



## A STUDY ON IMPACT OF HUMAN RESOURCE FOR GAINING COMPETITIVE ADVANTAGE AT RAJHANS NUTRIMENTS PVT LTD

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### ABSTRACT

For this research study, Data are collected from the questionnaire which were being filled up by the employees who were working in the organization. After collecting the data through questionnaire, I have come to know about which factors contributed mostly in the impact of human resource for gaining competitive advantage in the organization. In the organization, majority of employees are male, married and belong to young age group. Most of employees were believe that HR is well represented within a company and having a human resource department is essential for a company success. Most of employees think that they frequently need to contact HR. Most of employees also believe that human resource is a crucial source of competitive advantage (CA) for a company and HR department helps a firm accomplish a competitive advantage. This study also found that most of respondents believe their company's real value is its people, and that the company makes efforts to retain its employees. So from the findings I can conclude that the majority of respondents strongly believe that a company can succeed only if its human resource gives maximum contribution.

### 1. INTRODUCTION

Rajhans Nutriments Pvt Ltd. is a chocolate manufacturing company is located in Surat, Gujarat and has its presence all over India with its regional/branch offices. It is engaged into manufacturing of premium chocolate which are marketed under the brand name, Schmittens Chocolates (Premium Swiss molded chocolate) and Hoppits (Premium chocolate bars) with an average installed capacity of chocolate production is 25 tonnes per day.

Organizations are operating in a dynamic and competitive environment. They need to create and sustain a competitive advantage if they want to survive and grow. A traditional source of competitive advantage has been eroded. Now it is believed that productivity is through people. People provide an organization with a source of competitive advantage. Various studies have concluded that an organization's human resources can be a significant source of competitive advantage. The human factor is the only organizational resource that can develop a competitive advantage. Competitive advantage means positioning your company ahead of other companies in order to achieve superiority in quality, low cost, value or innovation. Regardless of what it means to a company, it may be the single factor to attaining success and business sustainability. There are many strategies that contribute to achieving a competitive advantage, but maximizing your human capital is a major contributor to achieving a competitive edge in the marketplace.

### 2. REVIEW OF LITERATURE

**Jay B. Barney and Patrick Wright, (1998)** had conducted a study "On Becoming A Strategic Partner: The Role Of Human Resource In Gaining Competitive Advantage". Despite managers' claims that human resources are a company most valuable asset, many organisational decisions do not reflect this belief. This study examines the importance of the Human Resource (HR) function in establishing a sustainable competitive advantage using the VRIO (value, rareness, imitability, and organisation) paradigm. They examine why some commonly cited sources of sustainable competitive advantage aren't, as well as what components of a company's human resource can provide such a source. They also look at the HR executive's position as a strategic partner in the company's development and maintenance of competitive advantage.

**Randall S. Schuler and Ian C MacMillan, (2006)** had conducted a study on "Gaining Competitive Advantage Through Human Resource Practices". Gaining and maintaining competitive advantage is critical to a corporation's growth and prosperity. Although companies can use a variety of approaches to achieve this goal, one that is sometimes overlooked is focusing on outstanding human resource management. Many businesses are recognising the growing importance of their human resources, but few are thinking about them strategically-in terms of how to achieve a competitive advantage. As a result, many businesses miss out on the chance to gain a competitive advantage by implementing human resource practices. They are, however, a few businesses that do not pass up the possibility, They use them as examples of how to use a "target/thrust matrix" final conclusions have important ramifications for company strategy as well as personnel and human resources.

**Mehran Hajilou, (2015)** had conducted a study "On Effect Of The Strategic Approach To Human Resource Management In Businesses Performance And Gaining Competitive Advantage: A Study Case In Southwest Airlines". Under these conditions; Human resource researchers have focused on critical problems throughout the last few decades. To begin, what motivates companies to take a strategic approach to human resource management and how are human resource plan developed? Is there a link between internal and external characteristics and implementing strategic human resource

management? The distinction between strategic human resource management and human resource strategies is addressed in this article, which begins with a description of related ideas in human resource management. After all, the factors that make Southwest Airline efficient, as well as the company's strategic approach to human resource management, have been investigated. The outcomes of this company show that having a clear strategic direction and cultivating a company culture where everyone is committed to success are essential.

