

Human Resource Best Practices Towards Organisational Competitiveness Case Study of a Bahraini Oil Sector State-Owned Enterprise

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Abstract

Purpose: This paper aims to overview Bahrain's various H.R. and organisational behavior elements. It will help participants develop effective strategies to improve their organization's competitive position. Due to the continuous changes in the economy and society, the importance of Human Resource Management has become more significant. It is widely believed that effective H.R. practices can improve an organization's competitive advantage. Therefore, this paper aims to identify the various factors that affect the human resource management practices of an oil sector company in Bahrain.

Method: Due to the Covid 19 situation, the study collected data from around 300 (271 valid cases) employees through a random sampling method. The data were analyzed using Excel and SPSS software.

Results: The study revealed that the recruitment process and other factors greatly affected its competitive advantage. Analysis showed recruitment and selection are positively and significantly related to organizational competitiveness. Also, Job design is positively and significantly related to organizational competitiveness. The overall model was highly significant with a coefficient of determination over 0.76.

Conclusion: The objective of this study was to identify the various strategies and programs that H.R. leaders can implement to help their firms gain long-term competitive advantages. The study focused on the H.R. strategies of Bahrain's oil and gas industry. It revealed that employees should be encouraged to behave more intelligent. The researchers noted that the H.R. professionals of large companies could gain this benefit by performing their duties effectively.

Keywords: Organisational Competitiveness, HRM, Recruitment and Selection, Reward systems, Job Design, Training and Development, Oil Sector.

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Introduction

Due to the importance of H.R., today's environment is constantly changing. It can also be unstable and unpredictable due to the various factors that can affect the operation of an organization. These issues will require the involvement of managerial experts to give their recommendations. The main challenge of an organization's human resource management is to ensure that its practices are aligned with the needs of the employees and the business environment. The



ability to utilize the knowledge and capabilities of the organization's employees is the key to overcoming competitive challenges. In addition, this resource can be used to attract, develop, and sustain the talent of the organization's employees. Human resource management has been widely discussed in various academic and industrial fields. The H.R. department for any organization is responsible for various activities related to the wellbeing of the company's employees. This includes the recruitment and selection of new staff members and existing ones.

Through this study, we will analyze the various human resource practices that affect the satisfaction of employees and study practices that influence organizational competitiveness and human capital management. The study aims to explore various practices related to human resource management that can improve an organisation's efficiency. With the help of HRM best practices, organizations can accelerate the pace of their settlement in the market and improve their financial or non-financial performance.

The researcher has taken a combination of Human Resource Management Practices based on prior research in organisational competitiveness and human resource management practices. Due to the nature of the human resource management process, it is expected to focus on high-performance work practices. Therefore, the researcher decided to explore various issues that included recruitment and selection, reward systems, job design, and training and development that significantly influence the organisations' effectiveness and performances.

Literature Review

Organisational competitiveness is the organization's capabilities to adjust to the environmental changes and the ability of employees to sustain in that environment for the long term. It is also considered an organisation's potential to achieve the targeted goal with high profits and satisfy customers' expectations (Varga, 2017). Researchers have explored different factors of organisational competitiveness that are comprised of speed, innovation, quality, knowledge, cost, flexibility, cultural factors, strategic alliance, human capital, production techniques, communication technologies, and control system (Roman, Piana, de Mello, & Erdmann, 2012). Along with other factors like innovative and value-adding abilities, organisations produce the products and services on the standards settled by social responsibility.

To accomplish the requirement of business competition dynamics, every organization utilises its specific resources, that includes the knowledge and capabilities of its human resources, to survive within any particular context or environment (McIver, Lengnick-Hall, Lengnick-Hall, & Ramachandran, 2013; Kim, Hoskisson, & Lee, 2015). For this purpose, the human capital that contains fascination, progress, arrangement, and exceptionality, is considered helpful for enhancing organisational performance (Lin, Wang, Wang, & Jaw, 2017). Thus, organisational competitiveness requires a strategy to achieve the goals and improve the organization's performances from different policies and resources (Ugoani, 2016). Among these resources, human resource is one of the essential assets of any organisation, and as every human has some strengths and weaknesses to face the different competitions in different domains, every organization must aim to have such strengths and weaknesses to survive in the competitive era (Lin et al., 2017).

