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The impact of human resources employment strategy in achieving competitive advantage: Zain Jordan Telecom company

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ABSTRACT

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Organizations in all sectors seek to achieve their goals and achieve competitive advantage in order to reach profits, which is the main goal of organizations. They work to determine their needs of human resources, and try to attract the largest possible number of job seekers, in order to choose the best elements among them and then plan the workforce, through which the full and good description of all the jobs to be filled and the specifications of those who occupy them are determined, and once this process is completed, the next step begins, which is to search for the most suitable people for these jobs and try to attract and attract the most qualified to work in the organization and entice them to stay in it. The aim of this paper is to identify the effect of the human resources employment strategy in achieving competitive advantage in Zain Jordan Telecom company. The descriptive and analytical approach was relied on. The study community consisted of all (1200) employees of Zain Jordan Telecom company, and a random sample of (180) employees was taken. The study concluded that there was a positive impact of the strategy of employing human resources in achieving competitive advantage, and the presence of a positive impact of the strategy of human resources in achieving the dimensions of competitive advantage (quality, cost, and innovation). The paper contributes to the development of literature related to the relationship between the strategy of employing human resources and achieving competitive advantage by providing field indicators on the nature of the between these two variables in the work environment.

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1. Introduction

The recruitment strategy is of great importance to modern companies, as it is responsible for introducing the workforce and appointing the people most familiar with the requirements of the work, and this is done by achieving compatibility and harmony between two important aspects that come from the job analysis that precedes the job, namely: the job description, which includes responsibilities and instructions related to the job. On the other hand, the job description relates to the employee, which includes the skills, qualifications, abilities, and other characteristics that the person who will occupy the job must possess (Rawash & Aloqaily, 2022).

The strategy of employing human resources includes identifying the needs of the organization, then attracting, selecting, appointing, training, developing, compensating, leading, and controlling the human resources to ensure the achievement of the desired goals. This prompted business organizations to adopt a different strategy that helped them build a competitive advantage (Aloqaily, 2022). Also, with the intensification of competition between companies and the development of telecommunications work at the Jordanian level, and the globalization of the field of telecommunications, which put the administration in front of great difficulties and serious competition. These departments have realized that in order to continue, they must possess special features in their performance and provide services that distinguish this operating company from the rest, which can be expressed in the advantage competitiveness, and more clearly, it can be noted that the best way to achieve

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such an advantage is through having a skilled work team capable of achieving performance and adhering to the target standards (Al-Shawabkeh, 2016; Masa'd & Aloqaily, 2022).

The competition facing organizations has become a reality due to the many fluctuations that they find in their internal and external environments, and for the success of organizations in facing these fluctuations, it is necessary to pay attention to human resources as they are a strategic factor for those organizations that enable them to predict the variables and work to develop and implement the necessary policies. Organizations depend on hiring qualified individuals who can face problems to ensure the continuation of the organization's activities effectively and to overcome competitors, as some organizations do not depend on hiring efficient resources that are reflected in the service but rather on personal considerations that may negatively affect the organization.

This study tries to clarify the importance of the employment strategy in Jordanian telecom companies and to show the most important dimensions of competitive advantage that all Zain Jordan Telecom companies seek to achieve to achieve their goals to the fullest.

2. Literature Review

2.1 Human Resources Employment Strategy

The recruitment process is one of the most important things that must be accomplished accurately and efficiently, as the institution requires human resources. Choosing the individual with the required competence and skills and placing him in the right place is the basis for the success of the institution, increasing its commercial activity and competing with other institutions, and the recruitment process is negatively reflected on the institution. If unsuitable people are hired, the recruitment process mainly focuses on recruitment, selection, and recruitment (Yu et al., 2018).

Employment is of great importance for any organization, whatever its work, size or field of work, and the effective recruitment of human cadres in the organization is one of the main and effective ways to increase productivity, achieve the best sales, provide high-quality services to customers, and achieve profits for them in this organization (Jarrah et al., 2022). By creating a qualified employee who is able to accomplish and perform his work in the best and shortest way. Employment is an investment expenditure that achieves a tangible return to meet the needs of employees, the organization and society alike (Al-Zaqeba et al., 2022; Alzoubi, 2022).

Recruitment includes determining the manpower requirements of the facility and providing it with appropriate competencies at all levels. The success of the recruitment process depends on a set of procedures carried out by the human resources department in the institution, and these procedures consist of determining the needs, which is the first step taken by the institution in planning its workforce, which allows determining the number of individuals that the institution needs (Allui & Sahni, 2016). Then comes the selection after informing the various potential candidates of the institution's need for employment and urging them to send an application containing all the basic information that helps in the screening, they are selected, and the appointment is made after the individual passes through the two stages of the interview; otherwise, he will be qualified for the position. The vacancy is, in addition to the training. That is, after the appointment of the new employee, the stage of training and subjecting him to a trial period comes in order to ascertain the extent of his ability to adapt to the new position, and in the end, incentives are provided that express a set of factors and influences on the performance of external influences and motivate him to perform the work. In the best way possible, by satisfying his needs and moral desires (DeCenzo et al., 2016; Hmoud & Laszlo, 2019).

