



Research Paper

Competitive Advantage Of Human Resource Performance For Any Business In India And Iraq

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ABSTRACT

This research analysis focuses on the connection and difference between HRM- Human Resource Management methods. This is to assess the business performance and how to understand how HRM operates and evaluates the business sector approaches in the two different SocioCultural individuality of India and Iraq. Further, to identify their presentation, accomplishment status and competitive advantage on the other. The specific and significant cultures of these two countries provide a better management practicing methods to their managers. The maturity of Human Resource Management (HRM) has gained an enormous popularity in the last two decades, as they have developed a better performance attributes for every business community. This explanation is provided with the proper quantitative analysis, qualitative analysis and mixed type analysis to identify the quality of HRM performance that has improved to offer a better competitive advantage to businesses in India and Iraq. Moreover, HRM has influenced to improve business performance showing very encouraging results in the constructive manner. The analysis takes further dig to stipulate the probable HRM impact made to enhance business performances of the company and employees. The real-time quicker driving factor is to improve M-performance in a different way, and that is a clear indication that HR is prepared to develop and transform businesses in India and Iraq, by developing behavior and attitudes of employees, that had affected their business standards and operational performance. The HRM practices have brought innovative tendencies of employees, better quality management, more productivity status, that successively generated a positive effect on the business's monetary gains and the entire market performance. The quantitative analysis of businesses to support the statement is generated, to assess the business performance related to HRM by fielding limitations and constraints in the business activities in India and Iraq. These limitations and constraints involve: the method of quantitative analysis, its execution and interpretation, while locating the lack of controlling variables and the risks involved. Presently, the HRM functions have turned out to be highly functional and that has supported the business growth. HRM value need not be elaborated or justified. This study analysis explores the HRM scope, practices and policies that generated the impact on the business performance of the employees in India and Iraq.

KEY WORDS: human resource management, organization productivity, business performance, employee management, HRM policy, HRM practices

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I. INTRODUCTION

HR- Human resource perform very crucial functions for every organization for their success. HR activities indeed, observed as the highly fundamental component to gain the competitive advantage in this fast moving organizational activity (Belenzon & Tsolmon, 2015). In every organization, employees are the most important and valuable assets to attain competitive advantage and economical gains. However, they also prove to be the most demanding and complex assets to deal with (Ayanda & Sani, 2011). Therefore, HR effective management requires new strategies and simultaneous application with diverse HR functioning within organizations (Albrecht et al., 2015). Many studies have highlighted a positive and optimistic view regarding SHRM functioning concerned with organizational performance and practices. Certain studies have elaborated a direct connection between SHRM and organizational performance (Dimba & Rugimbana, 2013), while some of them are of the belief that SHRM are the prime influencing factors to improve employee's behaviors and

attitudes, and that eventually influence organizational performance (Uysal & Taylor, 2014). However, There are several problems, which are essentially overlooked in the prevailing academic debate and discussions, that is to say; what kind of challenges and problems develop with SHRM application and positioning in the democratic as well as developing countries (Waiganjo, 2014). Thereafter, Gerhart, (2005) argued that the SHRM practices are not likely to operate, function and show results equally well in any matter related to business and organizational context. Knowing the contextual variables, this is particularly significant, such as employee orientations, culture, attitude, enthusiasm, which were found to influence and cultivate as the selected options HR strategies follow(Aycan et al., 2007). Several researchers have conducted numerous studies on such research stream and confirmed the definite impact SHRM generates on of on organizational performance (Moideenkutty, Al-Lamki & Rama Murthy, 2011). However, apart from this, many groups of researchers argued that the SHRM results on organizational performance are not very encouraging, and they are, in reality, ambiguous and uncertain (Razouk, 2011). Almost every study related to SHRM practices and their impact on the organizational and business performance is conducted in India and Iraq. In this regards, SHRM researchers emphasize that it is rather hard to make comprehensive and generalized conclusions to obtain the prevailing SHRM activities and performance results, and therefore, there is a need for more empirical investigation from different contexts and different angles. Very few studies have been conducted in Iraq, particularly related to SHRM organizational performance. Also, those few studies conducted so far in Iraq do not mention any specific account of SHRM context, but they are based on their performance in general. Hence, there is a dire need of further studies to mainly focus on SHRM and related performance connection in a holistic approach as the prime oil industry is in the development stage. Awolusi, Ayoade & Lawal, (2015) have emphasized that if the oil and gas industry in Iraq wants to be highly competitive in their actions, production, performance and market, they have to focus on coordination of all the HRM activities, together with the capacity management development of the organizations. They also further pointed out that the Iraq pursues ambiguous policies regarding the compensation packages provided to their contractors. Hence, Iraq requires a sound and proper institutional policies if they want oil and gas industries to improve, flourish and remain sustainable (Uysal & Taylor, 2014). Therefore the analysis investigates and explores SHRM and their organizational performance in Iraq oil and gas industries to fill these gaps.

