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# The Relationship of Human Resources Management with the Main Attractions to Attract the Right Employees in International and Local Companies

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## Abstract

The major goal of this study is to ascertain the relationship between human resource management (HRM) and the key recruiting factors for both local and multinational businesses. Quantitative research is what this study is. There were 100 employees in the population who worked for both local and international companies. A questionnaire was used to collect information for the two variables. The data was analyzed using Pearson correlation and multiple regression. Multiple regression analysis was used to compare the performance of male and female employees in local and worldwide firms in order to establish the relative contributions of human resource management.

**Keywords:** Human Resources Management, Attractions, The Right Employees in International, Local Companies.



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## Introduction

The practice of managing the talent of various people to accomplish a common objective is known as human resource management (HRM). It is also in charge of overseeing organizational structural changes like outsourcing, reengineering, downsizing, and rightsizing. Many businesses were considering considerable development after World War II and realized that human resource management (HRM) was essential to generating a sufficient supply of competent labor.

Apart from establishing company strategies, the owner or operations manager of a small business typically implements human resource management methods. In a medium-sized company, all human resource-related tasks are often carried out by a manager or staff member, most of whom are not experts in this sector. Instead, advanced businesses have a specialist division called the human resource department, which has its own competence in using human resource activities and aids in enhancing organizational effectiveness.

A further element, known as Human Resource Planning (HRP) as the personnel tools of organizations, has recently been brought up by several organizations. It basically seeks to capture the human component of what an organization hopes to accomplish in the medium to long term, making sure that the appropriate people are in the right places, have the correct mix of talents, employees exhibit the proper attitudes and behaviors, and are developed in the right ways. Additionally, businesses tried to estimate their medium-to long-term human resource needs before assessing their capacity to meet the projections.

There aren't many analyzing tools out there, therefore firms are keen to locate the best method and tool to help with any human resource-related issues. Additionally, this aids in enhancing the organization's image, financial performance, and employee productivity. The modern companies that have survived the era of concern about the development of intellectual capital and knowledge and the trend towards additional studies and research on the value of human resources for organizations, long-term of sustaining a competitiveness and financial success of the international organizations like" IBM, Microsoft, and Google "based on its human resource, which provided its human resource with all the possibilities and capabilities. Therefore, this study emphasizes the philosophical conundrum surrounding the use of human resource management techniques attract the right employees in international and local companies. Finding the sources of competitive advantage has been the subject of numerous strategies. Despite this, the structural approach has predominated in the strategic connecting between enterprises' competitiveness and external environment aspects of industry structure, in particular. Through an approach based on the resource-based resource VEIW, the strategic analysis tended to highlight the significance and role of the firm's internal resources in the process of developing and possessing a sustainable competitive advantage. Within this framework, we are attempting to highlight the strategic role of resources and human resources as the key of competitive advantage, in the under transition towards a knowledge-based economy.

### Purpose of the Study

The purpose of this study is to determine the relationship of human resources management with the main attractions to attract the right employees in international and local companies. Globalization has led to a fiercer level of competition between international corporations. Businesses that employ knowledge workers will experience faster business growth. Huang (2000) asserts that one factor affecting employees' intentions to leave, levels of job satisfaction, and organizational commitment is HRM practice. Organizations with a high turnover rate typically perform poorly as well as consistently failing to live up to expectations.

### The Problem of the Study

At the close of the previous century and the beginning of this one, management thought attested to the story and themes created by the demands of serious conversations and the business environment, which have since been a constant change fundamental element of her circumstances. in addition to the subjects covered by the present study, the part played by human resource management techniques in gaining a competitive edge These tactics help the organization achieve its strategic goals, which in turn gives it a competitive advantage. Without taking into account and paying attention to human resources, which represent one of the organizational elements, in order to achieve competitive advantage, the rapidly changing business environment, including the intensification of competition, rapid technological developments, and the constant changing of customer preferences, has made it difficult for public or private organizations to continue and succeed in the market. Consequently, the primary issue with the study might be stated as follows:

1. What are the tactics for managing human resources? Are these strategies being used in the industrial organization under study?



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2. What distinguishes it from competitors? What is the size of it? What competitive priorities are used in the organization under study?
3. What function does human resource management play in attracting the best workers to both local and multinational businesses?
4. Is there a strong relationship between the main attractions to attract the right employees in international and local companies and human resource management strategies?

**Importance of the Study**

It can be formulated through worries about the part that human resource management plays in helping both local and multinational businesses achieve sustainable competitive advantage. As a result, the study's significance may be seen in two ways. The first is in its theoretical attempts to frame knowledge contributions that are pertinent to the relationship between competitive advantage on one practical dimension and human resources management techniques. It seeks to analyze and diagnose how human resources management techniques work in the examined industrial organization to get a competitive edge.

**Objectives of the Study**

- A definition of the significance of competitive advantage and human resource management strategies as key elements in the success of both local and global businesses.
- To present and debate the theoretical advancements in the area of competitive advantage and human resource management techniques.
- To examine the relationship between human resource management and competitive advantage, both local and foreign businesses were questioned.
- To offer a collection of recommendations and conclusions based on real-world outcomes for survey organization.

**Research Questions**

1. What are the tactics for managing human resources? Are these strategies being used in the industrial organization under study?
2. What distinguishes it from competitors? What is the size of it? What competitive priorities are used in the organization under study?
3. What function does human resource management play in attracting the best workers to both local and multinational businesses?
4. Is there a strong relationship between the main attractions to attract the right employees in international and local companies and human resource management strategies?

**Hypothesis**

- There will be a positive association (correlation) between SHRM and the competitive advantage constructions if the HRM function and practices inside the organization are "strategic."
- There will be a strong positive association between the competitive advantage constructions and the selection strategy.
- There will be a strong positive association between the competitive advantage constructions and the training and development plan.
- The competitive advantage conceptions and the motivation strategy will be significantly positively correlated.

**Limitations**

Focus only on the interaction between human resource management in this study.

Limits of space: Both local and international businesses participated in the current study.

Deadline: July 2022 through December 2021.

The time it took to prepare the research in practice in the banks under study, including the time it took to get the data needed for the study, the time it took to get the data, and the time it took to distribute it. An evaluation form "Scientific constraints: The research's goals and questions should be specific to science.



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**Mythology**

***Participants**

The study population consisted of full-time male and female employees of international and local companies working in 20 companies, their ages ranged between 30 and 50 years, and the number of years of experience ranged between ten and a year. Nearly 100 employees were invited to participate in the study. These employees were working in different companies between global and local. All potential participants obtained minimum qualifications from a recognized national or international institution prior to their recruitment as sampling staff: the sample must be representative, and contain members with equal probability of selection, so that the researcher can make accurate conclusions. In this study, fitting sampling was applied to the study population. Convenient sampling means that participants are easily accessible and available to participate in the study. The population of the current study was employees in international and local companies.