Organisations are a combination of different individuals who work together to achieve common objectives. Likewise, competitiveness refers to the performance and capabilities

of organisations, industries, and countries to compete positively and effectively more than other competitive organisations (Park, Jo, & Park, 2019). Organisational competitiveness manages its capabilities to create more economic value than other competitive organisations. Such capabilities include collecting different competencies like producing products or services according to customer's demands and having a flexible and versatile way of designing such products and services. When organisations fulfil customers' needs, it provides a competitive advantage and superiority over their rivals (Sellitto & Hermann, 2019).

Nowadays, organisations majorly concentrate on acquiring human capital as the human capital known as the organization's employees are the most precious capital of an organisation. Because the overall performance of organisations majorly depends on the performance of its employees (Pirzada, Hayat, Ikram, Ayub, & Waheed, 2013). Organisations should plan before recruiting the employees because only a suitable employee can generate a competitive advantage. Therefore, recruitment has become one of the challenging tasks for any organisation. Getting an appropriate candidate who can achieve the competitive targets of organisations and fulfil the vacant position requirement is not easy for any familiar candidate (Adeyemi, Dumade and Fadare 2015). For this purpose, organisations must have an excellent human resources plan program that manages a recruitment strategy. The recruitment and selection process of employees begins with the apparent motive of the organization that are based on, to look forward to the awareness, expertise, skills, and other characteristics of employees (Abbasi, Tahir, Abbas, & Shabbir, 2020)

Human resource management is very much identifiable from its terminology: it is the management of human resources that mainly involve administering the organization's humans. Most human resource departments are involved in several tasks, such as managing all employees issues (Azeez, 2017). When conducting interviews with the candidate of the interviews with the job candidate, human resource managers look forward to different criteria at the time of recruitment that includes the education of the candidate along with the experience if he has any previously, his future aim and objectives along with the expectation of candidate from the organization. Thus, the topic of rewards or benefits usually arises. The resource department managers start to attract and ultimately convince candidates to join them with an attractive salary package and benefits (De Freitas Bradley, 2017). However, organisations have different motivators to encourage their employees with sustainable practices (Raut, Narkhede, & Gardas, 2017). The organisations mainly work to maintain ease among their employees from the impacts that occurred due to environmental and social international contracts surrounded by regulatory frameworks of different groups, continents, the United Nations, and other bodies that inspire and circulate globally (Menezes, Filho, & Drigo, 2017; Gençay, Birben, & Durkaya, 2018; Kanstrup, Swift, Stroud, & Lewis, 2018; Quesada, Klenke, & Mejía-Ortíz, 2018).

The job design is the actual structure of employees' jobs at their organisations. Job design emphasises the work and tasks that employees typically accomplish daily (Davis & Simpson, 2017). From the very beginning, the term job was found in the research of Babbage (1835) and Smith (1850). According to these scholars, it is suggested that organisations make job tasks according to their employee's specialisation and make it simple to the greatest extent feasible to the employees. In return, such employees can improve their job-related skills and devote their full attention to achieving organisational

tasks. Such improved skills and attentive behaviour of employees can improve their efficiency at the workplace. The simplification and standardisation of jobs was also an essential part of the scientific management philosophy developed by Taylor (1911). The core idea of Taylor was to design the job structure of employees to be based on standardised procedures, with highly simplified jobs descriptions. As a result, the employees can have their personal preference while taking any decision at the workplace, and in case of any avoidable circumstances, the needed actions can be taken (Lawrence, 2010).

The training and development factor comprises of three significant undertakings, including the training of employees for their development and educating the internal customers. First, the employees get trained, or it can be professional training to improve the quality at the workplace. Thus, training and development is a process in which new knowledge is introduced, through which the employees obtain unique expertise and technologies to enhance the performance in the organisations (Bos-Nehles, Renkema, & Janssen, 2017). Therefore, training was considered a vital element of human resource management practices (Robbins S. P., 2003).

Organisations' performance has become a crucial issue among scholars and practitioners because of the new waves of organisational modification and the adoption of new technologies to sustain in the competitive era. The organization's competitiveness depends on its performance and the adopted human resource management practices (Rasool, Samma, Anjum, Munir, & Khan, 2019). HRM deals with managing individuals' productivity that can be the best use for attaining the organization's strategic business objectives and satisfying the needs and requirements of such employees (Stone, 1998; Ashton, 2018). Human resource management is a tool to improve the organisation's human capital. It is a process through which organisations decide how to employ and manage their employees (Armstrong & Taylor, 2014).