They are those characteristics, specifications, scientific qualifications, and physical and personal preparations that must be met by the person entrusted with doing the work, and they are derived from job analysis in order to obtain high levels of performance, the most important of which is the level of education, as each job requires a level of scientific qualification, and this qualification is specific in the job classification cards, where this level is determined before announcing vacancies, and previous experience, which is a basic criterion for the worker's future success, because some institutions require their presence. It is also necessary to have physical characteristics, as some jobs require certain physical characteristics, and they may differ from one job to another (Armstrong & Taylor, 2020).

2.2 Competitive Advantage

Competitive advantage is defined as the ability to stand strong and permanently steadfast in front of various competitors in order to achieve all the objectives of profitability, growth and stability processes, expansion and innovation processes, and permanent renewal and modernization processes. cyclical and continuous due to the continuing influence of various global and local variables (Wadström, 2022).

Fingor and Bughusaiba (2021) reported that competitive advantage is a strategic concept that reflects the reality of the competitive position of the organization compared to its competitors in order to give competitive advantage the clearest value. The organization advances and motivates them to buy; and the competitive advantage was characterized by making the organization not need a comparative advantage in order to be able to compete in global markets; by relying on the quality of

production and technology; and understanding the consumer's desires; through the application of skills that allow production a profitable value and benefits for customers that exceed what competitors offer them (Kahmou, 2021).

It is also defined as: "the ability to stand strong and permanently steadfast in front of various competitors in order to achieve all the goals of profitability, growth and stability processes, expansion and innovation processes, renewal and permanent modernization processes, and many companies, institutions, and businessmen seek permanently and continuously to improve all competitive positions periodically and continuously due to the continuing impact of various global and local variables" (Kahwagi et al., 2021).

The core of competitive advantage focuses mainly on the value that the organization or institution can create and provide to its customers, which often takes the form of low prices compared to other competitors despite providing the same product or service, or the form of providing various goods and unique services that justify all the high prices they are sold at. To ensure and maintain their loyalty and thus create the idea of a reputation and an image of the organization in their minds, which results in survival and continuity in the market (Ghoneim & Dec, 2021).

- **Costs:** It is for companies to obtain a larger market share as a basis for achieving their success and superiority by offering their products at a lower cost than their competitors, and the lower cost is the main objective of companies that compete through cost.
- **Quality:** Superior quality requirements have become associated with all production stages, because they completely and directly affect the performance and reputation of the institution (Erekat, et al., 2010).
- **Innovation:** It is the production of something new during a certain period of time as a result of the individual's interaction with the experience he possesses, and that is done by thinking in new ways away from traditional thinking to produce something new, away from the usual acceptable, that achieves the satisfaction of the individual and the company (Burnan & Miraj, 2017).

2.3 Human resources employment strategy and achieving competitive advantage

Recruitment can be considered as the means to achieve competitive advantage and profitability, as all levels of the specific strategy in the job, at the activity level, and at the organizational level, contribute to creating the competitive advantage. The company differentiates its products or achieves a substantial reduction in costs compared to its competitors, thus gaining a competitive advantage. Distinguished competencies arise from two sources that complement each other: resources and capabilities (Eldor, 2020).

Al-Shawabkeh study (2016) showed that the human resource management strategy exerts a significant impact on achieving competitive advantage (reducing cost, improving quality, increasing flexibility, and increasing innovation), meaning that human resource management strategies work to achieve a highly competitive advantage in the Jordanian telecom sector, as companies that train employees constantly are more adaptable to environmental changes and deal with them with high skills.

While, the quality of performance, the skills of workers, and the availability of job security in companies improve the competitive advantage in its various dimensions (cost, quality, delivery, and flexibility), that is, the recruitment of human resources works to achieve job security, protect workers, and provide them with new skills and experience (Shahnawaz Adil, 2015), In addition, Ramki (2015) directs administrators to predetermine the criteria and tests for hiring workers, as there are recruitment channels (personal communications, media, and public agencies).

Organizations seek to achieve and maintain their competitive advantages. Strategic human resource management practices work to achieve competitive advantages that will be sustainable. (Hamadamin & Atan, 2019) revealed a positive impact of strategic human resource management on the sustainability of competitive advantages; It was also found that strategic human resource management positively affects the development of human capital and the commitment of employees to organizations.

Pham (2020) reports that human resources are the fundamental issue of social and economic development worldwide and the practice of human resources can serve as a sustainable competitive advantage, which is central to the performance of the company in the field of communication services, moreover, the quality of human resources and the behavior of resources Human and human resource management practices have a positive impact on the competitive advantage in the telecommunications group.

