

Human Capital and its Effect on Achieving Competitive Advantage: From the perspectives of Academic Leaders in the Jordanian Private Universities in the Northern Region

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Abstract

The study is aimed to identifying the Human Capital and its Effect on Achieving Competitive Advantage: From the perspectives of Academic Leaders in the Jordanian Private Universities in the Northern Region. Questionnaire was developed to collect data, in which distributed to a sample of 222 persons. Data were analyzed using SPSS. Study found a range of results which highlighted by There is a statistically significant impact of human capital on achieving competitive advantage in private universities in the Northern Region. The study recommended Private Universities must use their resources to achieve growth and continuity by providing an appropriate regulatory environment and an interactive work environment that helps link knowledge and expertise.

Keywords: Human Capital, Competitive Advantage, Private Universities

1. Introduction

Institutions have recently witnessed dynamic changes in all fields, whether economic, political, technological, social, cultural, where change has become the only constant in the business world, so it is the successful business enterprises that are able to understand and absorb those variables. Success has not and will not be an ally for those who live the past and its variables, but a unity for those who can look to the future and embrace integrated and comprehensive strategic vision (Aljawarneh & Atan, 2018; Al-Omari, et al, 2018). Since universities are one of these institutions operating in the context of globalization and the knowledge economy, universities are bound to adapt to ways of working and facing competitions in all their data, because their success depends on the proper management of their intellectual assets and management of their tangible and intangible assets, which makes the management of human capital in universities important in its continuity and responsibility in building technological and intellectual foundations within countries. This presents many challenges to universities and increasing concerns in human capital because it is one of the most important strategic and fundamental resources for each organization (Al-Jawarneh, 2016; Al-Omari, Z, Alomari, K. & Aljawarneh, N. 2020). The most important organizational assets because individuals are the only element able to absorb ideas that contribute to the challenges and exploit the opportunities imposed by the nature of the business environment. Whereas in recent times it has become one of the foundations of the success of the educational institutions of continuity, which depends primarily on the ability of the institution and its staff to excellence, innovation, creativity and continuous renewal, which requires the need for the management of these institutions to develop and develop their concepts and management methods to create appropriate conditions and stimulate human minds to innovate, innovate and renew (Aljawarneh & Atan, 2018). Institutions must use their resources to achieve growth and continuity by providing an appropriate regulatory environment and an interactive work environment that helps link knowledge and expertise (Alwagfi, Aljawarneh & Alomari, 2020). and given the high level competition between private universities, the growth and continuity that distinguishes each university in what it offers from others to be able to grow and continuity, which has become an urgent necessity in this fast-changing environment; of services to the community (Aljawarneh & Al-Omari, 2018).

The problem of the study is that the private universities seek to achieve growth and continuity in the context of high competitiveness by making full use of the individual and mental energy of individuals to reach everything new to achieve continuity. Thus, the problem of the study lies in the following question: What is the impact of human capital in achieving competitive advantage from the point of view of academic leaders in private universities in the North Region. The importance of the study and the attention and focus on the human resource is the main resource of the institution, and because of the significant contribution of private universities in building technological and intellectual foundations in Jordan, where the number of private universities in Jordan are 20 universities and the number of faculty members are 3016 members according to indicators of higher education sector. The importance of this study in shedding light on the role of human capital in continuity and achieve competitive advantage in private universities in the northern region, according to the

researcher also this study derives its importance from the importance of human resources where capital Al-Bishri is an asset that can be preserved in the long term through the development of skills and knowledge leading to improved performance, and an increased ability of the organization to grow and sustain.

