUDY AXES

Analysis of the First Axis: Competitive Advantage:

Table (3) shows means (M), and standard deviations (SD), of competitive advantage, were, the study used a The 5-point Likert scale consistent with the number of alternatives used by the study tool (five alternatives) with a view to estimating the levels of Means reached by the results, and using the following statistical standard for interpretation of Means of the responses of the study sample individuals on the questionnaire axes:

1. Low level between 1.00 to 2.33 (1.00 + 1.33),

2. Moderate level between 2.34 to 3.66 (2.34 + 1.33),
3. High level ranges from 3.67 to 5.00 (3.67 + 1.33).

No	Variable	Items .No	Mean	Standard Deviations	Relative Importance
1	Flexibility advantage	5	3.88	1.197	High
2	Market Share Advantage	5	3.80	1.175	High
3	Differentiation Advantage	5	3.76	1.148	High
Overall rate of competitive advantage		15	3.81	1.173	High

Table (3) Means and standard deviations of competitive advantage

From the above table data, it is noted that flexibility dimension was ranked first of the Relative Importance according to the responses of the study sample, and second was the market share dimension. Overall, the mean general of the competitive advantage variable was high at 3.81 and with a general standard deviation 1.173. Table (3) presents the summary of The factor analysis of 15 phrases used to measure Libyana Company's competitive advantage (dependent variable). The first dimension included (5) phrases of market share advantage, and (5) phrases of Differentiation advantage, and (5) phrases of flexibility advantage. From the same table it is clear that the mean and standard deviation of the dimension of the dependent variable (competitive advantage) are: Flexibility advantage (M = 3.88, SD = 1.175). Market share advantage (M = 3.80, SD = 1.148). Differentiation advantage, (M = 3.76, SD = 1.197) The mean of the respondents of study sample 3.88, 3.80 and 3.76 respectively indicates that the flexibility advantage, Market share advantage and Differentiation advantage in Libyana is high. Noted that all means of the responses of the study sample are high according to the statistical standard used in the study, which shows that the high level is between 3.67 to 5.00 (3.67 + 1.33), therefore the results showed that there are high response trends of study sample towards competitive advantage, including (market share, differentiation, flexibility) in Libyana Mobile Phone.

2. Analysis of the Second Axis: HRM Practices:

Table (4) shows means and standard deviations of HRM Practices.

No	Variable	Items .No	Mean	Standard Deviations	Relative Importance
1	Training and development	4	3.85	1.139	High
2	Selection and recruitment	4	3.73	1.153	High
3	Performance appraisal	4	3.72	1.089	High
Overall rate of HRM practices		12	3.77	1.127	High

Table (4) Means and standard deviations of HRM Practices

From the above table data, it is noted that training and development dimension was ranked first of the Relative Importance according to the responses of the study sample, and second was the HR planning dimension. Overall, the mean general of HRM Practices variable was high at 3.77 and with a general SD= 1.127.

The questionnaire data were subjected to factor analysis to understand the differences between a wide range of response variables. factor analysis uses standard variables to spread variables according to their deviations from the mean and relationships between variables within a single factor are stronger than the relationship with variables in other factors (Sekaran, 2014, p. 174).

Table (4) presents the summary of The factor analysis of 12 phrases used to measure the extent of HRM practices in Libyana Mobile Phone. (independent variable). The first dimension included (4) phrases of the selection and recruitment, and the second (4) phrases of training and development, and the third (4) phrases of

performance appraisal. From the same table it is clear that the mean and standard deviation of the dimension of the independent variable (HRM practices) are: Selection and recruitment, (M = 3.78, SD = 1.115). Training and development, (M = 3.73, SD = 1.139). Performance appraisal (M = 3.72, SD = 1.089), the mean of the responses of study sample 3.78, 373 and 3.72 respectively, indicates that Selection and recruitment, Training and development and Performance appraisal in Libya is high. Noted that all means of the responses of the study sample are high according to the statistical standard used in the study, which shows that the high level is between 3.67 to 5.00 (3.67 + 1.33), therefore the results showed that there are high response trends of study sample towards HRM practices, including (selection and recruitment, training and development and performance appraisal) in Libya.