In line with the literature, further HR recruitment strategy will be linked to achieving competitive advantage as well as clarifying the nature of the impact between HR recruitment strategy and competitive advantages in the Jordanian telecom industry. Therefore, this study expects that human resource recruitment strategies will have a positive impact on achieving competitive advantage. The researcher has the following hypothesis:

H₁: *Human resource recruitment strategies have a significant positive impact on achieving competitive advantage.*

H_{1.1}: *Human resource recruitment strategies have a significant positive impact on achieving quality.*

H1.2: *Human resource recruitment strategies have a significant positive impact on achieving cost.*

H1.3: *Human resource recruitment strategies have a significant positive impact on achieving innovation.*

3. Methodology

The descriptive-analytical approach was adopted, which relies on collecting facts, information and data with the intention of describing, analyzing and interpreting them to draw conclusions. The study sample consisted of all employees of the Zain Jordan Telecom company, who numbered 1200 employees. Where a random sample of (180) employees was selected, questionnaires were distributed via an electronic link, and the sample was distributed according to your demographic variables. The percentage of females was more than that of males, reaching 63.3%, and most of the participants had a bachelor's degree, under the title of employee, with less than 5 years of experience.

4. Results

To identify the likelihood of affirmative action and acceptance of this hypothesis, the researcher used multiple regression analysis to test this hypothesis, analyzing the variability of regression as shown in the following table:

Table 1
Multiple linear regression analysis of the main hypothesis

Independent Variable	Model Summary		ANOVA			variables	B	Standard error	Coefficients	
	R	R ²	F	DF	Sig F*				T	Sig t*
Human resource recruitment strategies	0.713	0.498	184.136	3	0.000	Quality	0.298	0.036	3.541	0.011
						Cost	0.248	0.047	4.367	0.003
						Innovation	0.317	0.031	4.194	0.000

The effect is statistically significant at the level ($\alpha \leq 0.05$) *

The results of Table 1 indicate a positive linear correlation. That is, the existence of a statistically significant impact of the strategies of employing human resources management in achieving competitive advantage. The correlation coefficient ($R = 0.713$) indicates that there is a statistically significant relationship between the independent variable (human resource recruitment strategies) and the dependent variables that represent the achievement of competitive advantage (quality, cost, and innovation). To test the hypotheses branching from the main hypothesis H1.1, H1.2, and H1.3, simple linear regression analysis was used as shown in the following table:

Table 2
Impact test results H1.1, H1.2, and H1

I.V	D.V	Model Summary		ANOVA		B	standard error	Coefficients	
		R	R ²	F	Sig F*			T	Sig T*
Human resource recruitment strategies	Quality	0.614	0.431	87.596	0.000	0.424	0.036	11.652	0.000
	Cost	0.589	0.418	91.364	0.000	0.397	0.041	9.684	0.000
	Innovation	0.658	0.462	94.485	0.000	0.448	0.029	11.625	0.000

*The effect is statistically significant at the level ($\alpha \leq 0.05$)

The results contained in Table No. (2) indicate a statistically significant impact of the human resources recruitment strategy in achieving the dimensions of the dependent variable (quality, cost and innovation) in Zain Jordan Telecom company.

5. Discussion

This paper aims to clarify the impact of the strategy of employing human resources in achieving competitive advantage in the Zain Jordan Telecom Company. Telecom companies play an important and vital role in reducing unemployment, employing young people and developing their skills, and they are also among the companies that work to support the local economy of the country. And in recent years, interest in it has increased significantly, and it has become an essential component of building and developing the Jordanian national economy. This study focused on shedding light on the strategy of employing human resources and activating its role in the process of hiring and selecting employees. This paper showed that there is a positive impact of the strategy of employing human resources in achieving competitive advantage, and this result is agreed upon with Hamadamin and Atan (2019). The paper also showed that there is a positive impact and statistical significance of the strategy of employing human resources in achieving the dimensions of competitive advantage (quality, cost and innovation) in the Zain Jordan Telecom Company, and this result is agreed with Pham. (2020). The strategy of employing human resources can generate the selection of workers with high foundations and standards, and their selection with specifications that fit the desired job.

6. Conclusion

This paper has tried to clarify the impact of the strategy of employing human resources in achieving the competitive advantage in Zain Jordan Telecom Company, and the importance of this paper lies in providing a clear vision of the reality of the recruitment strategy in Jordanian telecom companies. The paper contributes to the development of literature related to the relationship between the strategy of employing human resources and achieving competitive advantage by providing field indicators on the nature of the relationship between these two variables in the work environment. The practical framework presented by this study, which in turn may improve institutional performance in Zain Jordan Telecom and support its competitiveness. Zain Jordan Telecom, as well as in the increase of innovations, inventions and creativity, reducing costs, increasing flexibility and responding quickly to customer and customer requests.

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