***Design**

For the purpose of this study, quantitative survey research was employed. The independent variables are HRM, while the dependent variable is international and local companies.

***Instruments**

The practice of managing the talent of various people to accomplish a common objective is known as human resource management (HRM). It is also in charge of overseeing organizational structural changes like outsourcing, reengineering, downsizing, and rightsizing. Many businesses were considering considerable development after World War II and realized that human resource management (HRM) was essential to generating a sufficient supply of competent labor.

A 20 item questionnaire with a five-point Likert scale from 1 Strongly agree to Strongly disagree. The scores on each item ranged from 1 to 5, and the composite score could range from 30 to 150. Scale was significantly related to workplace factors such as job stress, boredom, isolation and danger of illness or injury.

***Procedures**

The target male and female employees were told about the goal of the study before the scales were given out, and they freely gave their verbal approval to participate. The purpose of asking respondents not to identify themselves in any manner on the scale sheet was to guarantee that they answered the questions truthfully and truly. They were also told not to worry about anything pertaining to their involvement in the study and that their answers would be kept private and used only for research. An SPSS file has been created with all the data.

***Data Analysis**

Multiple regression and Pearson correlation were used to analyze the data. The performance of male and female employees in local and international organizations was examined using multiple regression to determine the relative contributions of human resource management.

## Framework and Literature Review

***Employee Relationship Management**

The practice of managing relationships in a business is known as employee relationship management, or ERM. These connections can exist between an organization and its workers as well as between equal-level coworkers. Employees need a workplace that supports their creativity in order to be effective. Employees' performance and productivity will increase if they get along well with others at work. More collaboration, communication, and cooperation will occur. A well-managed ERM will provide the conditions for a positive employee experience and a sense of fulfillment in the work your workers do.

**Role of HR in Employee Relationship Management**

When it comes to creating enduring relationships among employees, human resource management can be crucial. They can organize events that let workers collaborate with supervisors and one another. The researcher separated the methods in which HR pros can enhance relationships at work into two sections.

**Between Coworkers**

If peer relationships are effectively fostered, your company's culture will be much enhanced. A positive friendship fosters teamwork and raises spirits. Employees can develop new abilities, inspire one another, and collaborate when



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they work in teams. Employee performance and goal achievement are encouraged in such a healthy workplace atmosphere.

**Improving Peer Relationships**

**1. Create Multifunctional Teams (CFT)**

Teams that traverse organizational boundaries are called cross-functional teams. Employees from many departments can pool their talents and collaborate toward a shared objective by using CFTs.

People from various departments who have never worked together can get to know one another by creating such teams. Additionally, when individuals with various skills collaborate on a project, problem-solving improves. New and creative ideas will arise when professionals from various fields are brought together. When people collaborate, they are able to set aside assumptions and appreciate one another's viewpoints. They are able to observe the decision-making process and thought patterns of their team members. They become more accepting and understanding of one another as a result.

**2. Encourage Social Interactions**

Food is the most effective technique to promote social interaction. At Vantage Circle, team lunches are required to commemorate all significant business accomplishments. If you stop to think about it, it's amazing that people go to work every day, work in the same place, and hardly ever interact with one another. People in large corporations tend to keep to themselves. They eat at their individual desks even during lunch breaks while reading through their phones, watching videos, etc. You can arrange team lunches and potlucks to make sure that your staff don't continue to be strangers. These gatherings can offer excellent chances for networking with members of different groups. Such a laid-back setting can even foster deep relationships and friendships.

**3. Conduct Team Building Activities**

There are countless advantages to team building exercises. It increases employee collaboration and enhances their ability to solve problems and make decisions. Most significantly, relationships are strengthened and built through teambuilding exercises. When teams work together, it opens the door for the development of trust and the sharing of ideas and viewpoints. In order to achieve goals, it mostly involves sharing and combining information and expertise.

**4. Equip them with Communication Tools**

Employees must speak with one another in order for relationships to develop and last. Conflicts might arise as a result of misunderstandings brought on by a lack of communication. The need to always be connected is essential in the age of technology because of its influence and immediacy. The same equipment is required for workplaces as well. Giving workers access to communication tools is a terrific approach to guarantee that they can always communicate crucial information with one another. People can communicate messages, images, and files at any time from anywhere in the world using cloud-based messaging services like Skype and Slack. Therefore, you may efficiently improve ties between your distant workers using modern communication solutions.

**Between the Manager and the Employee**

Because they are constantly concerned about how their actions would seem in their performance reviews, employees frequently hold back on providing information to their superiors. However, managers who can bridge the gap between them and their staff members without coming across as overly affable or inflexible will cultivate long-lasting connections with them.

**1. Meeting**

An individual meeting takes place face-to-face between the manager and the employee. The employee and management can discuss any topic at these meetings, including new ideas, problems, and concerns. Managers must foster an atmosphere where staff members are willing to talk to them about their problems and concerns.

**2. Conduct Surveys to Understand how Employees Feel**

Even though you might be offering excellent insurance coverage to your staff, they might actually prefer a work-from-home policy. The only way to discover this is to conduct surveys, which give the company the opportunity to comprehend its demands. This will increase your brand's recognition, foster loyalty among your staff, and strengthen your overall working connection with them.



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**3. Transparency and Involvement Must go Hand-in-Hand**

Always be upfront and clear in your decisions and actions. Keeping your staff in the dark is among the worst things you can do as a boss. Allow everyone the chance to voice their thoughts and opinions. Others notice and become insulted when you favor a small group of employees, communicate with them exclusively, and try to involve them in all decision-making processes.

## Literature Review

**1. Organizational Commitment, HRM Procedures, and Work Satisfaction**

According to Uma et al. (2017), who place a premium on employees' talents, the effectiveness of many organizations, whether public or private, like banks, depends greatly on the performance of their people resources (Ong and Koh, 2018; Ong et al., 2019). Human resource management (HRM) procedures can be thought of as a collection of internally consistent and logical procedures designed to support and foster employee commitment, motivation, and competence (Elrehail et al., 2019). To accomplish the objectives of the organization, they also manage people abilities and skills (Ana et al., 2019).

**2. Organizational Commitment, HRM Procedures, and Work Satisfaction**

HRM procedures are likely to produce working circumstances and an atmosphere where employees are highly devoted to the company (have a positive attitude), and work hard to achieve the company's objectives. Employees' willingness to commit to helping the organization achieve its goals can be viewed as organizational commitment. Employee identification, involvement, and loyalty levels are part of organizational commitment (Devananda and Onahring, 2019). Employee job performance is significantly and favorably impacted by HRM practices (Faiza et al., 2019).