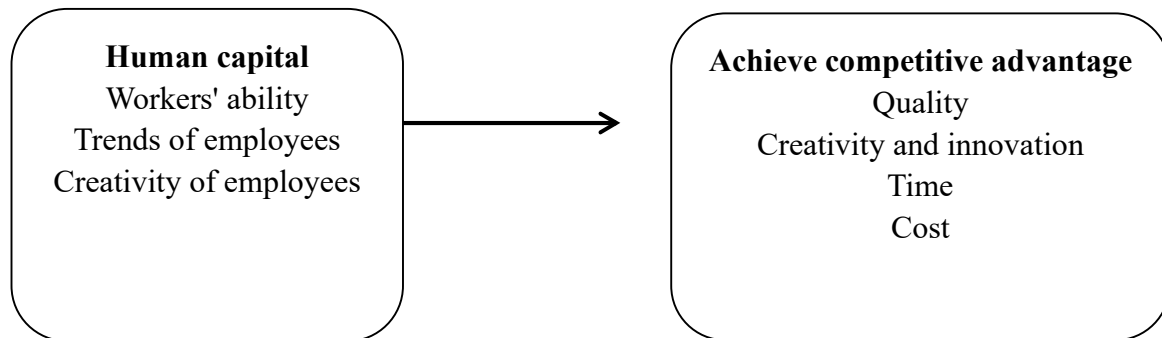


Figure 1. Study model

2. Theoretical Framework

2.1 Human capital

Paying attention to the importance of the concept of human capital and its progress in giving priority to the development and development of human resources in terms of quantity, quality and depth, in the light of advances and technological development that reduces the jobs that do not need high efficiency, and in turn creates jobs focused on knowledge, skill and experience, which requires work on The development of human capital in the appropriate quantity and quality, and it is possible that most researchers and scholars agree that the challenges of this period will be addressed only by the human capital, which is constantly growing and evolving (Al-Jawarneh, 2016). Human capital is the main source for the formation and diagnosis of an individual who possesses the mental capabilities, skills and experience necessary to find appropriate solutions to the requirements and desires of customers because it is a source of creativity and innovation in the institution; defined by Yandit, et al (1996) as a group of Individuals with a stock of skills, abilities, capabilities and knowledge that contribute to increasing economic value within institutions. Human capital takes an important place at all levels within the organization, whether at the individual level, collective level, human resources level or the level of the organization as a whole. Jaradat, Taani and Saleh (2011) believe that the importance of human capital is due to: Important and rare resources that affect performance, because all individuals' skills, abilities, knowledge, experience and education directly affect the performance and productivity of the institution, because the institution that has a rich human capital enables it to continue and grow and develop by the work of the creations of new innovations, contributes to Create Innovations and the creation of new knowledge are used and used in the development of the work of the institution, it is difficult for others to imitate or emulate human capital because it is a scarce resource, so the institution is supposed to stick to it and maintain and develop it continuously and not allow its loss (Alomari, 2020). The qualities enjoyed by the human resource give

great force to the excellence of the institution, because these qualities are not imitated and responsible for the completion of the process of valuing knowledge within the institution, in addition to the individual human ability to creativity and innovation, which contributes to the creation of value and achieve continuous competitive advantages Ingredients Al-Dulaimi, (2014); Alomari (2020); Malkawi et al., 2016:

Staff Capabilities: These include the strategic leadership of the institution's management with their expertise and knowledge, the degree of the quality of staff and the possibility of learning and development, and the extent of the participation of workers in decision-making.

Employee Creativity: It includes the ability to innovate, innovate and continuously innovate employees, and the return of smart ideas for employees.

Employee Trends: It includes the compatibility of employees' attitudes with the values of the institution, the degree of satisfaction of the employees, the rate of service of employees of the institution, the turnover rate.

2.2 Competitive Advantage

To achieve the competitive advantage of the organization Institutions aim to be sustainable, so they must gain advantages through which they can achieve competitive advantage over other organizations and ensure customer satisfaction. However, the rapid changes that businesses face have brought great challenges to their survival. It represents a strategic objective for organizations that are constantly seeking to achieve it through some methods, most notably human capital, which plays an important role in supporting the continuity and competitiveness of the institution and achieving efficiency and effectiveness (Al-Jawarneh, 2016). The concept of competitive advantage occupies an important place within educational institutions, where it represents the basic basis on which these institutions are based in their performance where there are a set of definitions of competitive advantage, including: Competitive advantage is the access of the organization to the creation of new methods more effective than the methods used by competing institutions (Al-Thuwaini, 2017; Al-Jawarneh, 2016). Ejrami et al (2016) argues that competitive advantage is a policy of improving performance and managing the organization's organizational structure, reflecting the quality of services provided, surpassing competitors, increasing market share and maximizing profits.