**Randall S. Schuler and Susan E. Jackson, (1987)** had conducted a study on "Facilitating Entrepreneurship To Gain Competitive Advantage: Implications For Human Resource Management Practices". Firms are increasingly attempting to establish and apply entrepreneurial strategies in order to improve their prospects of getting a competitive edge and being effective under these conditions,' What impact does the use of entrepreneurial strategies have on human resource management practises?' is a critical question raised by these efforts, Our findings imply that pursuing a high risk, high reward strategy can have a big impact on HRM practises.

**Joachim Block and Stefan Wolfgang Pickl, (2014)** had conducted a study on "Human Resource Model For Performance Optimization To Gain Competitive Advantage". Human resources are one of a company's most valuable assets under these circumstances. This is especially true in the ongoing information era, as blue collar to white collar job is transitioning. Implementing efficient and effective human resource management (HRM) practises can lead to a long-term competitive advantage and contribute to an impact on organisational performance, the processes at work are largely unknown, They give a holistic representation of an organization's human resources. They combined two traditionally seperate domains of HRM research: the micro and macro perspectives, using system dynamics and agent-based modelling and simulation. The preliminary numerical simulation findings point to a promising future.

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### 3. METHODOLOGY

#### Objectives

- To study demographic profile of human resource of the company.
- To study the factors influencing human resource for gaining competitive advantage in the organization.
- To study whether company makes efforts to make human resource effective for gaining competitive advantage.

#### Sample Size

- The sample of **100 employees** is selected from the company for a research study.

#### Data Collection Method

- Here, for this research study, **Survey Data Collection method** is used for the study.