HRM procedures are seen to be a means of promoting workers' job satisfaction (Mohammed et al., 2019). Job satisfaction is an individual's affective orientation toward the work positions they are currently performing, and it is associated with how they behave at work (Devananda and Onahring, 2019).

HRM procedures are designed to enhance employees' dedication and, as a result, their performance (Cai et al., 2019). Organizational commitment and employee happiness have a significant impact (Elrehail et al., 2019). Additionally, Ana et al (2019).'s research confirmed a strong, positive connection between HRM practices and employee happiness. Effective HRM strategies can boost corporate performance while also increasing employee loyalty and happiness (Cai et al., 2019).

The dedication of employees is seen as a link or bond to the company (Mizan, et al., 2013). Employee absenteeism and turnover rates will be high if employees are not dedicated to the organization or satisfied with their work (Murat et al., 2014). Organizations should implement and use incentives to promote employee engagement in order to ensure employee loyalty (Mehwish et al., 2019).

In their 2018 study, Alima Aktar and Faizuniah Pangil looked at the organizational commitment (Mediating)'s effects on the link between HRM practices and employee engagement among banking employees. Their findings showed that employee engagement was significantly predicted by HRM practices. The association between HRM practices and employee engagement was also found in the results to be partially mediated by organizational commitment.

An interactional cycle between HRM practices, job satisfaction, and organizational commitment can be anticipated, in which HR policies and practices are expected to increase employee job satisfaction, which in turn encourages these employees to be more dedicated to their organization (Prakash, 2017). Affective and normative commitment are positively correlated with them (Ambreen, 2011). Through suitable attitudes and actions, such as work satisfaction, affective commitment, and retention intention, employers can assess employees' commitment to their firm (Mohammad et al., 2018). According to Abdirahman's (2015) research, there is a link between effective HRM procedures and organizational commitment. As they are likely to mold employee behaviors and attitudes, HRM practices have an impact on the outcomes of any firm (Norhasnina et al., 2018).

Several studies (Abubakar et al., 2017a, b; Albrecht et al., 2015; Ukil, 2016) have shown that HRM procedures can promote employee engagement and satisfaction. According to Murat et al. (2014), job satisfaction and organizational commitment were positively correlated with HRM activities (recruitment and selection, training and development, pay and benefits, and performance appraisals). In a similar vein, Mizan et al. (2013) discovered that in



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Bangladesh's banking industry, there were favorable connections between particular human resource practices, job satisfaction, and organizational commitment.

## Mythology

In order to analyze the effect of human resource management on the performance of government institutions as well as identify the factors and their relationships in the current research, the quantitative research method is being used. The study makes use of primary data gathering techniques.

The current research employs the quantitative research method as a research methodology where it would be preferable to evaluate the effect of human resources management on the functionality of governmental institutions as well as identify the factors and their relationship. The study makes use of primary data gathering techniques. A survey employing a Likert scale as a data collecting tool is the main way of data collection used in this study. Using a variety of sampling approaches, primary data are gathered from a specific target population. The employees in Iraq were chosen as the study's target population. A thorough, organized questionnaire was created and given to every member of this community.

It is important to comprehend the tactics used by human resource management and how this affects performance since the goal of this research is to ascertain how human resources management relates to the key factors that local and international organizations use to attract the best personnel.

Employees may be able to shed light on this and respond to the study's research questions. For this investigation, a sample size of 100 participants was selected. 80 percent of respondents responded in total. The target population for this study will be a subset of the population's respondents, which is a non-probability sampling technique. The sample technique used was random sampling. The research ethics will be assured to be followed in terms of the data gathered and the procedures used also distributing surveys to the company's employees.

***Participants**

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**Questionnaire**

| Questions | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|---|---|---|---|---|
| **Attracting** | | | | | |
| 1. The business is built on an effort to find and choose people resources that can help the business achieve its objectives. | | | | | |
| 2. The business bases its operations on employing skilled labor and strives to do so. | | | | | |
| **Choice** | | | | | |
| 3. In addition to making distinctive initiatives, the corporation applies internal hiring policies for personnel with educational and professional qualifications. | | | | | |
| . | | | | | |
| 4.The organization prioritizes creative experience when employing new | | | | | |
| 5. Career security is embodied in the corporate policy, which strengthens the sense of loyalty among its employees. | | | | | |
| Employees | | | | | |
| **Motivation:** | | | | | |
| 6. The business adjusts its compensation practices in light of the fact that knowledge determines remuneration. | | | | | |
| 7. The management is keen to provide innovative staff with financial incentives. | | | | | |
| 8. The business provides good financial incentives to its employees based on their success. | | | | | |
| **Training** | | | | | |
| 9. The company's training programs include cutting-edge technology and self-study electronic learning. | | | | | |
| 10. The business incorporates complete quality management into its training programs | | | | | |
| 11. The business supports self-learning options for training. | | | | | |
| **Appointing** | | | | | |
| 12. Appointment of employees is based on experience and skills that contribute to a competitive advantage. | | | | | |
| 13. A competitive advantage can be created by aligning employment policies with business objectives | | | | | |
| 14. In order to meet these demands, the organization periodically conducts hiring needs studies. | | | | | |
| Evaluation | | | | | |
| 15. Periodic staff performance evaluations are important for gaining a competitive edge. | | | | | |
| 16. Giving staff advice about evaluation results might help an organization gain a competitive edge. | | | | | |
| 17. Gaining a competitive advantage can be accomplished by connecting evaluation results to career advancement results. | | | | | |
| 18. Establishing and implementing an effective incremental system will help you get a competitive edge. | | | | | |
| 19. Getting a competitive advantage involves connecting the evaluation with performance and incentives. | | | | | |
| 20. Gaining a competitive advantage can be accomplished by periodic performance evaluation based on supported foundations. | | | | | |



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## Statistical Procedures for Research

**First**: **The Psychometric Properties of the Study**

The psychometric properties of the scale were verified by calculating both the validity and reliability, as follows:

**1. Internal Consistency Validity**

The researcher used the Pearson correlation coefficient to verify the internal consistency of the scale, by calculating the correlation coefficients between the degrees of the phrases with the total degrees of the dimension to which they belong, and the correlation coefficients between the degrees of the sub-dimensions and the total score of the scale.