Organisational competitiveness is the skill of the organization to receive a better return on investment than the industrial average repeatedly (Atuo, 2016). However, different researchers have different perceptions about organisational competitiveness as organisational competitiveness is related to price. Another perception explores the organisations' additional capabilities to deal with technology. Finally, others believe that it's an organisational ability to earn more profits. Thus, organisational competitiveness is the competitive organisational capacity enhanced from its human resource managers practices that assist in acquiring the operational infrastructure and confirm that customers are served effectively and efficiently (Budhwar, Pereira, Mellahi, & Singh, 2019).

Research Problem

The survival of any organization is majorly based on the management of its employees as they play a vital role in attaining organizational desired goals. For this, it has been explored that human resource management practices significantly impact employee and corporate performances (McCann, Graves, & Cox, 2016). Therefore to sustain the competitive advantage, the organizations should increase their performance by exploring innovative ideas for designing and executing organizational objectives.

Different researches have revealed the positive relationship between employee and organizational performance with human resource management practices (Gould-Williams, 2003; Qureshi, Akbar, Khan, Sheikh, & Hijazi, 2010). Hence, the effective implementation of human resource management practices is described as the strategies

applied to manage the inadequate human resource and achieve the desired outcomes (Siebers, Aickelin, Battisti, Celia, Clegg, & Peixoto, 2008). Therefore, HRM practices are the technical arrangement through which they develop, motivate, attract, and maintain the employees to ensure the organisation's effective execution and successful survival to achieve the competitive advantage. Numerous researches have highlighted the importance of human resources in attaining competitive advantage for the organization. Therefore, this research will explore the association between Human Resource Best Practices and Organizational Competitiveness among employees in Bahrain based on the above discussion.

Theoretical Perspectives & Research Adopted Conceptual Model

In the 21st century, due to the emerging deviations in business models, technology and use of this technology to enhance organisational productivity to survive in the business environment. On the other hand, employee's perception has been turnover due to the transformation of organisations into global entities. Based on this fact, the researchers modified the human motivational theories. They developed a new Organisational Attitude Theory called "Theory of Accountability" (Theory A) based on Organizational Behavioral Theory (Aithal & Kumar, 2016).

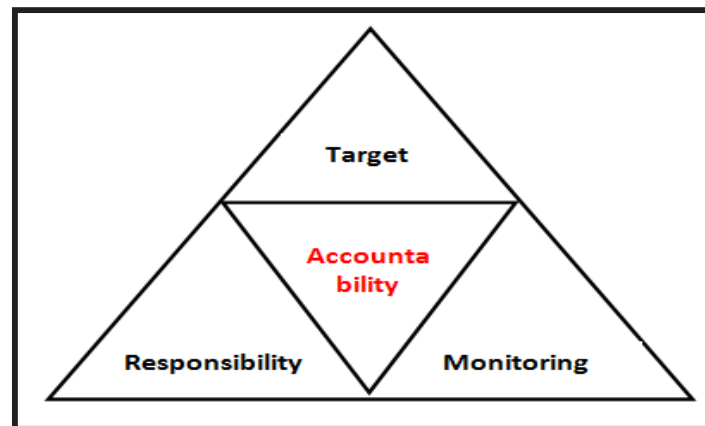


Figure 1. Constructs Framework of Accountability Theory
Source: Boxall, P., & Purcell, J. (2011).

Thus, many types of research explore that employees face several challenges in fulfilling their job requirements while achieving the targets. Those factors are then settled in the arrangement of the Ability, Motivation, and Opportunity (AMO) sequence to enhance the work performance of employees (Boxall & Purcell, 2011). Thus, Fig 2 shows the constructed framework of AMO theory.