#### Research Instrument:

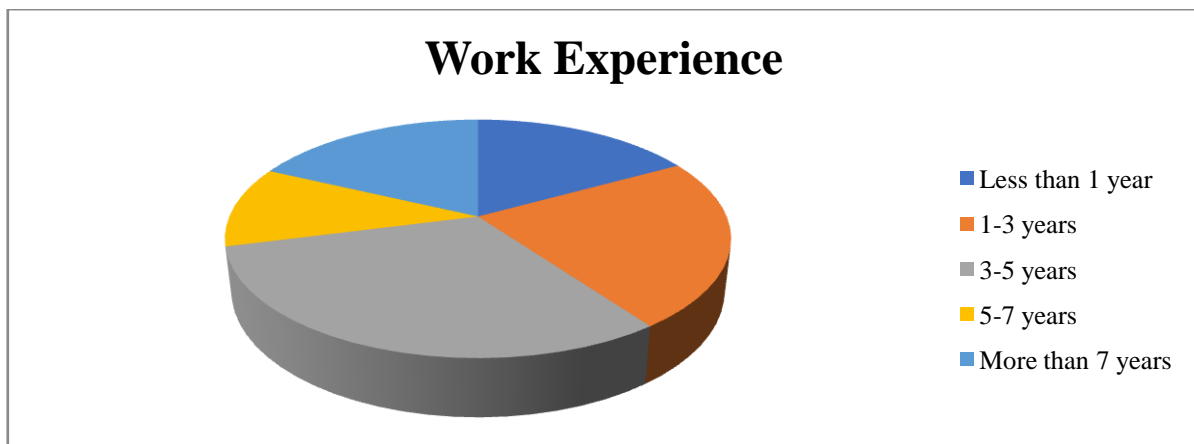
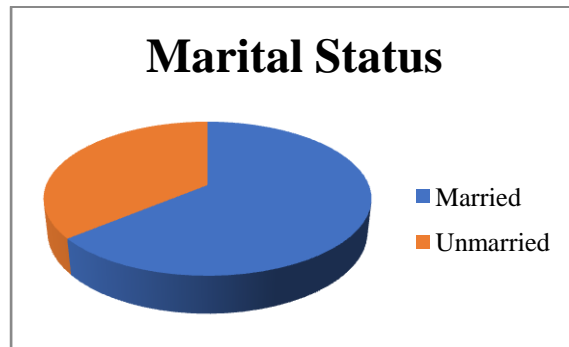
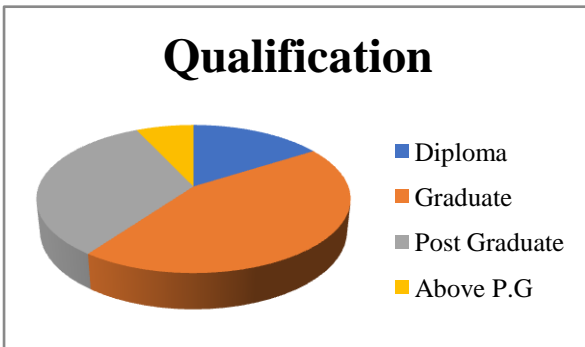
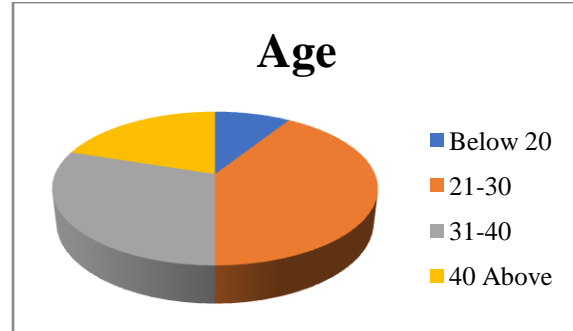
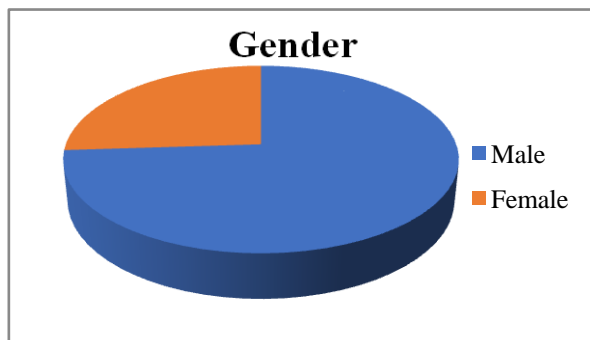
The data has been tabulated and suitable statistical tools such as percentages and averages have been used for the analysis of data. Also the statistical tools such as mean, standard deviation, kurtosis and skewness have been applied. The Mann-Whitney test and Kruskal Wallis Test has also been applied to find out the significance of differences (at 0.05 levels) wherever applicable.

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### 4. DEMOGRAPHIC DETAILS OF RESPONDENTS

Any study is incomplete without a detailed outline of demographic profile of respondents. Keeping in mind this fact, an effort has been made to seek background information of respondents.

#### Frequencies:



74% of respondents are male and 26% of respondents are female in a Rajhans Nutriments Pvt Ltd. So, It can be interpreted that majority of the employees are male in a company. 9% of respondents are from the age group of Below 20, 41% of respondents are from the age group of 21-30, 30% of respondents are from the age group of 31-40, and 20% of respondents are from the age group of 40 Above respectively. So, It can be interpreted that majority of the employees belongs to youth and adult age group. 16% of respondents did Diploma, 44% of respondents did graduate, 33% of respondents did post graduate and 7% of respondents did above post graduate. So, It can be interpreted that majority of the employees are graduated and literate. 64% of respondents are married and 36% of respondents are unmarried. So, It can be interpreted that majority of the employees are married in a company. 17% of respondents are having less than 1 year of work experience, 23% of respondents are having 1 - 3 years of work experience, 31% of respondents are having 3 - 5 years of work experience, 11% of respondents are having 5 - 7 years of work experience and 18% of respondents are having more than 7 years of work experience. Thus, It can be interpreted that majority of the employees are having 3 - 5 years of work experience.