**Table 1: Pearson's Correlation Coefficients between the Terms and the Dimensions and the Overall Score of the Scale**

| **Evaluation** | | **Appointing** | | **Training** | | **Motivation** | | **Choice** | | **Attracting** | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Correlation coefficient | paragraph number | Correlation coefficient | paragraph number | Correlation coefficient | paragraph number | Correlation coefficient | paragraph number | Correlation coefficient | paragraph number | Correlation coefficient | paragraph number |
| 0.481** | 15 | 0.814** | 12 | 0.875** | 9 | 0.773** | 6 | 0.871** | 3 | 0.785** | 1 |
| 0.636** | 16 | 0.811** | 13 | 0.880** | 10 | 0.720** | 7 | 0.776** | 4 | 0.721** | 2 |
| 0.857** | 17 | 0.786** | 14 | 0.754** | 11 | 0.840** | 8 | 0.805** | 5 | - | |
| 0.894** | 18 | - | | - | | - | | - | | - | |
| 0.830** | 19 | - | | - | | - | | - | | - | |
| 0.744** | 20 | - | | - | | - | | - | | - | |
| **0.913**** | | **0.919**** | | **0.854**** | | **0.781**** | | **0.569**** | | **0.453**** | **Dimensions related to scale** |

**It is Clear from the Previous Table**

- The validity of all items at the level of the total scale, where the internal consistency coefficients came at a significant level less than (0.01) among the degrees of the phrases with the total degrees of the dimension to which they belong, and these coefficients ranged between (0.481 to 0.894).
- It is clear from this that the values of the coefficients are high, which reflects the relationship between the different dimensions and the extent of their representation of the scale, and this is largely reflected on the degree of credibility of these dimensions, as it achieved statistically significant correlation coefficients with the total score of the scale ranged between (0.453 to 0.919) and this Confirms that the scale has a high degree of validity.

**2. Scale Reliability**

The reliability of the scale was calculated using Cronbach's alpha stability coefficient and the split-half method using Spearman-Brown coefficient and Guttmann coefficient, as shown in the following table:

**Table 2: The Reliability Coefficients of Alpha Cronbach, Spearman and Guttmann**

| **Dimensions** | **Number of paragraphs** | **Alpha Cronbach coefficient** | **Spearman Brown** | **Getman** |
|---|---|---|---|---|
| Attracting | 2 | 0.702 | 0.707 | 0.709 |
| Choice | 3 | 0.753 | 0.715 | 0.716 |
| Motivation | 3 | 0.752 | 0.801 | 0.801 |
| Training | 3 | 0.782 | 0.844 | 0.768 |
| Appointing | 3 | 0.719 | 0.769 | 0.753 |
| Evaluation | 6 | 0.844 | 0.874 | 0.872 |
| **scale** | **20** | **0.916** | **0.927** | **0.925** |



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**It is Clear from the Previous Table**

- The reliability coefficient of Alpha Cronbach for the total scale was (0.916), which indicates the high reliability of the scale, and the values of Alpha Cronbach's coefficient confirmed the reliability of these dimensions significantly, as the values of the reliability coefficient of the dimensions ranged between (0.702 to 0.844), which reflects a high degree of reliability of the tool Used to express the dimensions of the scale.
- The reliability of the scale was also verified by calculating the correlation coefficients between the scores of the sample members in the individual items and their scores in the paired items on the scale as a whole and each dimension separately, and the values of the correlation coefficients for dimensions with the Spearman-Brown coefficient ranged between (0.707 to 0.874) and for the scale as a whole ( 0.927), the correlation coefficients for the dimensions with the Gutman coefficient ranged between (0.709 to 0.872) and for the scale as a whole (0.925), which are high values, which indicates that the scale has a great deal of reliability

**Second: Descriptive Statistics for the Study**

The researcher developed the results of the current study by analyzing the results of the scale items and arranging the items for each of the dimensions according to relative importance as follows:

**1. Descriptive Analysis of the Dimension Items "Attracting"**

The researcher used the statistical methods (frequencies, percentages, arithmetic mean and standard deviation) for each paragraph of the dimension to arrange them according to their importance and extracted the following results:

**Table 3: Arrange the Paragraphs of the Dimension "Attracting" in Order of their Importance**

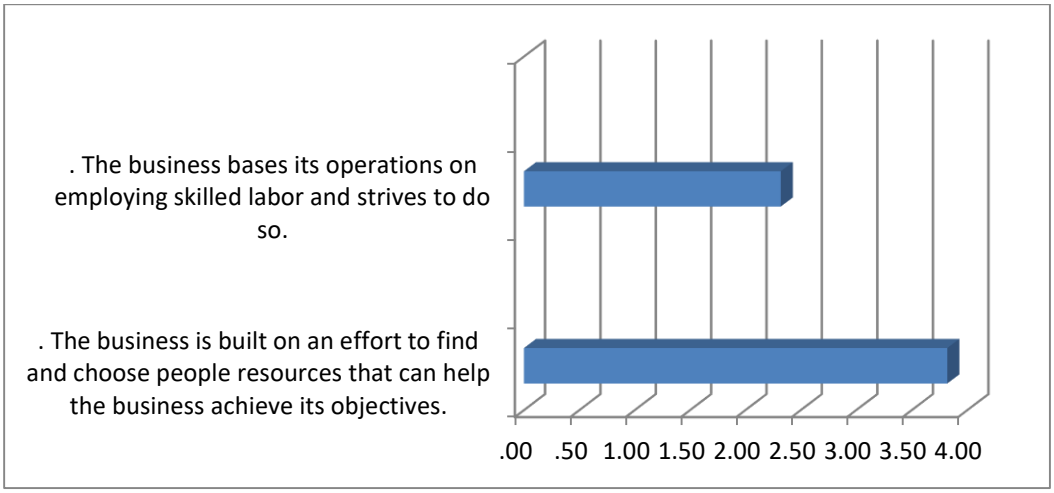
| **paragraphs** | | **responses** | | | | | **Mean** | **Std. Deviation** | **Rank** |
|---|---|---|---|---|---|---|---|---|---|
| | | **Strongly Disagree** | **Disagree** | **Neutral** | **Agree** | **Strongly Agree** | | | |
| **The business is built on an effort to find and choose people resources that can help the business achieve its objectives.** | Frequency | 3 | 9 | 18 | 43 | 27 | 3.82 | 1.029 | **1** |
| | Percent | 3.0 | 9.0 | 18.0 | 43.0 | 27.0 | | | |
| **The business bases its operations on employing skilled labor and strives to do so.** | Frequency | 17 | 48 | 21 | 14 | 0 | 2.32 | .920 | **2** |
| | Percent | 17.0 | 48.0 | 21.0 | 14.0 | .0 | | | |
| | | | | | | **Average** | **3.07** | | |

**It is Clear from the Previous Table**

- In the first ranking (The business is built on an effort to find and choose people resources that can help the business achieve its objectives) with an arithmetic mean (3.82) and a standard deviation (1.029), In the last ranking (The business bases its operations on employing skilled labor and strives to do so) with an arithmetic mean (2.32) and a standard deviation (0.920).
- As it is clear that the general mean of the dimension reached its Value (3.07), the value is mediume on the Likert scale.