CFA of Axes study

Firstly: Summary of Model Fit for Competitive Advantage

Figure (2) shows the final three factors measurement model of competitive advantage that is used in constructing the structural model of the study. Most fit indices show an acceptable degree of fitness after taking the necessary steps of improvement on the measurement model. Chi-square is decreased = 149.247 as well as the degree of freedom = 76. Now the Normed ratio is acceptable = 1.964 which is less the standard threshold value (2). In addition to that, CFI is improved = 0.988 and GFI is a good value now = 0.935 which shows a good degree of fit with the observed data, as mentioned above. RMSEA has decreased more = 0.059 which is far less the standard fit threshold, any RMSEA value ≤ 0.8 indicates a good model fit (Shields, et al., 2015). No items have been deleted from the measurement model, all factor loading is acceptable.

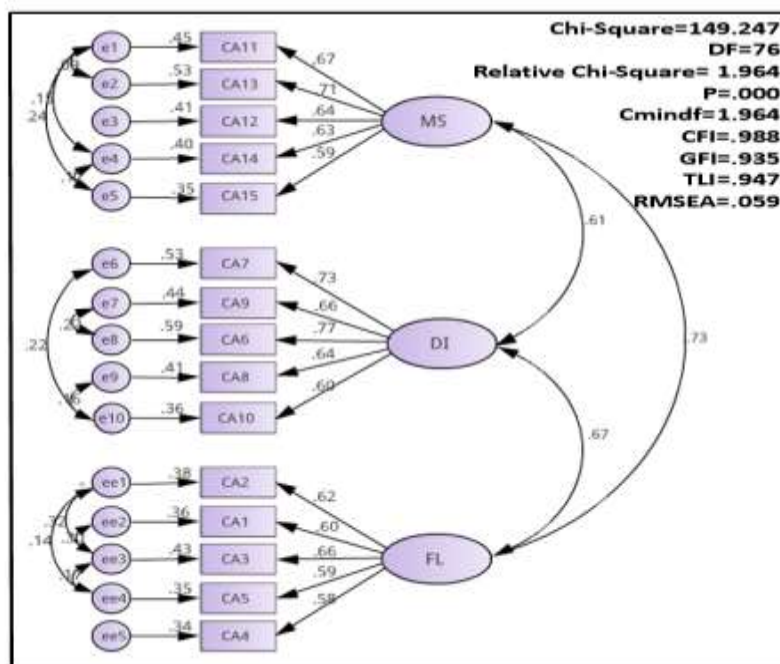


Figure (2): Final Measurement Model for competitive advantage

Secondly: Summary of Model Fit for HRM Practices

After constructing the initial measurement variable and reading the fit indices, the model loading suggested that the model could be improved after removing item TD2 that have a weak loading of less than 70% which could affect the model fit.

The following Figure (3) shows the final three factors measurement model of HRM practices that is used in constructing the structural model of the study. Most fit indices show an acceptable degree of fitness now after taking the necessary steps of improvement on the measurement model. Chi-square is decreased = 285.371 as well as the degree of freedom = 139. Now the normed chi-square is acceptable = 1.593, which is less the standard

threshold value (2). In addition to that, CFI is improved = 0.949 and GFI is a good value now = 0.937 which shows a good degree of fit with the observed data, as mentioned above. RMSEA has decreased more = 0.046 which is far less the standard fit threshold, as indicated in earlier section, any RMSEA value ≤ 0.8 indicates a good model fit (Shields, et al., 2015).