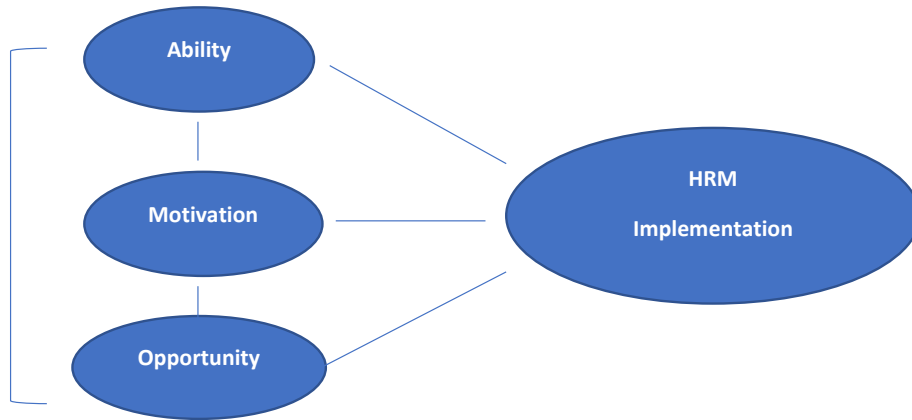


Figure 2. AMO Theory. Source: Becker, G. S. (1975) Becker

Based on the conceptualisation of Becker (1975, 1993), the human capital theory was introduced while exploring the importance of education, training, and employee selection among the employees of the Organization (Psacharopoulos & Woodhall, 1985; Schmidt, Hunter, Outerbridge, & Trattner, 1986; Levin, 1987; Swanson & Gradous, 1988; Phillips, 1997).

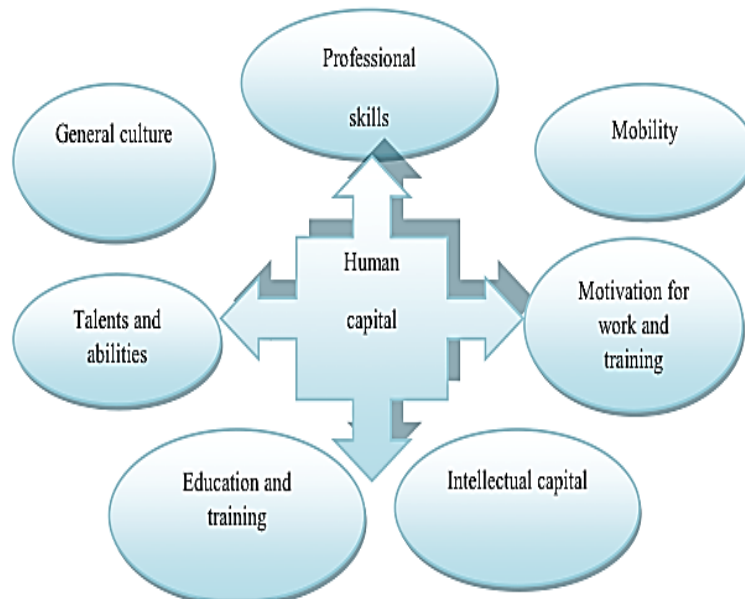


Figure 3. Human Capital Theory. Source: Barney, J. (1991)

Though, the framework in fig. 3 explores the constructs of Human Capital Theory. The resource-based theory (RBT) emphasises the performance level of organisations that varies because of the different resources utilised in the organization, which have a significant effect on employees to the maximum competitive advantage (Barney, 1991). Figure 4 shows the framework based on Resource-Based theory.