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**A Graph Showing the Averages**

**2. Descriptive Analysis of the Dimension Items" Choice"**

The researcher used the statistical methods (frequencies, percentages, arithmetic mean and standard deviation) for each paragraph of the dimension to arrange them according to their importance and extracted the following results:

**Table 4: Arrange the Paragraphs of the Dimension "Choice" in Order of their Importance**

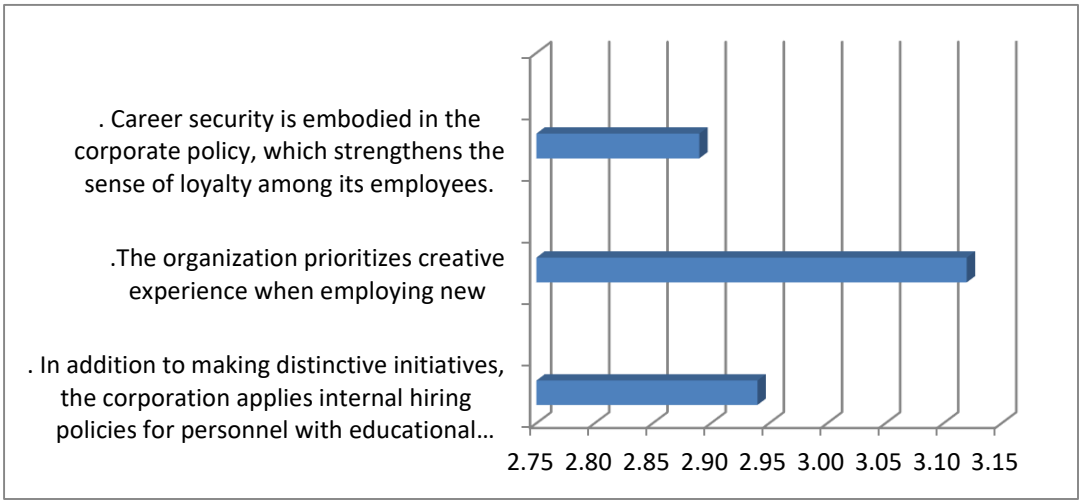
| Paragraphs | | Responses | | | | | Mean | Std. Deviation | Rank |
|---|---|---|---|---|---|---|---|---|---|
| | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | | | |
| **In addition to making distinctive initiatives, the corporation applies internal hiring policies for personnel with educational and professional qualifications.** | Frequency | 25 | 21 | 6 | 31 | 17 | 2.94 | 1.489 | **2** |
| | Percent | 25.0 | 21.0 | 6.0 | 31.0 | 17.0 | | | |
| **The organization prioritizes creative experience when employing new** | Frequency | 6 | 38 | 11 | 28 | 17 | 3.12 | 1.258 | **1** |
| | Percent | 6.0 | 38.0 | 11.0 | 28.0 | 17.0 | | | |
| **Career security is embodied in the corporate policy, which strengthens the sense of loyalty among its employees.** | Frequency | 14 | 36 | 10 | 27 | 13 | 2.89 | 1.310 | **3** |
| | Percent | 14.0 | 36.0 | 10.0 | 27.0 | 13.0 | | | |
| | | | | | | **Average** | **2.98** | | |



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**It is Clear from the Previous Table**

- In the first ranking (The organization prioritizes creative experience when employing new) with an arithmetic mean (3.12) and a standard deviation (1.258), In the last ranking (Career security is embodied in the corporate policy, which strengthens the sense of loyalty among its employees) with an arithmetic mean (2.89) and a standard deviation (1.310).
- As it is clear that the general mean of the dimension reached its Value (2.98), the value is medium on the Likert scale.




**A Graph Showing the Averages**

**3. Descriptive Analysis of the Dimension Items "Motivation"**

The researcher used the statistical methods (frequencies, percentages, arithmetic mean and standard deviation) for each paragraph of the dimension to arrange them according to their importance and extracted the following results:

**Table 5: Arrange the Paragraphs of the Dimension "Motivation" in Order of their Importance**

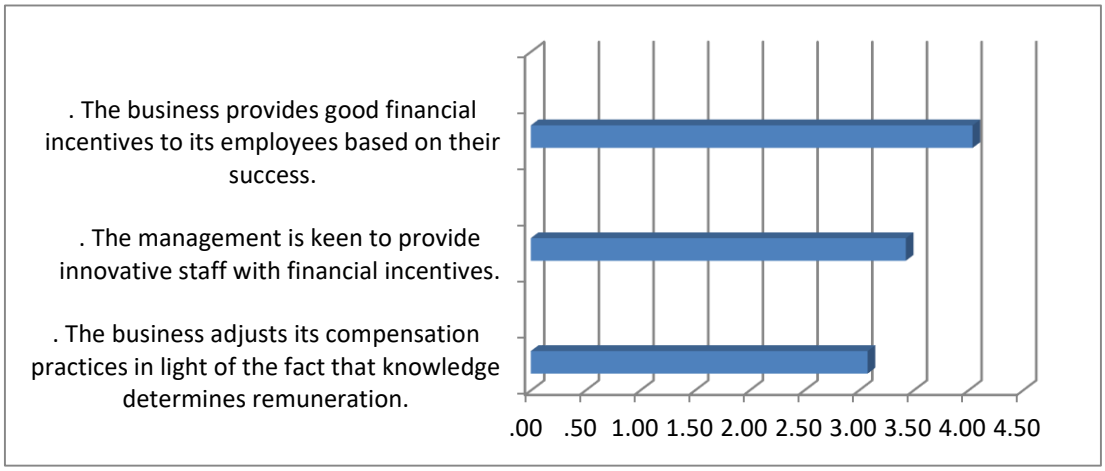
| Paragraphs | | Responses | | | | | Mean | Std. Deviation | Rank |
|---|---|---|---|---|---|---|---|---|---|
| | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | | | |
| **The business adjusts its compensation practices in light of the fact that knowledge determines remuneration.** | Frequency | 15 | 28 | 15 | 18 | 24 | 3.08 | 1.426 | **3** |
| | Percent | 15.0 | 28.0 | 15.0 | 18.0 | 24.0 | | | |
| **The management is keen to provide innovative staff with financial incentives.** | Frequency | 3 | 24 | 15 | 43 | 15 | 3.43 | 1.103 | **2** |
| | Percent | 3.0 | 24.0 | 15.0 | 43.0 | 15.0 | | | |
| **The business provides good financial incentives to its employees based on their success.** | Frequency | 3 | 9 | 6 | 45 | 37 | 4.04 | 1.034 | **1** |
| | Percent | 3.0 | 9.0 | 6.0 | 45.0 | 37.0 | | | |
| | | | | | | **Average** | **3.52** | | |



