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Human Resource Management and Quality Assurance System to achieve Competitive Advantage

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ABSTRACT

This study aims at the role of human resources management and quality assurance system to achieving the competitive advantage for the organization. Human resource management are the most important component among the organization's components, because, even an organization owns all other resources (materials, financial, technological) without the appropriate, skilled and experienced human resources, failure will be the expected result. Addressing By the Mobilis Telecom company, the study and through exploring the recruitment resources and methods that used by the company, in hiring the best employees, and the role of these methods in achieving the competitive advantage in Telecommunications sector. The findings of the study were that the company success in the recruitment process was relying on the employment agencies, firstly and on the universities, secondly. Also the company aimed on maintaining quality assurance system through recruiting method that based on Telecommunications experience and advancement in studying. In order to achieve the competitive advantage, the Company focused on innovation and creating new products and services for its clients. The statistical analysis proved that there is a strong relationship between recruitment resources used by the Company and achieving the competitive advantage, Also a relationship between the quality assurance system of the employees and the ability to gain the competitive advantage.

1. Introduction

Human resources have most important resource used by modern organizations. Is main thinker and element in production services, it is means of production service processes, and it also the organization's conscience, its beating heart its conscious awareness of what is going on around it of events, an increased awareness of the impor-

tance of this precious resource its description and expression changed over years. In past, the word "employees" or public servant was used, then workers, and the workforce, until it became today described as human capital on language of economists, human assets - in the language of accountants, and smart or intellectual capital - in the language of administrators^[1]. The strategic management of human resources and business organizations can reap

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many strategic benefits, such as achieving competitive advantage, which is considered a strategic goal that can be achieved by planning and drawing long-term strategies, whether at the level of the product or service provided by the organization, or at the level of production inputs of materials, customer relations and other factors.

This study lies in shedding light on the tasks and duties of human resources management and total quality management which aims to achieve competitive advantage in the organization, and since business organizations, according to systems theory, are considered an open system that affected by the surrounding environment, and interacts with it an interactive and reciprocal relationship, the since of human resources management is considered part of the organization, it forms a subsystem in addition to other departments in the organization, so that its entirety it is the total quality management system, which the organization with all departments and employees equipment and everything related to it. Accordingly, the human resources management and total quality management, when exercising its tasks and roles, takes into account the strategic objectives of the organization, as it needs to attract and appoint people with best skills and experiences from the external environment by various means in order to achieve the goals of the organization ^[2].

This study lies in shedding light on the tasks and duties of human resources management in the organization, which aims to achieve competitive advantage. Since the human resources department is considered part of the organization, it forms a subsystem in addition to other departments in the organization to be in its entirety the the total quality management system, which the organization with all its departments, employees, equipment and everything related to it. Accordingly, the human resources department, when exercising its tasks and roles, takes into account the strategic objectives of the organization, as it needs to attract and appoint people with the best skills and experiences from the external environment of various means in order to achieve the goals of the organization. This study also came to investigate the role of human resources management and total quality management in a number of Algerian institutions, which in turn aims to achieve a strategic goal of achieving competitive advantage and applying the best criteria for attracting appointing employees.

2. Human Resource Management

Human resource management defined as a process of necessary activities aimed at providing the organization with necessary qualified cadres in order to achieve the highest level performance ^[3]. Accordingly, human resources management is an organization within that practices multi-

ple activities and processes related to the human element of workforce in the organization, the figure (1) shows the most important functions of human resources management ^[4].

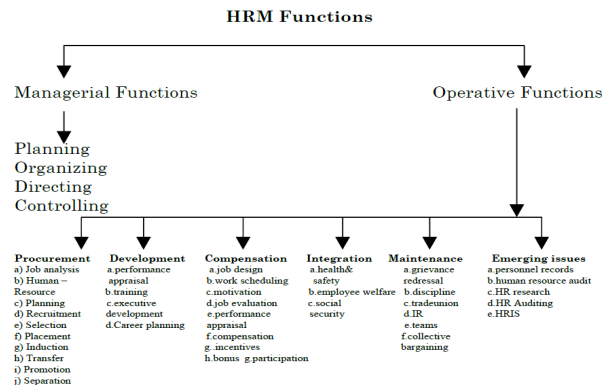


Figure 1. Functions of human resources management

Through this study, the function of human resources management is focusing on the most important functions that it performs, such as the process of recruitment, selection, appointment, etc. and its importance for the organization to achieving its goals, especially in achieving the competitive advantage. ^[5] Defined the recruitment process: (as group activities seeking to attract individuals who are qualified to work in the organization with the aim satisfying the desires of both parties).