Al-Ghalbi & Al-Idrisi (2009) stated that the importance of competitive advantage lies in giving the organization a qualitative and quantitative edge and an advantage over competitors in order to achieve high performance results, which makes it superior in what it offers to its customers, which makes a positive impact in the perceptions of its customers and other customers. The competitive advantage is characterized by continuity and renewal, which allows the institution to follow all developments and progress in the long run, where the competitive advantage is based on the resources of the institution and its capabilities, and competencies, giving it the dynamism and dynamics of operations within an institution. In order for higher education institutions to achieve continuity and excellence, they must possess a set of elements that help them achieve competitive advantage; there are a set of

elements mentioned by Haan, 2013; AL-Awawdeh & AL-Sharairi (2012) can be explained as follows:

Quality: it is defined as the integrated activities and processes followed by universities in providing services with unique features that help achieve distinctive and unique value among the beneficiaries within the competitive market, which in turn ensures the university progress and continuity better than others; and also the provision of university services for students efficiently, effectively and high quality in various scientific and technical fields, in addition to providing modern and integrated infrastructure.

Cost: it is an important competitive tool if implemented well, as the institution cannot set prices without controlling costs; therefore, most strong and distinguished universities always strive to be a leader in reducing costs compared with their competitors, and work to reduce their costs by relying on alternative resources with lower cost a key resource in providing high quality services.

Creativity and innovation: It is the process of providing university services in an innovative and exceptional manner, compatible with the needs of the competitive market, and uniquely from the rest of the services provided by different universities; without competitiveness, it is simply a transfer of similar ideas that have been imitated by others and thus will not last.

Commitment to time: it is one of the most important sources that achieve a remarkable competitive advantage for the institution, because time is equivalent to money, productivity, quality, innovation and excellence, time management leads to reduced costs and achieve high quality, which enables the university to improve its reputation and strengthen its position in the market. Time management plays a major role in providing all that is new to the market in a short period, which will benefit the beneficiaries and also to attract the largest number of potential beneficiaries. Strategy and management of the organizational structure of the organization, and profit in a short period of time (Sachitra et al., 2016).

3. Methodology

In order to answer the study questions and discuss their hypotheses, the descriptive analytical approach was adopted by which the researcher tried to describe the nature of human capital and its impact on achieving the competitive advantage in the private university of Jordan in the northern region, and to analyze and demonstrate the relationship between its variables with measuring their respective dimensions. Collect the necessary data about the study variables.

The consistency of the study questionnaire refers to the stability of the results if applied more than once in similar conditions, according to the internal coefficient as shown in Table 1, and the high values of Cronbach Alpha indicate a high level of stability and the values range from 0-1 so that these values are acceptable when Stability coefficient ratio is 0.70 and above Sekaran & Bougie, 2013.

Table 1. Coefficients for the Study Tool Fields

Coefficient	The dimension	the field
Human capital	Knowledge of employees	0.853
	Creativity of employees	0.804
	Trends of employees	0.867
	Level of human capital as a whole	0.949
Achieve competitive advantage	the quality	0.859
	the cost	0.858
	creativity and innovation	0.861
	respect the time	0.805
	Level of achievement of competitive advantage as a whole	0.967

Table 1 show the stability values of the study variables, which amounted to 0.949 for the level of human capital as a whole, and 0.967 for the level of achievement of the competitive advantage as a whole. The indicators above indicate that the study instrument generally has a high stability factor and its ability to achieve the study objectives. The Kronbach alpha values show a high degree of consistency among all dimensions of the study as a whole. The study population consisted of 222 academic leaders in private universities in the northern region; the researcher used the comprehensive inventory, where the questionnaires distributed to the members of the population, the researcher retrieved 193 questionnaires and after reviewing the questionnaires found that 12 questionnaires are not valid for analysis. The study sample consisted of 181 academic leaders in private universities in the northern region.