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**It is Clear from the Previous Table**

- In the first ranking (The business provides good financial incentives to its employees based on their success) with an arithmetic mean (4.04) and a standard deviation (1.034), In the last ranking (The business adjusts its compensation practices in light of the fact that knowledge determines remuneration) with an arithmetic mean (3.08) and a standard deviation (1.426).
- As it is clear that the general mean of the dimension reached its Value (3.52), the value is high on the Likert scale.




**A Graph Showing the Averages**

**4. Descriptive Analysis of the Dimension Items "Training"**

The researcher used the statistical methods (frequencies, percentages, arithmetic mean and standard deviation) for each paragraph of the dimension to arrange them according to their importance and extracted the following results:

**Table 6: Arrange the Paragraphs of the Dimension "Training" in Order of their Importance**

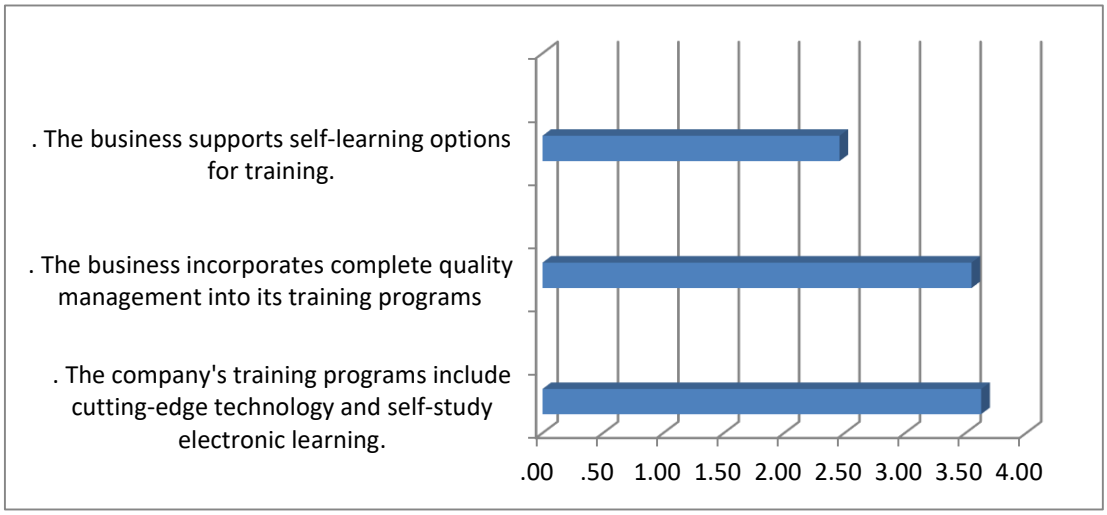
| paragraphs | | responses | | | | | Mean | Std. Deviation | Rank |
|---|---|---|---|---|---|---|---|---|---|
| | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | | | |
| **The company's training programs include cutting-edge technology and self-study electronic learning.** | Frequency | 7 | 15 | 16 | 32 | 30 | 3.63 | 1.253 | **1** |
| | Percent | 7.0 | 15.0 | 16.0 | 32.0 | 30.0 | | | |
| **The business incorporates complete quality management into its training programs** | Frequency | 10 | 9 | 30 | 18 | 33 | 3.55 | 1.306 | **2** |
| | Percent | 10.0 | 9.0 | 30.0 | 18.0 | 33.0 | | | |
| **The business supports self-learning options for training.** | Frequency | 25 | 41 | 11 | 9 | 14 | 2.46 | 1.337 | **3** |
| | Percent | 25.0 | 41.0 | 11.0 | 9.0 | 14.0 | | | |
| | | | | | | **Average** | **3.21** | | |



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**It is Clear from the Previous Table**

- In the first ranking (The company's training programs include cutting-edge technology and self-study electronic learning) with an arithmetic mean (3.63) and a standard deviation (1.253), In the last ranking (The business supports self-learning options for training) with an arithmetic mean (2.46) and a standard deviation (1.337).
- As it is clear that the general mean of the dimension reached its Value (3.21), the value is medium on the Likert scale.




**A Graph Showing the Averages**

**5. Descriptive Analysis of the Dimension Items "Appointing"**

The researcher used the statistical methods (frequencies, percentages, arithmetic mean and standard deviation) for each paragraph of the dimension to arrange them according to their importance and extracted the following results:

**Table 7: Arrange the Paragraphs of the Dimension "Appointing" in Order of their Importance**

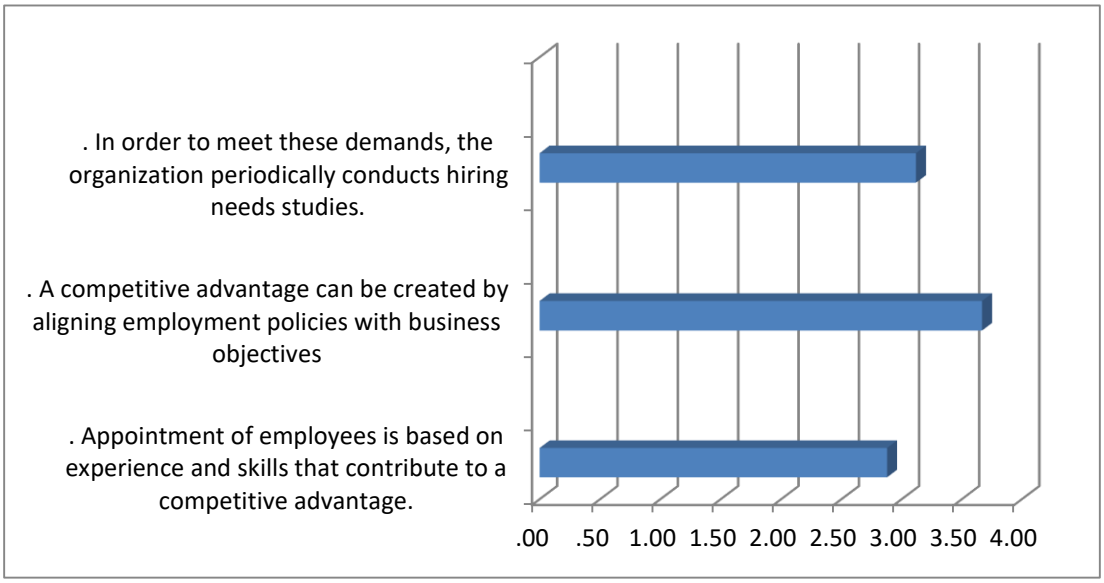
| Paragraphs | | Responses | | | | | Mean | Std. Deviation | Rank |
|---|---|---|---|---|---|---|---|---|---|
| | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | | | |
| **Appointment of employees is based on experience and skills that contribute to a competitive advantage.** | Frequency | 21 | 26 | 11 | 28 | 14 | 2.88 | 1.395 | **3** |
| | Percent | 21.0 | 26.0 | 11.0 | 28.0 | 14.0 | | | |
| **A competitive advantage can be created by aligning employment policies with business objectives** | Frequency | 3 | 20 | 20 | 21 | 36 | 3.67 | 1.240 | **1** |
| | Percent | 3.0 | 20.0 | 20.0 | 21.0 | 36.0 | | | |
| **In order to meet these demands, the organization periodically conducts hiring needs studies.** | Frequency | 23 | 18 | 7 | 28 | 24 | 3.12 | 1.533 | **2** |
| | Percent | 23.0 | 18.0 | 7.0 | 28.0 | 24.0 | | | |
| | | | | | | **Average** | **3.22** | | |