While ^[6] defines: (the process of identifying and attracting prospective employees).

Consequently, through these previous definitions, the extent importance of the recruitment process represents a mutual reciprocal relationship between each the human resources management and organization's management, which seeks to achieve its goals through attracting and appointing best workers, in the event of convergence and harmony of the individual's expectations what he will get from the organization satisfy his needs, the organization's expectations of individual for what is presented by him to achieve this goals of organization, will be easy for the organization to follow method of enticement to attract qualified individuals, widening the scope for organization to choose best from a larger group Individuals, selecting the best them to achieve through competitive advantage that distinguishes it from other organizations.

3. Quality Assurance System

Concept of quality assurance system is emerged in the eighties of the last century in the field of quality control and the goods produced our services provided. The concept came to focus on earning customer satisfaction and increased confidence in the products presented by various organizations. We will through this requirement, addressing historical development of the concept quality assur-

ance system and highlighting its most important principles and advantages of its application^[7].

The concept of quality is attention emerged as a guarantee Methodologies for successful economics in countries during the fifties and sixties the last century, a successful organization, from their point of view, is one that meets quality standards. Who follows the movement of the evolution the quality concept, is noted that it was used for the first time during World War II, and its concept was limited at that time on detection defects after completion of the manufacturing process^[8]. With the emergence of what known as mass production, represented in Individuals establishing small production units in their homes, which left behind a large proportion of Defective products, a supervisory system emerged, known as the statistical quality assurance system, which holds that quality is achieved through the control of production unit. This system underwent several developments, as other tools were used To control the quality of products such as the sample system and the control map, however, this system has shown many shortcomings, the most important of which is appearance of defective products on the market^[9]. In 1946, the international organization was established the goal of standardizing product specifications and to ensure quality and upgrading (ISO) of specifications or standards production to higher levels. By the end of the sixties and beginning of seventies last century, the meaning became the real quality assurance is known more sophisticated in order to achieve a product that the customer trusts. In general the definition of terms related ISO first International Quality Standards 1986 was issued which defines ISO 9000: quality, and it was developed in 1987 with the issuance of series specifications of the properties required in the product and giving it usability, as well as determining the main elements required to met in the quality management system of the organization to ensure that its products comply with the needs of the customer, followed by several amendments at various times. In 1994, three systems of quality assurance standards were available.^[10]

Related quality system in the production and service establishments whose activities are limited to ISO 9001 which is concerned with the organizations that carry out the design, production and after-sales services ISO 9002, ISO 9003 is engaged in production and installation without design and after sales services for the quality system in field of final examination of goods and their quality test. In the year 2000, it was issued Regarding the requirements of ISO 9001, a new version replaces the three so-called (ISO) systems of the quality management system, and this system has enabled more than a number of organizations of various kinds their sizes have the opportunity to obtain a certificate

of quality assurance by meeting the stipulated requirements a work to achieve the standards that it raises.

Quality assurance is forefront of our life's strategic concerns in this era that some thinkers call the "era of quality"; it aims to rise professional practices, which ensures maximum utilization of resources and resources to reach high outputs the quality. This concept focuses on customer satisfaction, gaining his loyalty and increasing his confidence in products presented to him. It confirms its conformity with the approved specifications. There are many definitions that dealt with the subject Quality assurance, some of which are below:^[11].

Quality assurance is defined as: "All planned and systematic actions necessary to give confidence that products have satisfied specific needs". It also defined as: "The set of activities that institution or organization takes to ensure that the standards of A predetermined set a good service that is already being accessed regularly, and the goal of these activities are avoid defects in products or services"^[12].