#### CROSS TABULATION

Age Group * Work Experience Cross Tabulation						
Count						
	Work Experience					Total
	Less than 1 year	1 - 3 years	3 - 5 years	5 - 7 years	More than 7 years	

<b>Age Group</b>	<b>Below 20</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>
	<b>21 – 30</b>	<b>7</b>	<b>22</b>	<b>9</b>	<b>3</b>	<b>0</b>	<b>41</b>
	<b>31 – 40</b>	<b>1</b>	<b>1</b>	<b>22</b>	<b>4</b>	<b>2</b>	<b>30</b>
	<b>40 Above</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>16</b>	<b>20</b>
<b>Total</b>		<b>17</b>	<b>23</b>	<b>31</b>	<b>11</b>	<b>18</b>	<b>100</b>

Organization has maintain the good combination of experience and Age. From above, we can analyse that most of employees have experience of up to 5 years and other senior employers have experience of more than 5 years.

<b>Opinion Regarding Representation of HR in the Company</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	95	95.0	95.0	95.0
	<b>No</b>	5	5.0	5.0	100.0
	<b>Total</b>	100	100.0	100.0	

In the above table; the frequency for positive response is 95. Hence, It means that 95% of the respondents believe that HR is well represented within their company. The frequency of negative response is 5. Hence, It means that 5% of the respondents were not believe that HR is well represented within their company. From this we can interpret that majority of respondents believe that HR is well represented within their company.

<b>Opinion about Necessity of Having a human resources department for Company's success</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	93	93.0	93.0	93.0
	<b>No</b>	7	7.0	7.0	100.0
	<b>Total</b>	100	100.0	100.0	

In the above table; the frequency of positive response is 93. Hence, It means that 93% of the respondents believe that having a human resource department is essential for a company's success. The frequency of negative response is 7. Thus, It shows that 7% of the respondents not believe that having a human resource department is essential for a company's success. From this we can interpret that majority of respondents believe that having a human resource department is essential for a company's success.

<b>Opinion of Employees Regarding Frequency of Contacting HR Department</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Rarely</b>	9	9.0	9.0	9.0
	<b>Frequently</b>	73	73.0	73.0	82.0

	<b>Occasionally</b>	18	18.0	18.0	100.0
	<b>Total</b>	100	100.0	100.0	

In the above table; the frequency of rarely is 9. Thus, It means that 9% of respondents think that they rarely need to contact HR. The frequency of frequently is 73. Hence it means that 73% of respondents think that they frequently need to contact HR. The frequency of occasionally is 18. Thus, It shows that 18% of respondents think that they occasionally need to contact HR in the organization.

<b>Opinion Regarding HR as a Crucial Source for Competitive Advantage</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	90	90.0	90.0	90.0
	<b>No</b>	10	10.0	10.0	100.0
	<b>Total</b>	100	100.0	100.0	

In the above table; the frequency of positive response is 90. Thus, It shows that 90% of respondents believe that Human resource(HR) is a crucial source of competitive advantage(CA) for a company. The frequency of negative response is 10. Hence, It means that 10% of respondents believe that Human resource(HR) is not a crucial source of competitive advantage (CA) for a company

<b>Opinion Regarding Contribution of HR Department in Gaining Competitive Advantage</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	94	94.0	94.0	94.0
	<b>No</b>	6	6.0	6.0	100.0
	<b>Total</b>	100	100.0	100.0	

In the above table; the frequency of positive response is 94. Hence, It means that 94% of the respondents believe that having an HR department helps a firm accomplish a competitive advantage. the frequency of negative response is 6. Thus, It shows that 6% of the respondents not believe that having an HR department helps a firm accomplish a competitive advantage.

#### **Analysis and Interpretation**

As there are too few cases Reliability Test Can't be applied, hence parametric test has been applied.

#### **Descriptive Statistics**

Descriptive statistics was applied to do detailed analysis of variables measuring opinion regarding overall satisfaction of employees.