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**It is Clear from the Previous Table**

- In the first ranking (A competitive advantage can be created by aligning employment policies with business objectives) with an arithmetic mean (3.67) and a standard deviation (1.240), In the last ranking (Appointment of employees is based on experience and skills that contribute to a competitive advantage) with an arithmetic mean (2.88) and a standard deviation (1.395).
- As it is clear that the general mean of the dimension reached its Value (3.22), the value is medium on the Likert scale.




**A Graph Showing the Averages**

**6. Descriptive Analysis of the Dimension Items "Evaluation"**

The researcher used the statistical methods (frequencies, percentages, arithmetic mean and standard deviation) for each paragraph of the dimension to arrange them according to their importance and extracted the following results:

**Table 8: Arrange the Paragraphs of the Dimension "Evaluation" in Order of their Importance**

| Paragraphs | | Responses | | | | | Mean | Std. Deviation | Rank |
|---|---|---|---|---|---|---|---|---|---|
| | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | | | |
| **Periodic staff performance evaluations are important for gaining a competitive edge.** | Frequency | 0 | 3 | 0 | 43 | 54 | 4.48 | .659 | **1** |
| | Percent | 0.0 | 3.0 | 0.0 | 43.0 | 54.0 | | | |
| **Giving staff advice about evaluation results might help an organization gain a competitive edge.** | Frequency | 3 | 7 | 6 | 38 | 46 | 4.17 | 1.025 | **2** |
| | Percent | 3.0 | 7.0 | 6.0 | 38.0 | 46.0 | | | |
| **Gaining a** | Frequency | 46 | 10 | 9 | 23 | 12 | 2.45 | 1.540 | **6** |



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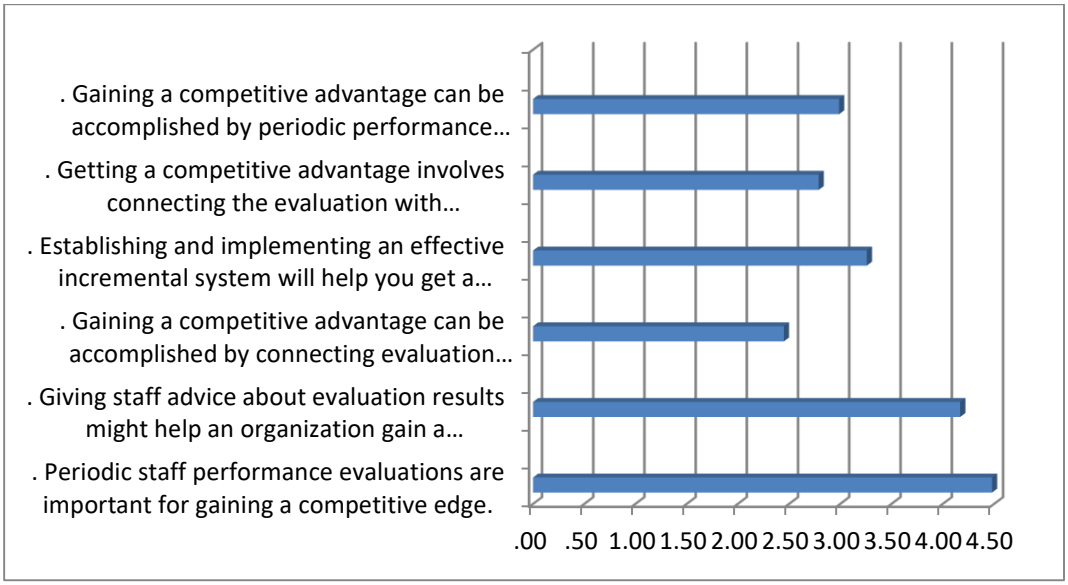
| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **competitive advantage can be accomplished by connecting evaluation results to career advancement results.** | Percent | 46.0 | 10.0 | 9.0 | 23.0 | 12.0 | | | |
| **Establishing and implementing an effective incremental system will help you get a competitive edge.** | Frequency | 12 | 28 | 12 | 18 | 30 | 3.26 | 1.447 | **3** |
| | Percent | 12.0 | 28.0 | 12.0 | 18.0 | 30.0 | | | |
| **Getting a competitive advantage involves connecting the evaluation with performance and incentives.** | Frequency | 18 | 40 | 6 | 17 | 19 | 2.79 | 1.423 | **5** |
| | Percent | 18.0 | 40.0 | 6.0 | 17.0 | 19.0 | | | |
| **Gaining a competitive advantage can be accomplished by periodic performance evaluation based on supported foundations.** | Frequency | 20 | 30 | 9 | 13 | 28 | 2.99 | 1.541 | **4** |
| | Percent | 20.0 | 30.0 | 9.0 | 13.0 | 28.0 | | | |
| | | | | | | **Average** | **3.36** | | |

**It is Clear from the Previous Table**

- In the first ranking (Periodic staff performance evaluations are important for gaining a competitive edge) with an arithmetic mean (4.48) and a standard deviation (0.695), In the last ranking (Gaining a competitive advantage can be accomplished by connecting evaluation results to career advancement results) with an arithmetic mean (2.45) and a standard deviation (1.540).
- As it is clear that the general mean of the dimension reached its Value (3.36), the value is medium on the Likert scale.