The 2000 version, you defined it as: "Part of the ISO 9000 as for International Organization for Standardization according to the standard quality management focuses on providing confidence that quality requirements will be assured^[13]. Quality assurance is also defined as: "a procedure that allows for confidence of stakeholders through outputs meets and their expectations minimum requirements."^[14]

4. Competitive Advantage

Competitive advantage means that the organization has advantages through the available resources, capabilities and skills that other competing organizations cannot imitate or match, and it is natural for this competitive advantage to be sustainable and accessed through multiple sources, the human element is its most important source, so how to manage human resources in the organization, creating high motivation among workers, developing the organization's culture to stimulate individual's motivation, encouraging creativity and innovation, increasing the degree of employee loyalty to the organization, all contribute effectively to achieving competitive advantage^[15].

The capabilities of organization are considered one of most important manifestations of effectiveness in resource management. Some authors believe that achieving competitive advantage is by building a pyramid that includes resources capabilities so that resources are at the first level of the pyramid, and by combining them, the capabilities that come at the second level of the pyramid are created, as they are considered the basis for achieving Competitive advantage, which comes in the third level of this pyramid^[16]. Michael Porter has indicated, one of the first scholars who applied economics in solving administrative prob-

lems, especially the strategies of organizations, indicated that organization can achieve a competitive advantage and enables for outperform.^[17]

There are other concepts competitive advantage, A. Cost leadership: For the organization to provide goods services at lowest prices. B. Differentiation: It means the organization's ability to excel in providing goods services with high specifications, and of great benefit to the consumer in terms of the characteristics of the commodity or service product, and the after-sales service. C. Concentrated differentiation: focusing a specific commodity or market, such as focusing on selling clothing to large sizes. Jeffrey Fifer indicated, the definition of competitive advantage from the perspective of human resources is unique, as he says, "The competitive advantage is achieved when the organization has human resources in which the member is not able to replace him with any alternative, and he is rare and unique, and he has the ability to add a value that is difficult to emulate or imitate"^[18].

5. The Present Study

The importance of this study lies in terms of the importance of Human Resource Management and Quality Assurance System to achieve Competitive Advantage in business organizations, the fact that the human resource is the basic element in the success or failure of the organization, so whatever the organization possesses technology and funds, and its human resources are not qualified, unable or unwilling to work, it will inevitably be responsible to failure and then demise, any organization without individuals is nothing more than a group of machines, equipment, buildings and some money, in which there is no life and no movement in it, because individuals are most important asset or resource, which gives life to organizations, and clearly contributes to achieving the desired goals.

Based on the foregoing, the problem of this study is

to determine the extent of the importance attached by Mobilis Telecom Company to the management of Human Resource Management and Quality Assurance System to achieve Competitive Advantage through its reliance on the recruitment and appointment criteria used by the organization and the extent of this impact on achieving competitive advantage, and based on this, the problem of this study aims to answer questions The following: What the procedures adopted by the human resources department in our Company through the standards of recruitment and employment affect the achievement of competitive advantage?. And what the qualities of human resources in Mobilis Telecom Company to achieving the competitive advantage?.

6. Methodology

6.1 Participants

The sample of this study was selected Mobilis Telecom Company. Total number of samples involved in this study was 200; (50 Females and 150 Males), the aged 30-45 years (mean = 35.9, SD = 5.6) took part in the study. The experience between 02 - 10 years (mean = 5 years, SD = 5.6).

6.2 Measurement

All constructs have been adapted, with slight modifications regarding the existing literature. The measurement of the constructs has been achieved via a seven-point Likert scale ranging from "1-strongly disagree" to "7-strongly agree". For the constructs a scale consists of a (50questions) was used to serve the objectives of this study according to those variables identified in the figure 01.