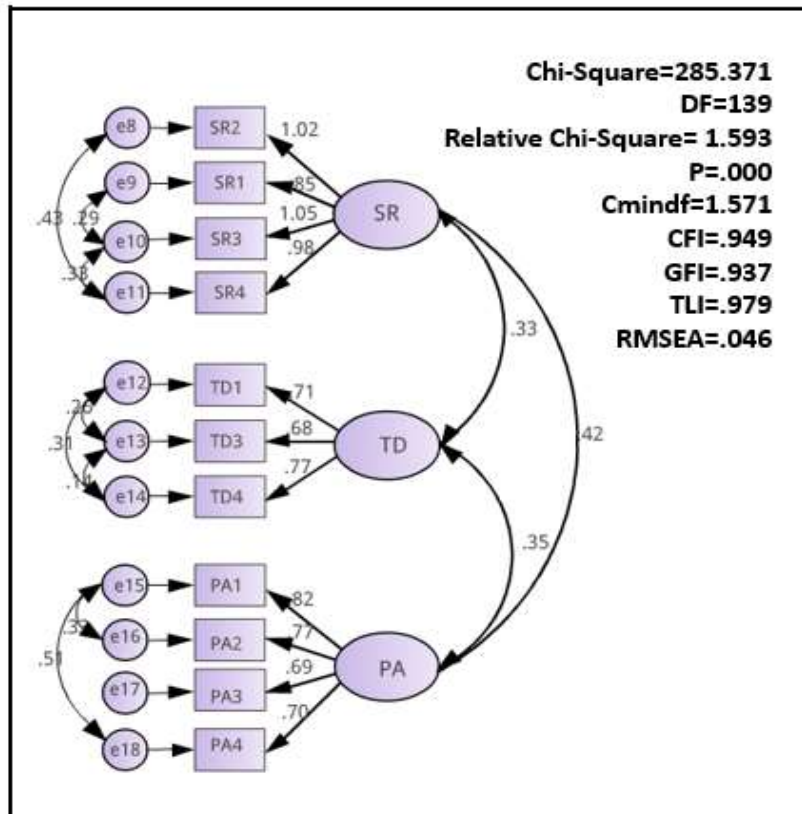


Figure (3): Final Measurement Model for HRM practices

The Structural Model

In this section, the study specifies how the various latent variables (HRM practices, competitive advantage) are related to one another (e.g., direct effects, no relationship, and spurious relationship). The exact nature of the relationships is specified in the structural model.

Reviewing the output data from AMOS after running SEM analysis shows that fit indices was not satisfactory. Therefore, the researcher has achieved several steps in order to improve the model fit of the structural model. These steps include and not limited to modification indices, deleting weak factor loading indicators if detected. Accomplishing all necessary steps has led to increase the magnitudes of all fit indices so that the measurement model now becomes statistically acceptable and satisfactory according to the standards of SEM as found in the following Table (5).

Fit Measure	Level of Acceptance	Initial indices	Final indices	Decision
normed chi-square χ^2 / df	≤ 3	1.833	1.466	Good fit
Model probability ρ -Value	0.000	0.000	0.000	----
Comparative Fit Index (CFI)	≥ 0.90	0.923	0.949	Good fit
Tucker-Lewis index (TLI)	≥ 0.90	0.879	0.961	Good fit
Goodness of Fit Index (GFI)	≥ 0.90	0.782	0.930	Good fit
Root mean squared error of approximation RMSEA	≤ 0.08	0.074	0.044	Good fit
Badness of fit Chi-square	----	412.757	291.216	----
Degree of Freedom (DF)	----	77	55	

Table (5) fit indices before and after fit modification on the structural model

The steps of model fit lead to higher magnitudes for all fit indices. The model loading suggested that the model could be improved after removing items TD2, and CA8 that have a weak loading, which could affect the model fit. After these items are excluded, the revised measurement model with the remaining acceptable fit with the data appears as shown in figure (4).