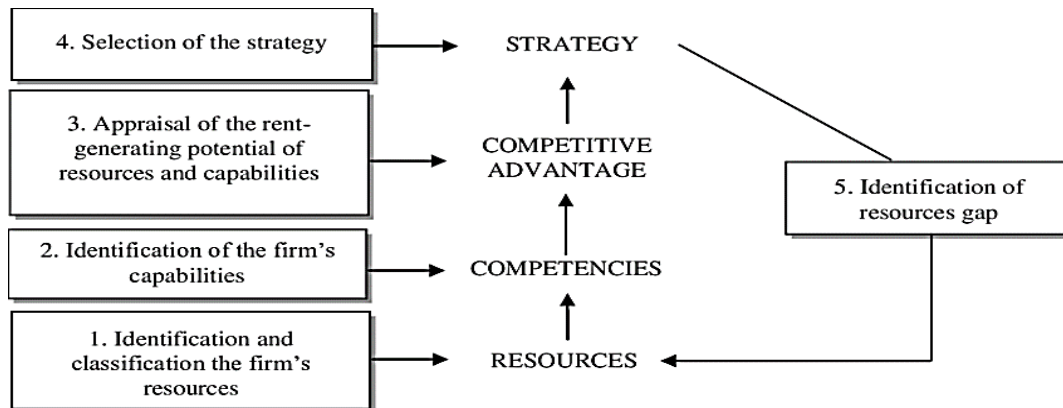


Figure 4-3. Resource-Based Theory. *Source: Barney, J. (1991)*

(Saha et al., 2017) Thus, based on this conceptualisation, the following conceptual model (Fig. 5) was developed to explore different factors related to human resource management practices towards enhancing organisational competitiveness.

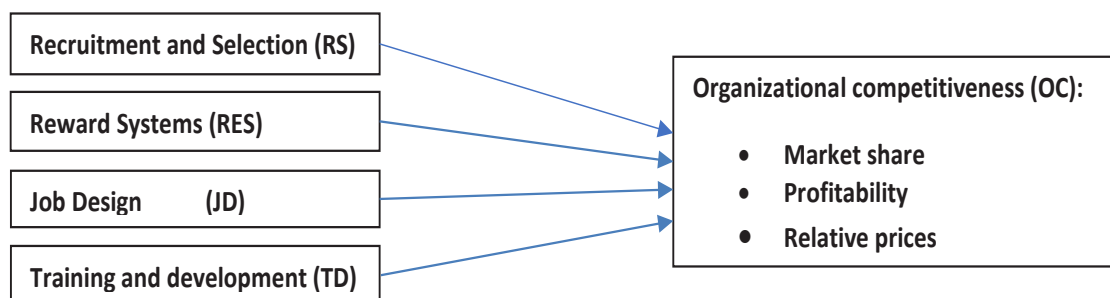


Figure 4. Framework Model Variables

Research Hypotheses

Based on the discussed research questions, the following hypothesis are proposed by the researcher:

- H1:** Recruitment and selection are positively and significantly related to Organizational Competitiveness.
- H2:** Reward systems are positively and significantly related to Organizational Competitiveness.
- H3:** Job design is positively and significantly related to Organizational Competitiveness.
- H4:** Training and development are positively and significantly related to Organizational Competitiveness.
- H5:** Human Resource Practices (Recruitment and selection, Reward systems, Job design, Training and development) are positively and significantly related to Organizational Competitiveness.

Research Methodology

A research strategy is a plan or strategy that a researcher has devised to enhance their work. It is typically used to formulate a plan or strategy to help them in their studies. A research strategy is a process that guides a researcher through the various steps necessary for a successful research project. This process requires a lot of effort from the researcher, but it is vital for any research study. The research strategy serves as a guiding light for the researcher. It helps him, or her collect and analyze the data and achieve the goals and objectives of the study. The research study aims to provide the researcher with the necessary information to perform the best possible research. It is also about helping the researcher achieve their objective by developing a proper research strategy. (Basias & Pollalis, 2018). We can identify from the above details that the researcher has used the deductive approach (quantitative approach) for this particular research study. This matter is due to the reliability and adaptability of a reasoned approach.

Data Collection Method

Data collection was carried out to ensure the accuracy of the sampling process. The researcher collected various data types to collect valuable information for the study. Data was used through statistical analysis to identify any quantifiable information from 271 respondents. This type of data is vital for research to predict different respondent's perceptions in the demographic segment. Before the data collection process, a sample from the employees working in the oil sector organisation in the Kingdom Bahrain was selected randomly to test the validity of the questions (pilot study). Hence, 30 responses were collected from the employees working at different organisational levels. There is no doubt that researchers still have prioritised data collection, primarily due to its significance considering the data is received from the participant directly.

The research is centred on participants from oil sector employees in the Kingdom of Bahrain. The study involves three main parts. The first section includes general information about the participants in the research study and has a statement of confidentiality for all personal data. The other parts consist of information about the independent and dependent variables. It was noted that the method of data collection, which is primary, contains updated information and has accuracy, which is more important to the researcher due to its high control over participants and the particular research study (Mantha, Menassa & Kamat, 2016).