Study purpose

This study analysis looks to investigate three main research questions:

1. In what manner HRM affects the overall business performances in India and Iraq?
2. Are the systems of HRM become imperative to gain high performance in businesses in India and Iraq companies?
3. Can HRM activities generate a good relationship between employees and motivate them?

Problem statement

The system of the HRM-Human Resource Management Statement of the Problem specifies that the complete Performance Automation System should be implemented to monitor Business and Employee performance, and that should be directed towards improving their performance quality and standards in the organization they are working on.

II. REVIEW OF LITERATURE

This paper analysis the human resource management (HRM) influence and impact on business performance in India and Iraq. The major purpose is to systematically and thoroughly examine and explore the literature in the HRM domain, and HRM functions related to business performance, that have shown results in a summarizing analyzed paper. A large segment of literature measures the performance links of HRM-business related matters, hence, there is a sufficient space for an elaborate analysis of numerous articles. Mentioning more precisely, there are 212 articles observed to have analyzed. Out of them, 187 were discarded through various means in the analysis stages (Den Hartog, et al., 2012). The findings show that there remains a very positive connection between HRM functions, practices and activities on the overall business performances in India and Iraq. Moreover, HRM has generated a positive and constructive influence on employee productivity, wellbeing, and organizational ambience (Đorđević, Čočkalović & Bogetić, 2016). However, it was also analyzed that all the best practices of HRM have not resulted in good business working and performance, but it is actually vice-versa. Such is an issue discussed and addressed further in this analysis. On the basis of collecting information and gathered results, it is possible to recommend that this methodically organized analysis paper has made a noteworthy contribution to the prevailing essence of literature. Moreover, the analysis can be applied as a beginning stage for the subsequent research on the HRM domain and practices and what kind of impact HRM activities and strategies make the business performance.

A gradually increasing article studies still exist to be analyzed to understand the SHRM effects on organizational performance during the initial conceptual stage and further empirical level (Farouk, et al., 2016). While analyzing the status of impact, many studies construe that SHRM created a positive effect on the overall organizational performance, even when the dimension of the effects are always relatively meager (Corral de Zubielqui, Fryges & Jones, 2017). Several researches tried to assess the SHRM impact on the organizational performance and accomplished that there remains a noteworthy relationship between the company performance related to SHRM practices (Mallén, et al., 2015).

Batt [46] explained that organizational performance can be affected by human resource management. Akhtar, Ding & Ge, (2008) asserted that there is no specific method presently available to measure and evaluate the organizational performance in human resources. Hence, they emphasized that proper and effective SHRM practices and policies can improve organizational performance. Every organization is in the same category of industries and they all have their specific ways to assess the company and business performance (Alfes, Shantz & Truss, 2012).

Hence, they found one fixed and specific measure to assess the performance, but it does not fit in every organization, even when they remain in the similar industry. Lee, & Wu, (2010) asserted that the strategic game of SHRM becomes more reliable and assured in evaluating the organizational performance (Lee, & Wu, 2010).

All the literatures linked with SHRM practices and the organizational performance underscore the SHRM practices that generate a significant impact on employee turnover, employee dedication to work, financial performance, productivity, and the quality of work (Razouk, 2011). Katou & Budwar, (2007) observed that all the SHRM practices are done with the intention to improve the company performance, bring unmatched changes and make the company capable of facing the competition. Katou & Budwar, (2007) further performed a thorough study taking 178 industries and manufacturing companies in India and Iraq and observed that SHRM procedures such as employee training, participation, inducements, elevation, staffing, job floor activities, welfares, and their performance appraisal were linked completely with the measurements of organizational performance such as gratification of customers, invention, productivity, product quality and so on. Singh, (2004) in his study on 84 Indian industries found that all the strategic SHRM practices like awards, rewards for better performance, compensation, training created a considerable impact on organizational productivity, performance, quality, and so on. Two vital studies in the developing country context also observed that strategic practices of SHRM have remarkable connotation related to administrative activities and performance. Several authors like Ali Kadhim (2017); Staronov & Lstic (2012) have conducted an elaborate researches to investigate the connection between SHRM strategic practices related to organizational performance, conducted in the diverse settings and they have accomplished that there remains a strong link between strategic SHRM and organizational performance. In the developing countries, very less studies were conducted to discuss the link between the employee performance and SHRM practices and they have documented that SHRM is intensely linked to company performance (Meyer & Jan, 2011). Moreover, the subsections of research discussed this relationship of every SHRM practice and they have observed the same thing improvements in organizational performance.