#### **OPINION REGARDING OVERALL SATISFACTION OF EMPLOYEES.**

Overall satisfaction of employees										
	N	V.D	D	N	S	V.S	Mean	Std. Deviation	Skewness	Kurtosis
Overall satisfaction of employees with Human Resource management of an organization	100	0	7	13	29	51	4.2400	.93333	-1.033	.076

In the above table; the mean is 4.24. Hence, we can say that the majority of respondents are very satisfied with human resource management of their organization.

The skewness value is -1.033 which is less than -1.0; Hence, It means that the distribution is left skewed and kurtosis value is 0.076 which is less than 3; Thus, it shows that the data set has lighter tails than a normal distribution.

#### OPINION REGARDING FACTORS INFLUENCING HR FOR GAINING COMPETITIVE ADVANTAGE

Factors that influence HR for gaining competitive advantage in the organization											
	N	E	V.G	G	F	P	Mean	Std. Deviation	Skewness	Kurtosis	Mean Rank
Human Resource planning	100	23	47	30	0	0	2.0700	0.72829	-0.108	-1.087	3rd
Employee empowerment and participation	100	35	30	35	0	0	2.0000	0.84087	0.000	-1.590	4th
Information sharing	100	43	38	19	0	0	1.7600	0.75371	0.430	-1.118	7th
Selective recruiting	100	20	29	51	0	0	2.3100	0.78746	-0.614	-1.119	2nd
Training and development	100	32	38	30	0	0	1.9800	0.79111	0.036	-1.395	5th
Performance appraisal	100	19	39	36	4	2	2.3100	0.89550	0.376	0.275	2nd
Pay/Benefits	100	21	12	61	5	1	2.5300	0.91514	-0.534	-0.345	1st
Recognition and Motivation	100	46	31	22	0	1	1.7900	0.85629	0.815	0.327	6th

The opinions of all the employees regarding the above mention all the influencing factors of HR for gaining Competitive advantage seems to be positive as the mean of all the variables are near 4 out of 5.

The 1st mean rank is of working hours as 79% of employees out of 100 are highly satisfied with working hours. The lower mean rank is of Canteen facility, gets 6th rank as only 18% of employees out of 100 are strongly agreed on it. However, as the responses are >3.5 mean in case of all responses, it can be inferred that overall the responses were positive for all the 9 statements quoted above. The same is supported by mean figures and the figures of skewness. The Figure of Kurtosis supports skewness.

**STUDY ON OVERALL IMPACT OF HR FOR GAINING COMPETITIVE ADVANTAGE**

Statements											
	N	S.D	D	N'	A	S.A	Mean	Std. Deviation	Skewness	Kurtosis	Mean Rank
HRP is done very effectively in an organization.	100	2	1	10	35	52	4.3400	0.85540	-1.611	3.350	2 <sup>nd</sup>
The company encourages employee empowerment and participation.	100	2	1	9	47	41	4.2400	0.81798	-1.489	3.636	5 <sup>th</sup>
Employees believe in information sharing in a company.	100	2	1	16	38	43	4.1900	0.88415	-1.190	1.838	8 <sup>th</sup>
Selection process is followed scientifically.	100	2	1	13	48	36	4.1500	0.83333	-1.252	2.689	9 <sup>th</sup>
T & D is imparted to employees at regular interval.	100	3	1	6	67	23	4.0600	0.77616	-1.824	5.973	11 <sup>th</sup>
T & D provided to employees is effective in an organization.	100	3	0	17	33	47	4.2100	0.93523	-1.342	2.144	6 <sup>th</sup>
The company follows performance appraisal system.	100	2	10	10	59	19	3.8300	0.92174	-1.074	1.082	12 <sup>th</sup>
Performance appraisal is done very scientifically in a company.	100	2	7	12	39	40	4.0800	0.99168	-1.114	0.857	10 <sup>th</sup>
Employees are adequately recognized for their good work and contributions.	100	2	3	8	35	52	4.3200	0.89758	-1.623	2.953	3 <sup>rd</sup>
Management think employees of their company are its real asset.	100	3	1	6	42	48	4.3100	0.87265	-1.863	4.634	4 <sup>th</sup>
Company makes efforts to retain its employees.	100	3	2	10	42	43	4.2000	0.92113	-1.519	2.867	7 <sup>th</sup>
Company believes that if can succeed only if its HR give maximum contribution.	100	2	1	7	35	55	4.4000	0.82878	-1.847	4.536	1 <sup>st</sup>