Table 2. shows the distribution of the sample

Variable	The Level	Repetition	Percentage
Gender	Female	86	47.5
	Male	95	52.5
	Total	181	100.0
Age	Less than 30 years	43	23.8
	30 years - less than 40 years	43	23.8
	40 years - less than 50 years	38	21.0
	50 years and over	57	31.4
	Total	181	100.0
Job	Dean	25	13.8
	Deputy Dean	20	11.1
	Assistant Dean	23	12.7
	Head of the Department	71	39.2
	Deputy Head of Department	23	12.7
	Assistant Head of the Department	19	10.5
	Total	181	100.0
Years of service	Less than 5 years	21	11.6
	5 years - less than 10 years	42	23.2
	10 years - less than 15 years	82	45.3
	15 years and over	36	19.9
	Total	181	100.0

Table 2 shows that the number of females in the sample was 86 47.5%, while the number of males was 95 52.5%. The highest percentage of the sample was distributed according to the age group variable 31.4% for the age group 50 years and above, while the lowest percentage 21.0% for the age group 40 years - less than 50 years. The highest percentage distribution of the study sample according to the current job variable 39.2% for the position head of department, while the lowest percentage 10.5% for the position assistant head of department. The highest percentage of the sample was distributed according to the number of years of service 45.6% for years of experience 10 years - less than 15 years, while the lowest percentage 11.6% for years less than 5 years.

Table 3. averages & standard deviations of the responses of human capital

Rank	The Number	The Dimension	SMA	Standard Deviation	Rating Score
1	3	Trends of employees	3.87	0.50	High
2	1	Knowledge of employees	3.73	0.51	High
3	2	Creativity of employees	3.30	1.34	Medium
The field of "human capital" as a whole			3.63	0.52	3.63

Table 3 shows that the mean of the responses of the respondents on the dimensions of the field of human capital ranged between 3.30 -3.87 which came first after "trends of workers" with an average 3.87 and a high evaluation score, and in second place came a " Employees' knowledge with an average 3.73 and a high evaluation score, came third and last after the "creativity of employees" with an average 3.30 and an average rating, and the mean for the field of human capital as a whole 3.63 with an average rating.

The averages and standard deviations of the responses of the study sample were extracted on the paragraphs of the dimensions of the field of achieving competitive advantage and table 4 illustrates this:

Table 4. averages and standard deviations of respondents' to competitive advantage

Rank	the number	The dimension	SMA	Rank	standard deviation	Rating score
1	4	respect the time	3.87	1	0.93	High
2	1	the quality	3.73	2	1.06	High
3	3	Creativity and innovation	3.67	3	0.65	High
4	2	the cost	3.65	4	1.61	Medium
			3.73		0.83	Medium

Table 4 shows that the mean of the responses of the respondents on the dimensions of the field of achieving competitive advantage ranged between 3.65 -3.87 came first after the "time commitment" with an arithmetic average 3.87 and a high evaluation score, and in second place came the dimension " Quality "with an average of 3.73 and a high evaluation score, which came in third place" creativity and innovation "with an arithmetic average 3.67 and a high evaluation, which ranked fourth and last dimension" cost "with an arithmetic average 3.65 and an average evaluation score, Achieving the competitive advantage as a whole 3.73 with a high rating. Presentation of the results related to the study hypotheses: Verify the suitability of data for statistical analysis

For the purpose of verifying the objectivity of the study results, a Kolmogorov test was performed to verify that the study data is free from statistical problems that may adversely affect the results of the study hypothesis test, as shown in Table 5, it was found that the distribution of all variables were normal, where they were the normal distribution rates for all the answers is greater than 0.05 which is the level adopted in the statistical treatment of this study.

Table 5. Normal distribution of test variables K-S test

The Result	The Dimension	Kolmogorov	Sig	The Field
		–		
Human capital	Knowledge of	1.23*	0.11	Natural distribution
	Trends of	1.055*	0.22	Natural distribution
		1.254*	0.07	Natural distribution
Achieve competitive advantage		1.16*	0.52	Natural distribution
	creativity and	1.36*	0.07	Natural distribution
	respect the time	1.26*	0.22	Natural distribution

Main hypothesis: There is no statistically significant effect of human capital on achieving competitive advantage in private universities in the Northern Region. The multiple regression equation was applied to study the effect of human capital dimensions on achieving competitive advantage as a whole and Table 6 illustrates this.