III. METHODOLOGY

It was analyzed that the research methodology mentioned as "a systematic and scientific procedure of data collection, compilation, interpretation, analysis, and all the related implication to any hurdles in business". Regarding the nature of research, the purpose of research and the type of research can be classified into two segments: Qualitative type of research and Quantitative type of Research. In the case of quantitative research, the type of research supports the researcher to choose, gather, defines and deliberate the difficulties applying quantities or using numbers.

Quantitative research

Normally, in the prevailing evaluating situation, quantitative research becomes the instrumental in describing, determining and resolving the problems related to the application of numbers. Otherwise, the more emphasis is given to collecting the mathematical data, and eventually summarizing the entire data and the related illustration of every inference from the gathered data. Also, the research methodology attributes to estimating the purpose of researchers by implementing numerical, mathematical, as well as carrying out the elaborate analysis of gathering statistical data. Further, this is carried out utilizing the questionnaire methods, as well as extensive surveys as statistical and contextual information generation, prior to the application of computer technology (Kumar, 2019). In concurrence with this, recounting specified items, this research specifies that the data collection process together with the simplified process of cross-examination all around the respondent's grouping. The research method also incorporates the formalized effective guideline foundation of the research process and structure, starting from preparing the design of research to obtain research questions, analyzing the gathered information to interpret them and find a realistic conclusion. Moreover, all the information related to these factors, which are used and clear in view of them to be the identical data pool of

collection method. The numerical structure is done on the basis of materialistic information and characteristic factors and they are shown in the graphical format, using data tables to draw the entire statistical measurements, such as correlations, variance, and averages. These kind of details got analyzed further applying the analyzing factors in the variance analysis form or the regression analysis.

Qualitative research:

It is entirely depends on the psychological aspects of emotions, sounds, of feelings aspects, wordings, as well as specific aspects related to other non-numeric elemental features of non-quantifiable variants. Moreover, it was mentioned that “all the mathematical methods used in quantitative methods cannot analyze using measures of qualitative data (Bernard, Anandan, & RaviKumar,2019).

Data Types

The type of data collection is a necessity in the assessment methodological system applied by the researchers, who depend on the type and quality of the research. Along with it, at the time of the assessment, the survey framework used in this wonderfully contributes to the practicality and unwavering nature of the entire examination process. This research data approach used in the process, can be bifurcated into two kinds, for instance, secondary data and primary data (Taylor, 2010).

Primary data

Primary data collected by the researcher basically used for the research analysis. Otherwise, the association of primary will gather as if it was not incorporated or distributed in the data, where the discussion reaches the general population (Surbhi, 2018).

Secondary data

The Secondary data are gathered by the researcher and assembled for certain other purpose, at a different time period. In case the data are used previously by the researcher, then the entire data will be classified under research analysis of secondary data.

Data collection method

The Data collection process is considered as the significant fact collection related to the appropriate source and they get isolated in the response with respect to the research problem, while visualizing the hypothesis, determining the extent of its outcome (Tasie, & Kanabi, 2019).



Figure: Collection Method of Primary Data

Primary Data Collection Methods

The collection method of primary data can be segmented into two various groups, namely the Quantitative and Qualitative.

The quantitative data collection method depends on the number of calculations within the individual design collection process. Apart from this collection method of data, it includes questions like regression and correlation, averages, closed questions, medians and modes. It becomes very affordable to use a quantitative

technique because, they can be applied very appropriately within a short time in the absence of qualitative methods. Moreover, because of the unusual control state of quantitative method, the identification test becomes easy to generate (Smith, 2015).

Data Collection of Secondary Methods

Secondary Data Collection information indicates the data distributed type in the form of books, personal diaries, paper, online gateways, magazines, and so on. Further, most of the data becomes accessible at sources as a commercial research field, without the local study concept. Moreover, the valid format use for the secondary data selection can be linked to this study includes an equally noteworthy task to improve the validity and quality of the study.

The data collection Justification for utilizing primary method

This specific research depends on the quantitative and qualitative context method, because of the data collected process in this action is based on interviews and investigations. The researcher uses the primary data collected from the employees in HRM practice context in the business sectors of India and Iraq.

The data, analyzing method without gathering the elementary data liked the common debates and examples get authentically linked with the search field secondary data.