With the global facing a vicious Covid-19 pandemic, we did not use the most appropriate sampling techniques. The process involved setting the sampling units through a convenience sampling technique to select the most effective sampling units. First, questionnaires were distributed to their employees according to their list in each department. Then, they collected the responses from their employees after filling in all the details.

Data Analysis and Findings

The overall reliability of the variables was found (0.948), which shows excellent reliability. Furthermore, the **Alpha Cronbach** value of the reliability test analysis has been calculated. The calculated values of Alpha Cronbach for all variables were above (0.7). The findings of this study reveal that the various human resource practices have the same effect on employee's satisfaction. Furthermore, the high alpha coefficient (>

0.7) for all items shows relatively high internal consistency, further exploring that the items have taken up to measure the same construct.

This research analysis will adopt the non-parametric test for further data analysis as we did the normality test and proved the data does not follow a normal distribution.

Table (1). Pearson Correlation Matrix

		RS	RES	JD	TD	OC
RS	Pearson Corr.	1	.560**	.647**	.744**	.750**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	226	226	226	226	226
RES	Pearson Corr.	.560**	1	.537**	.541**	.464**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	226	226	226	226	226
JD	Pearson Corr.	.647**	.537**	1	.591**	.575**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	226	226	226	226	226
TD	Pearson Corr.	.744**	.541**	.591**	1	.610**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	226	226	226	226	226
OC	Pearson Corr.	.750**	.464**	.575**	.610**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	226	226	226	226	226

**Correlation is significant at the 1% level (2-tailed).

The standardised alpha value is observed as 0.05. The correlation coefficient values matrix between the Recruitment and selection and Organisational competitiveness shows a strong positive relationship is (.750**). It indicates that the competitiveness of the oil sector Organisation is related to human resource management's recruitment and selection practice. The correlation coefficient of (.464**) value shows the positive relationship between the Reward systems and Organisational competitiveness. This identifies that the reward systems have a positive relationship with organisational competitiveness in the oil sector of the organization. The correlation coefficient value (.575**) describes the positive relationship between Job design and Organisational competitiveness. It denotes an association between job design and organisational competitiveness in the oil sector. Finally, a correlation coefficient of (.610**) describes the strong relationship between training and development and organisational competitiveness. It shows that training and development have a strong positive relationship with Organisational competitiveness.

The research has tested the hypotheses by exploring the significance of each β of the independent variables to judge their contribution to the organization's competitiveness. Results from SPSS showed significant values of Recruitment and selection and Job design β 's, implying that the relationship between the dependent variable and these two independent variables are significant at a 5% significance level, as is shown in the below tables.

Table (2). Multiable regression analysis Results

<i>Regression Statistics</i>	
Multiple R	0.760908
R Square	0.578981
Adjusted R Square	0.571361
Standard Error	0.525927
Observations	226

<i>ANOVA</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	4	84.0633	21.0153	75.979	1.9864E-40
Residual	221	61.1284	0.27659		
Total	225	145.191			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	-0.2352	0.2733	-0.8606	0.3904	-0.7737	0.3034	-0.7737	0.3034
RS	0.8154	0.0987	8.2644	1.297E-14	0.621	1.0098	0.6210	1.0099
RES	0.01867	0.06897	0.2707	0.7869	-0.1172	0.1546	-0.1172	0.1546
JD	0.1699	0.07617	2.231	0.0267	0.0198	0.3199	0.0198	0.3199
TD	0.0893	0.0766	1.1658	0.24494	-0.0616	0.2401	-0.0616	0.2401

Table (3). Research Hypotheses testing Results

Research Hypotheses	Status
H1: Recruitment and selection are positively and significantly related to organizational competitiveness.	Accepted
H2: Reward systems are positively and significantly related to organizational competitiveness.	Not Accepted
H3: Job design is positively and significantly related to organizational competitiveness.	Accepted
H4: Training and Development is positively and significantly related to organizational competitiveness.	Not Accepted
H5: Human Resource Practices (Recruitment and selection, Reward systems, Job design, Training and development) are positively and significantly related to Organizational Competitiveness.	Accepted