Table 6. the multiple regression

The dimension	β	T	Statistical significance	R	R ²	Adjusted R Square	F	Statistical significance
Knowledge of employees	0.020	0.292	0.771	0.49	0.24	0.23	18.440	0.00
Creativity of employees	0.323	4.923	0.000					
Trends of employees	0.378	5.527	0.000					

Table 6 shows that there is a statistically significant effect of the dimensions of human capital on achieving the competitive advantage as a whole. Between the independent variables and the dependent variable, the value of R-square 0.24 is a statistically significant value that explains the ability of human capital to influence the achievement of competitive advantage as a whole, meaning that human capital accounts for 24% of the change in achieving competitive advantage, the value of the test F 18.440 in statistical significance 0.00 which is a statistically significant value indicating the existence of a great difference. The ability of independent variables to influence the dependent variable, thus accepts the main hypothesis as proven there is a statistically significant effect of human capital to achieve competitive advantage in private universities in the Northern territory. The table also shows that there is a statistically significant effect at the two dimensions employee creativity, employee attitudes individually on achieving the competitive advantage as a whole.

The following sub-hypotheses emerge from this hypothesis: The first sub-hypothesis: There is no statistically significant impact of human capital on quality in private universities in the Northern Region.

To validate this hypothesis, the multiple regression equation was applied to study the effect of human capital dimensions on quality and table 7 illustrates this:

Table 7. the results of applying the multiple regression equation

The dimension	β	T	Statistical significance	R	R ²	Adjusted R Square	F	Statistical significance
Knowledge of employees	0.03	0.46	0.65	0.49	0.24	0.23	18.79	0.00
Creativity of employees	0.43	6.61	0.000					
Trends of employees	0.23	3.41	0.000					

Table 7 shows that there is a statistically significant effect of the human capital dimensions on the quality in the private universities in the Northern Region, where the value of the correlation coefficient R 0.49 is a statistically significant value and indicates the degree A statistically significant relationship between the independent variables and the dependent variable. The value of R-square 0.24 is a statistically significant value that explains the ability of human capital to influence quality in private universities in the Northern Region, meaning that human capital accounts for its value 24%. The value of the test F 18.79 in terms are a statistically significant value indicating that there is a variation in the ability of independent variables to influence the dependent variable in Private universities in the Northern Region.

The second sub-hypothesis does not have a statistically significant impact of human capital on the cost in private universities in the Northern Region. To validate this hypothesis, the multiple regression equation was applied to study the impact of human capital dimensions on cost and Table 8 illustrates this:

Table 8. the results of applying the multiple regression

The dimension	β	T	Statistical significance	R	R ²	Adjusted R Square	F	Statistical significance
Knowledge of employees	0.02	0.22	0.83	0.44	0.19	0.18	14.07	0.00
Creativity of employees	0.17	2.46	0.02					
Trends of employees	0.41	5.88	0.000					

Table 16 shows that there is a statistically significant effect of the human capital dimensions on the cost in the private universities in the Northern Region, where the value of the relation coefficient R 0.44 is a statistically significant value and indicates the degree of a statistically significant correlation between independent variables and the dependent variable. The value of R -square 0.19 is a statistically significant value that explains the ability of human capital to influence the cost in private universities in the Northern Region, meaning that human capital explains its value 19% of the change in quality in private universities in the Northern Region, and the value of the test F 14.07 in terms of statistically significant value indicating a variation in the ability of independent variables to influence the dependent variable, thus accepting the second sub-hypothesis in the fixed formula is the existence of a statistically significant effect at the significance of the dimensions of human capital on the cost in Private universities in the Northern Territory.

The table also shows that there is a statistically significant effect at the significance level 0.05 α of the two dimensions employee creativity, employee attitudes individually on the cost in private universities in the Northern Region, where the values β , T were statistically significant, while there is no effect. To find out who is working individually on cost realization in private universities in the Northern Region, where the values β , T were not statistically significant.