7. Results

Through the data contained in Table 1 shows that important variable for Human Resource Management and

Table 1. Variables of Human Resource Management and Quality Assurance System and competitive advantage indicators

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
Managerial Functions	4,22	0,43										
Operative Functions	4,23	0,59	,59**									
Planning Organizing	3,7	0,72	,59**	,63**								
Directing Controlling	4,45	0,39	0,15	0,18	0,02							
Procurement	4,52	0,29	,27*	,28*	,54**	,47**						
Development	4,66	0,49	,61**	,73**	,72**	,44**	,59**					
Compensation	4,37	0,35	,69**	,43**	,53**	,51**	,57**	,68**				
Integration	4,63	0,49	,52**	,37**	,83**	0,16	,60**	,53**	,56**			
Maintenance	4,41	0,33	,48**	,26*	,53**	,60**	,83**	,50**	,74**	,57**		
Emerging issues	3,52	0,44	,23*	,46**	,56**	,55**	,73**	,70**	,54**	,39**	,61**	-

** Correlations significant at $p < 0.01$.

* Correlations significant at $p < 0.05$.

Quality Assurance System: as well as the competitive advantage of indicators that depend on the organization in reaching its goals.

As of the variables for Human Resource Management and Quality Assurance System: It was Managerial Functions that a database of job seekers according to the qualifications required by the new job that the institution needed, and this leads to speed ease of attracting new employees, then Operative Functions as many Companies require obtaining Students of specializations related to work in our field, and this requires training in our field for engineering to complete their academic qualifications, and this in turn leads to the discovery of talented employees, whom the companies seeks to employ after their graduation from the companies, and Planning Organizing as planning which is represented in seeing the largest possible number of job seekers, which will increase the number of qualified applicants for the job, which gives the organization a greater opportunity to choose from them, and thus attract the best applicants, and Directing Controlling that is carried out by the companies, and this database allows the companies to attract employees who match their qualifications with the required function, as those requests are arranged and classified in a special database, in a way that leads to a speedy recovery of their data easily and easily, in terms of importance it is in attracting the employees that the organization needs, and often reliance on this source is widely spread, which may lead to unqualified persons applying to fill the required job, which allows the advantage of diversity in job applicants.

As for the indicators of Competitive Advantage: the first terms of achieving the institution's competitive advantage from the point of view of the study sample, It is considered a terms Procurement is considered a basis for providing unique and distinct services to those dealing with the company, followed by almost equal importance each of (Compensation, Integration, Maintenance, Emerging issues), and in general the indicators of development, as a result of achieving a competitive advantage, was of great importance from the point of view of the study sample, as the total mean value of (4.66).

8. Discussion

Through the Correlation Coefficient (R) that we used in order to test objectives of the this study, and the results showed that there is a statistically significant correlation between the variables for Human Resource Management and Quality Assurance System adopted by the Human Resources Department at Mobilis Telecom company and their achievement of competitive advantage, that is, there is a relationship between the sources of recruitment

used in the Mobilis Telecom Company and corporation's achievement of competitive advantage. This also applied to the existence of a statistically significant correlation between the quality of Human Resources Management and Quality Assurance System in parallel the indicators adopted by the organization in achieving competitive advantage, meaning that the type of employees that the organization recruits and employs in Mobilis Telecom Company has great importance in achieving competitive advantage through those indicators adopted by Mobilis Telecom Company, these are: (Procurement, development, Compensation, Integration, and Maintenance, Emerging issues).

9. Conclusion

Considering this study, as well as the results obtained and through the reality of relevant studies and research, and through be concluded that Human Resources Management and Quality Assurance System plays a very important role in achieving the Competitive Advantage of Mobilis Telecom Company, as this is evident in fact that the human resources management in the organization was very dependent on employment agencies in attracting qualified and efficient manpower, the latter that had a positive impact in achieving and enhancing the Competitive Advantage.

The adoption of the Human Resources Management and Quality Assurance System by company on the human resource from within the organization has contributed greatly to enhancing the competitive advantage of the company also adoption of the human resources on new employees who have experience in the field of work in our field has greatly affected the improvement of the quality of the employees, and then achieving the competitive advantage, and all this is evidenced by the great development achieved by Mobilis Telecom through the significant increase in number of customers and subscribers to this institution through the quality and diversity of services provided by this company to its customers.

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