Hypothesis testing presented in table 3 shows that the research model's recruitment and selection variable and job design are very significant. At the same time, the other two independent variables (Reward system and Training and Development) did not

show a substantial contribution to the research model. Also, the model has achieved a 0.76 value of determination coefficient, which leads to an excellent model in explaining the variations of the dependent variable (competitiveness). The results received from the data analysis, particularly from the multiple linear regression model, explore that the effect of each human resource management practice can be analysed individually on organisational competitiveness. Thus, the results showed a significant p-value (0.000) that describes that the human resource management practices adopted in the organisations working in Bahrain are well-described and acceptable by all employees to achieve organisational competitiveness competitive era. (consider table 1). Testing H5 showed a very significant relationship between the dependent variable (organizational competitiveness O.C.) and the independent variables (H.R. best practice HRPP) with a 0.0000 significance level and a high correlation of more than 0.71, as is explained in table (4) below.

Table (4). shows the Significance relationship between OC and HRPP

	<i>HRPP</i>	<i>OC</i>
HRPP	1	
OC	0.711687	1

SUMMARY OUTPUT

Regression Statistics

Multiple R	0.711687
R Square	0.506499
Adjusted R Square	0.504295
Standard Error	0.565576
Observations	226

ANOVA

	df	SS	MS	F	Significance F
Regression	1	73.5394	73.5394	229.899	3.32E-36
Residual	224	71.65234	0.319877		
Total	225	145.1917			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	-0.03343	0.284081	-0.11769	0.906423	-0.59325	0.526381	-0.59325	0.526381
HRPP	1.055584	0.069618	15.16243	3.32E-36	0.918393	1.192774	0.918393	1.192774

Are the human resource management policies aligned with the organization's strategy to achieve organisational competitiveness?

Results are obtained by analysing the data gathered from the employees as respondents working in the oil sector of the organization through selecting them randomly. Data analysis shows that the organization's human resource management practices are appropriate and significant strategies and policies to achieve the organization's goals, mainly Organisational Competitiveness (table 4). The adopted policies were found adequate, well-demarcated, and in line with the organization's strategy as human resource management practices are calculated between 3.98 to 4.11. Such values indicate that the respondents have majorly responded with "Agree" and "Strongly Agree"

to the questions throughout the study related to human resource management practices applied to achieve organisational competitiveness in the organisation within the Kingdom of Bahrain.

Are the human resource management practices (Recruitment and selection) effective in achieving the competitive advantage?

The data analysis obtained (table 3) shows the significant values with a p-value of 0.000, showing that this variable has significantly impacted the model. Also, the significance level of the p-value (0.000) was also explored in the Multiple Linear Regression Model for the independent variable Job design. Therefore, it implies that this variable has a significant weight in the regression model of the study. On the other hand, reward systems and Training and Development variables did not show a significant p-value, and therefore, we better get rid of them.

This section is a detailed discussion on the study results with statistical analysis and views from studies in the literature.

1. The data analysis explored the results of this research study. Human resource management practices have a practical approach to attaining an organisation's competitive advantage, particularly oil. Results obtained from this study are supported by the results obtained from the research conducted by Obeidat, Tawalbeh, & Masa'deh (2018). The researchers have stressed the significance of HRM and total quality management practices to develop a competitive advantage. Along with the importance of increasing employees' abilities to compete in the marketplace. According to this research study, organisations must understand how to attract, retain, and motivate skilled human resources to achieve organisational competence.
2. Further, the results of this research study are also supported by the work of the study conducted by Budhwar, Pereira, & Mellahi, Singh (2018) in "The state of HRM in the Middle East: Challenges and future research agenda." A robust structured literature analysis is undertaken in this research, highlighting the key developments in human resource management (HRM) in the Middle East.
3. Based on the results of data analysis in which individual positive relationship of human resource management practices with organisational competitiveness is explored and supported by the research study Hazimah, Mat, Mohamed, Salleh, & Yusof, (2020) in "Investigating The Relationship Between HRM And Employee Significant Behavior From The Perspective Of AMO Theory". In addition, employees' perceptions of HRM policies and practices in assisting them in performing and contributing to achieving the organisational goals are thoroughly discussed.
4. This research study explores the adequate policies and strategies adopted in the organisations, supported by the survey conducted by Utama, Abdullah, & Widodo (2020) in "Building Organizational Competitiveness By Building Convergence Of Business Strategy And H.R. Strategy". Therefore, organisations should maintain business strategies with HRM strategies to achieve the desired goals to attain organisational competitiveness.
5. This research study highlights employees' importance through the human resource management practices comprising Recruitment and Selection, Reward systems, Job design, and Training and Development. Thus, these results are supported by (Lerato Ngwenya 2016) research in "Improvement of Productivity and Employee Performance through Efficient Human Resource Management Practices."