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**A Graph Showing the Averages**

**Third: Hypothesis**

1. **There will be a positive association (correlation) between SHRM and the competitive advantage constructions if the HRM function and practices inside the organization are "strategic."**

To find the relationship between the two variables, the Pearson correlation coefficient was used, and the results were as follows:

**Table 9: The Value of the Pearson Correlation Coefficient**

| **Variables** | | **Correlations** |
|---|---|---|
| SHRM and competitive advantage | Pearson Correlation | 0.576** |
| | Sig. (2-tailed) | 0.000 |
| | N | 100 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | |

**It is clear from the Previous Table**

- There is a strong positive and statistically significant direct correlation at the 0.01 level between SHRM and the competitive advantage constructions, where the value of the correlation coefficient is 0.576 between them.

2. **There will be a strong positive association between the competitive advantage constructions and the selection strategy.**

To find the relationship between the two variables, the Pearson correlation coefficient was used, and the results were as follows.

**Table 10: The Value of the Pearson Correlation Coefficient**

| **Variables** | | **Correlations** |
|---|---|---|
| selection strategy and competitive advantage | Pearson Correlation | 0.861** |
| | Sig. (2-tailed) | 0.000 |
| | N | 100 |

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

**It is Clear from the Previous Table**

- There is very strong positive and statistically significant direct correlation at the 0.01 level between selection strategy and competitive advantage constructions, where the value of the correlation coefficient is 0.861 between them.

3. **There will be a strong positive association between the competitive advantage constructions and the training and development plan.**

To find the relationship between the two variables, the Pearson correlation coefficient was used, and the results were as follows:



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**Table 11: The Value of the Pearson Correlation Coefficient**

| **Variables** | | **Correlations** |
|---|---|---|
| training and development plan and competitive advantage | Pearson Correlation | 0.465** |
| | Sig. (2-tailed) | 0.000 |
| | N | 100 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | |

**It is Clear from the Previous Table**

- There is medium positive and statistically significant direct correlation at the 0.01 level between training and development plan and competitive advantage constructions, where the value of the correlation coefficient is 0.465 between them.

**4. The competitive advantage conceptions and the motivation strategy will be significantly positively correlated.**

To find the relationship between the two variables, the Pearson correlation coefficient was used, and the results were as follows:

**Table 12: The Value of the Pearson Correlation Coefficient**

| **variables** | | **Correlations** |
|---|---|---|
| motivation strategy and competitive advantage | Pearson Correlation | 0.772** |
| | Sig. (2-tailed) | 0.000 |
| | N | 100 |

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

**It is Clear from the Previous Table**

- There is a strong positive and statistically significant direct correlation at the 0.01 level between motivation strategy and competitive advantage constructions, where the value of the correlation coefficient is 0.772 between them.

**Results**

- It is clear from this that the values of the coefficients are high, which reflects the relationship between the different dimensions and the extent of their representation of the scale, and this is largely reflected in the degree of credibility of these dimensions. The statistically significant correlation coefficients with the total degree of the scale ranged between (0.453 to 0.919) and this confirms that the scale has High degree of validity.

**It is Clear from the Table (3)**

- In the first order (work is built on an effort to find and select human resources that can help the company achieve its goals) with an arithmetic mean (3.82) and a standard deviation (1.029), in the last order (business) it bases its operations on employing skilled labor and strives to do So) with an arithmetic mean (2.32) and a standard deviation (0.920).
- It is clear that the general average of the dimension has reached its value (3.07), the value is average on the Likert scale.

**It is Clear from the Table (4)**

- - In the first rank (the organization gives priority to the creative experience when hiring a new one) with a mean (3.12) and a standard deviation (1.258), and in the last rank (job security is embodied in the company's policy, which enhances the feeling of loyalty among its employees) with an arithmetic mean (2.89) and a deviation Standard (1.310).
- - It is clear that the general average of the dimension has reached its value (2.98), the value is average on the Likert scale.

**It is Clear from the Table (5)**

- In the first order (the company provides good financial incentives to its employees based on their success) with a mean (4.04) and a standard deviation (1.034), in the last place (the company adjusts its compensation practices in light of the fact that knowledge determines the wage) with a mean (3.08) and standard deviation (1.426).
- It is clear that the general average of the dimension has reached its value (3.52), the value is high on Likert scale.

**It is Clear from the Table (6)**

- First place (the company's training programs include the latest technologies and self-paced e-learning).



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- It is clear from the previous table:
- In the first rank (periodic employee performance evaluations are important for gaining a competitive advantage) with a mean (4.48) and a standard deviation (0.695), in the last rank (a competitive advantage can be achieved by linking the evaluation results to the results of career progression) with an arithmetic mean (2.45) and a standard deviation (1.540).
- It is clear that the general average of the dimension has reached its value (3.36), the value is average on the Likert scale.

**It is Clear from Table (7)**

- There is a positive direct relationship and a strong statistical significance at the 0.01 level between SHRM and the competitive advantage combinations, where the value of the correlation coefficient is 0.576 between them.

As it becomes clear - there is a positive direct relationship and a very strong statistical significance at the 0.01 level between the selection strategy and the structures of competitive advantage, where the value of the correlation coefficient is 0.861 between them. As it becomes clear - there is a positive direct relationship and a very strong statistical significance at the 0.01 level between the selection strategy and the structures of competitive advantage, where the value of the correlation coefficient is 0.861 between them. Also - there is a positive direct relationship and a strong statistical significance at the 0.01 level between the motivation strategy and the formations of competitive advantage, where the value of the correlation coefficient is 0.772 between them.

## Discussion and Conclusion

Companies in Iraq need to be aware of how stakeholder relationship management and stakeholder behavior, which are covered in stakeholder management theory, can affect their business. The factors that can result from cultural differences in the modern world must be analyzed and studied. The performance of the company may suffer if the demands and needs of stakeholders are not addressed. A pleasant working atmosphere encourages individuals to commit to the organization, which has a favorable effect on decision-making. As long as the workforce supports the business, the performance of the enterprise improves.

Performance is positively impacted when businesses successfully manage stakeholder relationships and satisfy stakeholder expectations and demands. This demonstrates how crucial employees' financial commitment is (Xu et al. 2019). By making wise judgments and avoiding conflicts between business management and stakeholders on both sides through clear communication and good understanding, it is possible to improve business performance. In this sense, businesses should place more emphasis on the idea of stakeholders and create relationships with them that are based on trust.

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