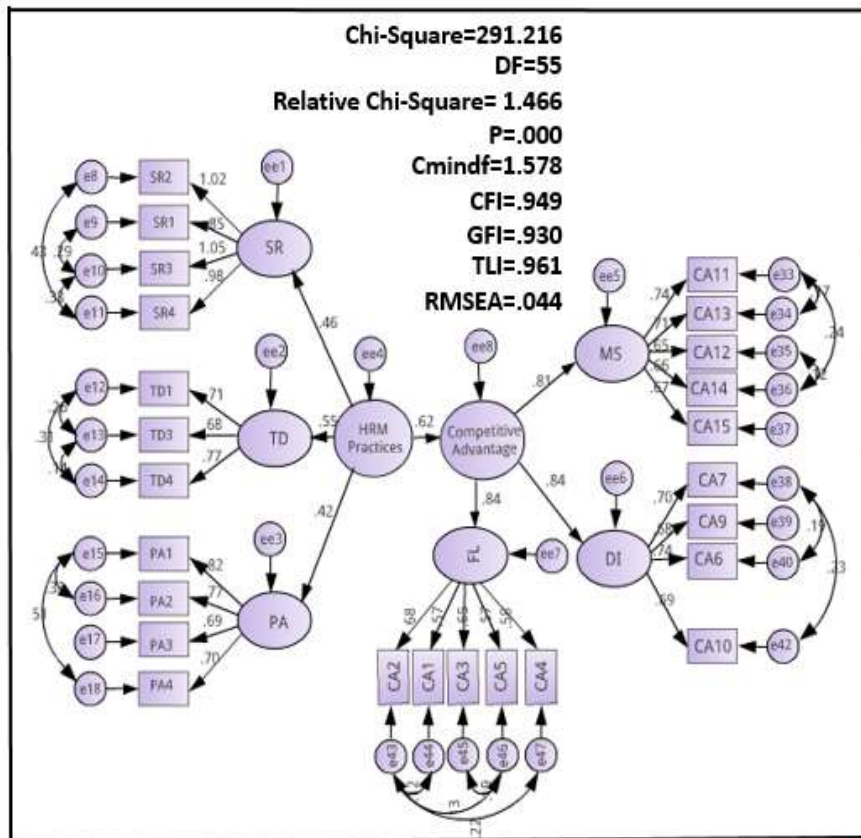


Figure (4): Final Structural Model of study

SUMMARY OF TESTING RESULTS FOR HYPOTHESES

Table (6) shows the results of the relationship between the two variables (independent and dependent). According to the table, human resources management practices with “in all its dimensions” selection and recruitment (SR), training and development (TD), performance appraisal (PA) have a positive impact on

competitive advantage (CA), with “in all its dimensions” (market share advantage (MS), differentiation advantage (DI) and Flexibility advantage (FL).

By reviewing the impact values of each of the independent variable's (component) dimensions, including (selection and recruitment of 0.274 at level of significance of 0.000, training and development of 0.236 at level of significance of 0.018, and performance appraisal of 0.251 at level of significance of 0.000). All of the indicator level values shown were below 0.05 indicating their statistical significance at this level. The greatest impact value was achieved through the SR dimension of 0.274, and the impact values shown were all positive. Thus, All the hypothesis (H1, H2, H3) are rejected.

Table (6): Summary of Testing Results for Hypotheses

Hypothesis	Relationship	β Beta	Standard Error	T Value	P Value	Decision
H1	SR → CA	0.274	0.046	2.862	0.000	Rejected
H2	TD → CA	0.236	0.055	3.665	0.018	Rejected
H3	PA → CA	0.251	0.042	6.828	0.000	Rejected

1. Test of the first hypothesis

States that There is no statistically significant impact of selection and recruitment on achieving competitive advantage at significance level ($\alpha \leq 0.05$) in Libyana Mobile Phone Company Tripoli - Libya.

One of the results in Table (6) shows that the selection and recruitment has an impact on achieving competitive advantage, with ($\beta = 0.274$, and P value= 0.000). The conclusion of this study is consistent with the study conducted by Amr, Asma Saadallah Shaaban (2018).

This result, relying on the level of P value (0.000), rejects the null hypothesis and accepts the alternative hypothesis of the effect, which shows that There is statistically significant impact of selection and recruitment on achieving competitive advantage at significance level ($\alpha \leq 0.05$) in Libyana Mobile Phone. Therefore, we can say the first hypothesis is proved.

2. Testing of the second hypothesis

States that There is no statistically significant impact of training and development on achieving competitive advantage at significance level ($\alpha \leq 0.05$) in Libyana Mobile Phone Company Tripoli - Libya.

One of the results in Table (6) shows that the training and development has an impact on achieving competitive advantage, with ($\beta = 0.236$, and P value= 0.018). The conclusion of this study is consistent with the study conducted by Ahmed, Mohamed Abdelaziz Sayed; Abu al-Anin, Rania Sayed. Ibrahim (2021).