### Normality

If the significance value is less than 0.05(< 0.05) then we can say that this is a non parametric test and if the significance value is greater than 0.05 (> 0.05) then we can say it is a parametric test. Here our significance value is less than 0.05(< 0.05) so we have used non parametric tests.

### Mann-whitney test

Mann-whitney test has been applied in the present study to find the responses of respondents belonging to different genders.

**H0:** There is no statistical significant difference in the opinion of respondents belonging to different genders regarding competitive advantage.

**H1:** There is statistical significant difference in the opinion of respondents belonging to different genders regarding competitive advantage.

Test statistics				
	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Overall satisfaction of employees with Human Resource management of an organization.	933.000	1284.000	-0.249	0.804
Factors that influence HR for gaining competitive advantage in the organization.				
Human Resource planning	853.500	3628.500	-0.921	0.357
Employee empowerment and participation	962.000	1313.000	0.000	1.000
Information sharing	740.000	1091.000	-1.882	0.060
Selective recruiting	758.500	3533.500	-1.750	0.080
Training and development	910.000	1261.000	-0.434	0.664
Performance appraisal	950.500	1301.500	-0.096	0.924
Pay/Benefits	797.000	3572.000	-1.485	0.137
Recognition and Motivation	943.500	1294.500	-0.157	0.876
Statements				
HRP is done very effectively in an organization.	797.000	3572.000	-1.436	0.151
The company encourages employee empowerment and participation.	883.000	3658.000	-0.683	0.495
Employees believe in information sharing in a company.	842.000	3617.000	-1.016	0.310
Selection process is followed scientifically.	916.000	1267.000	-0.394	0.693
T & D is imparted to employees at regular interval.	897.500	3672.500	-0.612	0.541

<b>T &amp; D provided to employees is effective in an organization.</b>	843.000	3618.000	-1.011	0.312
<b>The company follows performance appraisal system.</b>	891.500	3666.500	-0.625	0.532
<b>Performance appraisal is done very scientifically in a company.</b>	846.500	3621.500	-0.970	0.332
<b>Employees are adequately recognized for their good work and contributions.</b>	729.000	3504.000	-2.027	0.043
<b>Management think employees of their company are its real asset.</b>	850.000	3625.000	-0.975	0.330
<b>Company makes efforts to retain its employees.</b>	672.000	3447.000	-2.478	0.013
<b>Company can succeed only if its HR give maximum contribution.</b>	668.000	3443.000	-2.599	0.009

The value is not significant in case of all the above questions at 5% level of significance indicating that our null hypothesis is accepted. This indicates that difference in the opinion of respondents belonging to different gender is not significant, but it is by chance.

#### Kruskal wallis test

Kruskal wallis test has been applied in the present study to find the responses of respondents belonging to different age groups.

**H0:** There is no statistical significant difference in the opinion of respondents belonging to different age groups regarding competitive advantage.

**H1:** There is statistical significant difference in the opinion of respondents belonging to different age groups regarding competitive advantage.