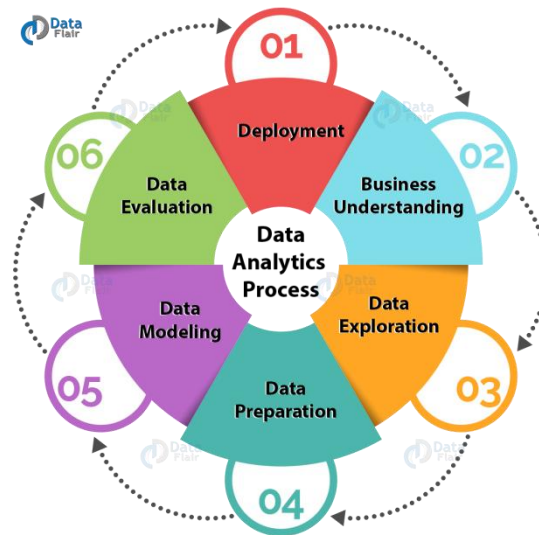


Figure: The Procedure of Data analysis

Analysis of Quantitative Data

In an analysis of quantitative data, the researcher evaluates the data from the baseline and identifies their general application prior to converting the raw data into essential data. Further, the analysis of quantitative data can involve calculations of the material rate and the quantity of tests conducted with many components. Further, the quantitative process is normally identified as a clear evidence to support or refute the hypotheses specified by researchers previously.



Figure: The Procedure of Data collection in Quantitative Research

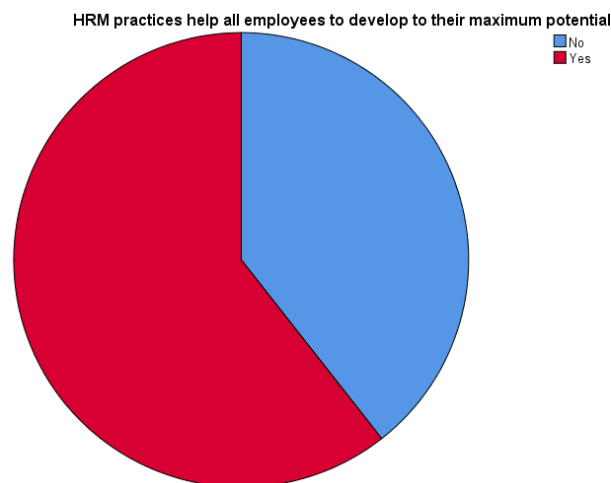
IV. INTERPRETATION OF DATA

Data Analysis

4.1 Descriptive Analysis For Employees in India

(A) The HRM exercises help employees build their utmost potential

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	94	39.5	39.5	39.5
	Yes	142	60.5	60.5	100.0
	Total	236	100.0	100.0	

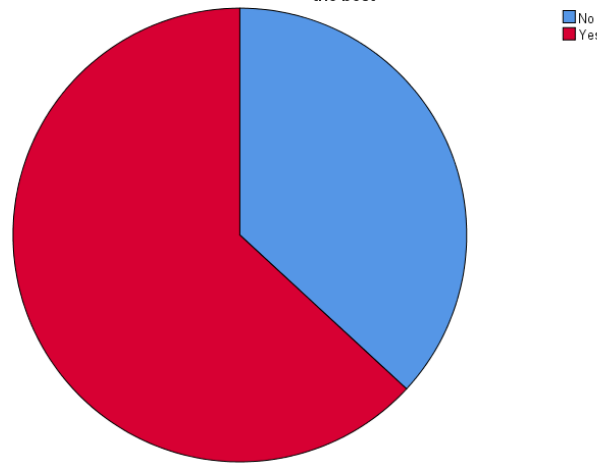


As mentioned in the above question, 236 participants were selected, out of which 60.5% said Yes to the specific question and 39.5% said No to the question. However, it can be presented with the help of HRM practices for all employees to generate their utmost potential. The respondent cumulative percentage saying Yes was 100 and those respondents saying No were 39.5.

(B) The lack of the HRM field confirmed knowledge regarding HRM policies and practices is the best, in reality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	88	36.8	36.8	36.8
	Yes	148	63.2	63.2	100.0
Total		236	100.0	100.0	

There is a lack of proven knowledge in the field of HRM about which HRM policies and practices are actually the best

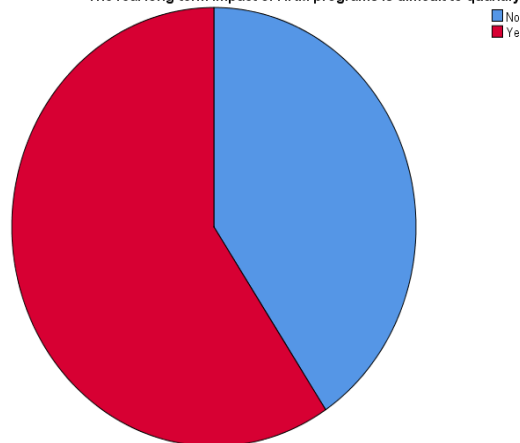


In this question, 236 participants were selected, out of whom, 60.5 % said Yes to this question and 36.8% said No to this question. But, it can be stated regarding the HRM practices that they always help all employees to improve their skilled and potential. The respondent cumulative percent saying Yes was 100 and saying No was 36.8.