Conclusion

The objectives of this research were initiated to analyze the various human resource management factors that affect the competitive advantage of Bahrain's organizations. In addition, the study also aims to determine the relationship between the different H.R. practices and organizational competitiveness.

The research revealed that focusing on the H.R. policies and strategies aligned with the organization's goals and culture can help firms enjoy long-term competitive advantages. However, this research also highlighted the challenges that H.R. managers face implementing their strategies and programs effectively.

Through the support of literature, organizations can create programs and practices that can help them remain sustainable and competitive. This would allow them to realize the long-run advantage of their products and services.

This research analyzed the competitive environment of Bahrain's oil and gas industry. It revealed that the human resource managers of these companies should adopt an environment that encourages their employees to behave more intelligent. The research also stated that if the human resource managers of these firms perform their duties effectively, they can improve their companies' competitive advantage and global productivity.

Further Study

The study has explored that employees' role within organisations is vital in management. Therefore, any organisation's survival and performance are highly influenced by a set of human resource management (HRM) practices and need to be explored in further investigated with particular interest to compare with other GCC countries.

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أفضل ممارسات الموارد البشرية نحو التنافسية التنظيمية دراسة حالة لمؤسسة مملوكة للدولة في قطاع النفط البحري

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المُستخلص

الهدف: تهدف هذه الورقة البحثية إلى القاء الضوء على العديد من عناصر الموارد البشرية والسلوك التنظيمي في البحرين. البحث سيساعد المنظمات على تطوير استراتيجياتهم بصورة فعالة لتحسين وضعهم التنافسي. ان التغييرات المستمرة في الاقتصاد والمجتمع ، أصبحت لها أهمية أكبر في إدارة الموارد البشرية. من المعتقد على نطاق واسع أن ممارسات الموارد البشرية الفعالة يمكن أن تحسن الميزة التنافسية للمؤسسة. لذلك ، تهدف هذه الورقة إلى التعرف على العوامل المختلفة التي تؤثر على ممارسات إدارة الموارد البشرية لشركة قطاع النفط في البحرين.

الطريقة: نظرًا لحالة جائحة كورونا- كوفيد 19 ، فقد تمكن الباحث جمع بيانات من حوالي 300 موظفًا (271 حالة صالحة) عن طريق المعايير العشوائية وتم تحليل البيانات باستخدام برنامجي Excel و SPSS.

النتائج: كشفت الدراسة أن عملية التوظيف وبعض العوامل الأخرى في المنظمات قد أثرت بشكل كبير على ميزتها التنافسية. أظهر التحليل الكمي أن التوظيف واختيار الموظفين يرتبطان بشكل إيجابي وكبير بالقدرة التنافسية التنظيمية. كما ان تصميم الوظيفة في المنظمة يرتبط بشكل إيجابي وكبير بالقدرة التنافسية التنظيمية. وقد ابدى النموذج المستخدم في هذه الدراسة بانه ذو دلالة احصائية كبيرة من خلال مؤشر معامل التحديد الذي تزيد قيمته عن 0.76

الاستنتاج: هدف البحث الى تحديد الاستراتيجيات والبرامج المختلفة التي يمكن لقادة الموارد البشرية تنفيذها لمساعدة منظماتهم على اكتساب مزايا تنافسية طويلة الأجل. البحث وركز على استراتيجيات الموارد البشرية لصناعة النفط والغاز في البحرين. واكد البحث على اهمية تشجيع الموظفين على التصرف بشكل أكثر ذكاءً. وأشار الباحثون إلى أن محترفي الموارد البشرية في الشركات الكبيرة يمكنهم الاستفادة من هذه الميزة من خلال أداء واجباتهم بفعالية.

مفاتيح الكلمات: التنافسية التنظيمية، إدارة الموارد البشرية، التوظيف والاختيار، أنظمة المكافآت، تصميم الوظائف، التدريب والتطوير، قطاع النفط.

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