<b>Test Statistics</b>			
	<b>Kruskal-Wallis H</b>	<b>Df</b>	<b>Asymp. Sig.</b>
<b>Overall satisfaction of employees with Human Resource management of an organization.</b>	3.433	3	0.330
<b>Factors that influence HR for gaining competitive advantage in the organization.</b>			
<b>Human Resource planning</b>	3.511	3	0.319
<b>Employee empowerment and participation</b>	10.308	3	0.016
<b>Information sharing</b>	2.329	3	0.507
<b>Selective recruiting</b>	5.870	3	0.118
<b>Training and development</b>	5.841	3	0.120
<b>Performance appraisal</b>	0.297	3	0.961

<b>Pay/Benefits</b>	1.792	3	0.617
<b>Recognition and Motivation</b>	1.281	3	0.734
<b>Statements</b>			
<b>HRP is done very effectively in an organization.</b>	4.021	3	0.259
<b>The company encourages employee empowerment and participation.</b>	3.959	3	0.266
<b>Employees believe in information sharing in a company.</b>	0.291	3	0.962
<b>Selection process is followed scientifically.</b>	0.358	3	0.949
<b>T &amp; D is imparted to employees at regular interval.</b>	2.414	3	0.491
<b>T &amp; D provided to employees is effective in an organization.</b>	1.076	3	0.783
<b>The company follows performance appraisal system.</b>	0.811	3	0.847
<b>Performance appraisal is done very scientifically in a company.</b>	4.574	3	0.206
<b>Employees are adequately recognized for their good work and contributions.</b>	3.700	3	0.296
<b>Management think employees of their company are its real asset.</b>	6.837	3	0.077
<b>Company makes efforts to retain its employees.</b>	5.401	3	0.145
<b>Company can succeed only if its HR give maximum contribution.</b>	0.919	3	0.821

The value is not significant in case of all the above questions at 5% level of significance indicating that our null hypothesis is accepted. This indicates that difference in the opinion of respondents belonging to different age groups is not significant, but it is by chance.

#### **MAJOR FINDINGS**

1. In a Rajhans Nutriments Pvt Ltd.; majority of employees are male, married and belong to young age group.
2. Majority of employees qualified by graduate and having 3-5 years of work experience
3. Most of employees were believe that HR is well represented within their company and having a human resource department is essential for a company success.
4. Most of employees think that they frequently need to contact HR.

5. Most of employees also believe that human resource is a crucial source of competitive advantage (CA) for a company and HR department helps a firm accomplish a competitive advantage.
6. Overall respondents very satisfied with human resource management of their organization.
7. In a Rajhans Nutriments Pvt Ltd.; Most of the respondents are just slightly satisfied with human resource planning, employee empowerment and participation, selective recruiting, training and development, performance appraisal, pay/benefits and highly satisfied with information sharing and recognition and motivation.
8. Respondents are strongly agree with that employees of their company are its real asset.
9. Respondents are agree with that company makes efforts to retain its employees
10. Respondents are strongly agree with that company can succeed only if its human resource give maximum contribution.
11. There is no significant relation between opinions of respondents and different genders.
12. There is no significant relation between opinions of respondents and different age groups.

### **SUGGESTIONS**

- 1) The company should make more efforts to improve its human resource planning.
- 2) The company should improve effectiveness of its training and development cell. It should lay more focus on employee empowerment and their participation.
- 3) The company should work on performance appraisal system to create more positive impact on employees' performance.
- 4) The company should provide better pay/benefits to retain its employees.

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### **5. CONCLUSION**

This study shows that human resource are an important aspect for gaining a competitive advantage and they can ultimately help locate, hire, train and maintain a finely tuned and productive workforce, thus help to gain a competitive advantage for a company. Relying on human resource department to recruit the best employees, design appropriate, and effective training programs can help to gain a competitive advantage for a company. While competitors struggle with maintaining an experienced and motivated workforce, these company can focus on productivity and increased sales when the HR department plays an integral role in their workforce department. The majority of respondents believe that HR is well-represented within a company and that having a human resource department is essential for the success of a company. This study also conclude that the company handles such factors like information sharing, recognition and motivation in a professional manner and factors like human resource planning, employee empowerment and participation, selective recruiting, training and development, performance appraisal and pay/benefits in a well manner. This study also found that the majority of respondents believe their company's real value is its people, and that the organization makes attempts to keep them. The majority of respondents strongly believe that a company can succeed only if its human resource gives maximum contribution.

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