Third hypothesis: There is no statistically significant impact of human capital on creativity and innovation in private universities in the Northern Region. To validate this hypothesis, the multiple regression equation was applied to study the impact of human capital dimensions on creativity and innovation. Table 9 illustrates this:

Table 9. the results of applying the multiple regression

The dimension	β	T	Statistical significance	R	R^2	Adjusted R Square	F	Statistical significance
Knowledge of employees	0.15	1.97	0.05	0.26	0.07	0.05	4.15	0.01
Creativity of employees	0.03	0.40	0.69					
Trends of employees	0.25	3.34	0.000					

Table 9 shows that there is a statistically significant effect at the significance of human capital dimensions on creativity and innovation in private universities in the Northern Region, where the value of the correlation coefficient R 0.26 is a statistically significant value and indicates the degree of statistical correlation between the independent variables and the dependent variable. The value of R -square 0.07 is a statistically significant value that explains the ability

of human capital to influence creativity and innovation in private universities in the Northern Region, meaning that human capital explains its value. 7% of the change in innovation in private universities in the Northern Region The value of test F 4.15 is statistically, which is a statistically significant value indicating a variation in the ability of independent variables to influence the dependent variable, thus accepting the third sub-hypothesis.

The table also shows a statistically significant effect at the significance of the dimension of individual employees' trends on creativity and innovation in private universities in the Northern Region, where the values of β , T were statistically significant, while there was no effect of the dimensions of employee creativity and knowledge. Individuals working on creativity and innovation in private universities in the Northern Region, where the values β , T were not statistically significant.

Sub-hypothesis 4: There is no statistically significant impact of human capital on time commitment in private universities in the Northern Region. To validate this hypothesis, the multiple regression equation was applied to study the effect of human capital dimensions on time commitment. Table 18 illustrates this

Table 10. the results of applying the multiple regression equation

The dimension	β	T	Statistical significance	R	R ²	Adjusted R Square	F	Statistical significance
Knowledge of employees	0.03	0.34	0.73	0.40	0.16	0.14	11.09	0.00
Creativity of employees	0.35	5.08	0.000					
Trends of employees	0.19	2.61	0.001					

Table 10 shows that there is a statistically significant effect of the human capital dimensions on the time commitment in the private universities in the Northern Region, where the value of the correlation coefficient R 0.40 is a statistically significant value and indicates The degree of correlation of statistically significant between independent variables and the dependent variable, the value of R-square 0.16, a statistically significant value that explains the ability of human capital to influence the commitment to time in private universities in the Northern Region, meaning that human capital explains what its value 16% of the change in the commitment to time in private universities in the northern region, and reached values Test F 11.09 is statistically significant 0.00, which is a statistically significant value indicating a variation in the ability of independent variables to influence the dependent variable, thus accepting the fourth hypothesis in the fixed formula, which is a statistically significant effect to the dimensions of human capital to commit to time in private universities in the Northern

Territory. The table also shows a statistically significant effect of the two dimensions Employee Creativity, Employee Attitudes individually on time commitment in private universities in the Northern Region, where the values β , T were statistically significant, whereas The effect of knowledge of individual workers on time commitment in private universities in the Northern Region, where values β , T were not statistically significant.

Conclusion

The results of the study showed that the overall average of the human capital level in private universities in the Northern Region came with an average rating of 3.63. Knowledge of employees with an average of 3.73 and a high score, and came in third and last place after the creativity of employees with an average of 3.30. There is a statistically significant impact of human capital on achieving competitive advantage in private universities in the Northern Region. There is a statistically significant impact of human capital on quality in private universities in the Northern Region. There is a statistically significant impact of human capital on cost in private universities in the Northern Region. There is a statistically significant impact of human capital on creativity and innovation in private universities in the Northern Region. There is a statistically significant impact of human capital on time commitment in private universities in the Northern Region.

Recommendations

This study concluded the following recommendations: Private Universities must use their resources to achieve growth and continuity by providing an appropriate regulatory environment and an interactive work environment that helps link knowledge and expertise. Make way for students and faculty members to choose leaders in universities, and respect their opinions and take their proposals serve the public interest. The involvement of members of the teaching body in the important decisions taken by the university administration. Encourage researchers to pay attention to the current issues of society, uncle to Realistic studies to contribute to finding logical solutions to outstanding issues.

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