This result, relying on the level of P value (0.018), rejects the null hypothesis and accepts the alternative hypothesis of the effect, which shows that There is statistically significant impact of training and development on achieving competitive advantage at significance level ($\alpha \leq 0.05$) in Libyana Mobile Phone. Therefore, we can say the second hypothesis is proved.

3. Testing of the third hypothesis

States that There is no statistically significant impact of performance appraisal on achieving competitive advantage at significance level ($\alpha \leq 0.05$) in Libyana Mobile Phone.

One of the results in Table (6) shows that the performance appraisal has an impact on achieving competitive advantage, with ($\beta = 0.251$, and P value = 0.000). The conclusion of this study is consistent with the study conducted by Al-Ghonaimat, Ibrahim; Abdul Mu 'boud, Al-Sayed; Aizzat, Hisham, (2019).

This result, relying on the level of P value (0.000), rejects the null hypothesis and accepts the alternative hypothesis of the effect, which shows that There is statistically significant impact of performance appraisal on achieving competitive advantage at significance level ($\alpha \leq 0.05$) in Libyana Mobile Phone. Therefore, we can say the third hypothesis is proved.

4. RESULTS OF STUDY

In its theoretical and field aspects, the study found the following findings:

1. There is statistically significant impact of selection and recruitment on achieving competitive advantage at level of significance at ($\alpha \leq 0.05$) in Libyana Mobile Phone Company Tripoli - Libya. The results showed that selection and recruitment has a positive role to play in achieving competitive advantage in Libyana Mobile Phone Company Tripoli - Libya, as the company applies selection and recruitment properly, thereby achieving competitive advantage.
2. There is statistically significant impact of training and development on achieving competitive advantage at level of significance at ($\alpha \leq 0.05$) in Libyana Mobile Phone Company Tripoli - Libya. The results showed that training and development have a positive role to play in achieving competitive advantage in Libyana Mobile Phone Company-Libya.
3. There is statistically significant impact of performance appraisal on achieving competitive advantage at level of significance at ($\alpha \leq 0.05$) in Libyana Mobile Phone Company Tripoli - Libya. The results showed that performance appraisal has a positive role in achieving the competitive advantage of Libyana Mobile Phone Company-Libya.
4. Results showed that there are high response trends for sample study individuals towards competitive advantage (CA) in its dimensions: market share advantage (MS), Differentiation Advantage (DI), Flexibility Advantage (FL). The results of the statistical description disclosed the dimensions of the competitive advantage, as it was found that flexibility dimension was ranked first of the Relative Importance according to the responses of the study sample, and second was the market share dimension and the latter was Differentiation dimension. This indicates that the company has flexibility in productive processes to increase the percentage of sales in new ways in new target markets, It is able to present its products in the season in a timely manner and innovates low-cost promotional methods to penetrate the market in order to maximize its market share through distribution channels that facilitate and speed up the delivery of products to customers This is to develop the range of services provided to customers in line with what competitors offer.
5. Results showed that there are high response trends for sample study individuals towards human resources management practices in its dimensions: Selection and Recruitment (SR), Training and Development (TD), Performance Appraisal (PA). The results of the statistical description disclosed the dimensions of human resources management practices Having found that that training and development dimension was ranked first of the Relative Importance according to the responses of the study sample, and second was selection and recruitment, and the last was performance appraisal dimension. This means that demonstrating the availability of Libyana HRM practices that contribute to attracting, selecting and training suitable individuals to provide them with the skills and expertise needed to work and support them with technical tools and resources to develop business mechanisms to build the company's capacity to achieve competitive advantage.

5. CONCLUSION

This study was the first study to examine the Human resources management practices to achieving competitive advantage in Libyana Mobile Phone-Libya, and has both theoretical and practical importance. Furthermore, this study uncovered additional factors that appear to influence achieving competitive advantage in Libyana Mobile Phone-Libya. The study suggests that Human resources management practices are a useful model for predicting achieving competitive advantage. The combination of HRM practices variables (Training and development, Selection and recruitment, Performance appraisal), predicted 62 percent of the variance for achieving competitive advantage, which is a large amount of variance to account for in social science research. Broadening the application of this model and replicating this research with larger and global populations of employees within diverse organisations will further support the fit of the model and extend the findings of this research.

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