(C) The real long-term impact of HRM programs is difficult to quantify

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	94	40.8	40.8	40.8
	Yes	142	59.2	59.2	100.0
Total		236	100.0	100.0	

The real long-term impact of HRM programs is difficult to quantify



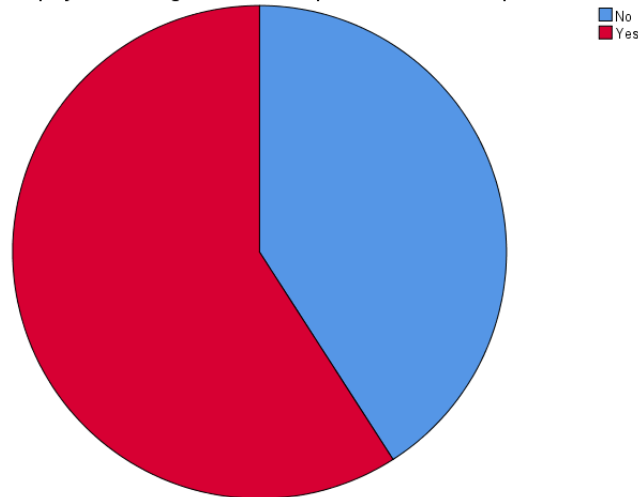
To this question 236 participants replied. Out of them, 59.2 % said Yes to this question and 40.8% said No to this question. But, it could produce a long-lasting HRM program impact and that is hard to quantify. The respondents cumulative percent said Yes to this question was 100 and said No was 40.8.

**Descriptive Analysis
For Employees in Iraq**

(A) Employees obtained guidance informing how to improve performance in their organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	91	40.8	40.8	40.8
	Yes	129	59.2	59.2	100.0
Total		220	100.0	100.0	

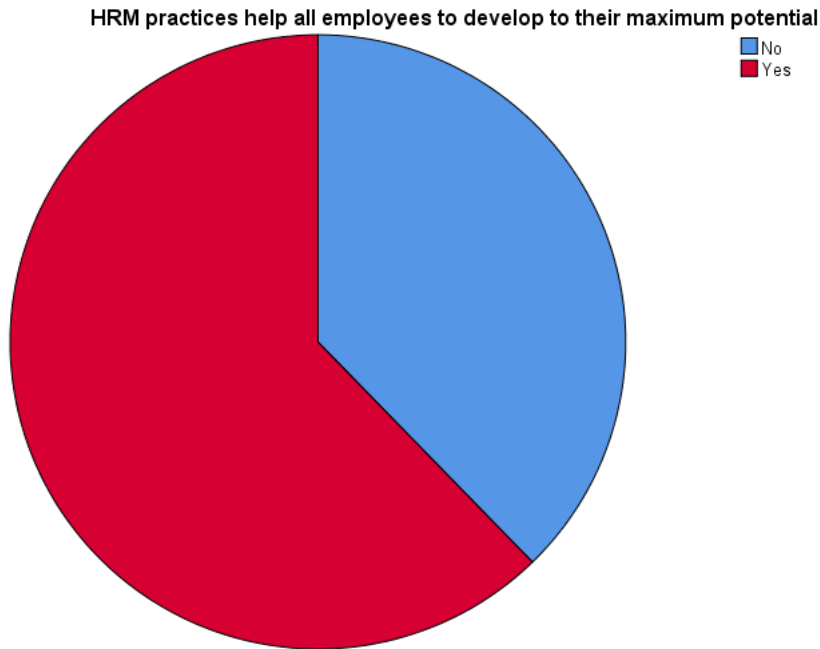
Employees receive guidance on how performance can be improved in their organization



To this question, 220 participants were selected out of them, 59.2% said Yes, and 40.8% said No to this question. But, it can be stated that However it can, stated that the Employees obtained guidance regarding how the performance can be enhanced in the organization. The respondent cumulative percent saying Yes was 100 and saying No was 40.8.

(B) HRM training helps all employees to generate and increase their utmost potential

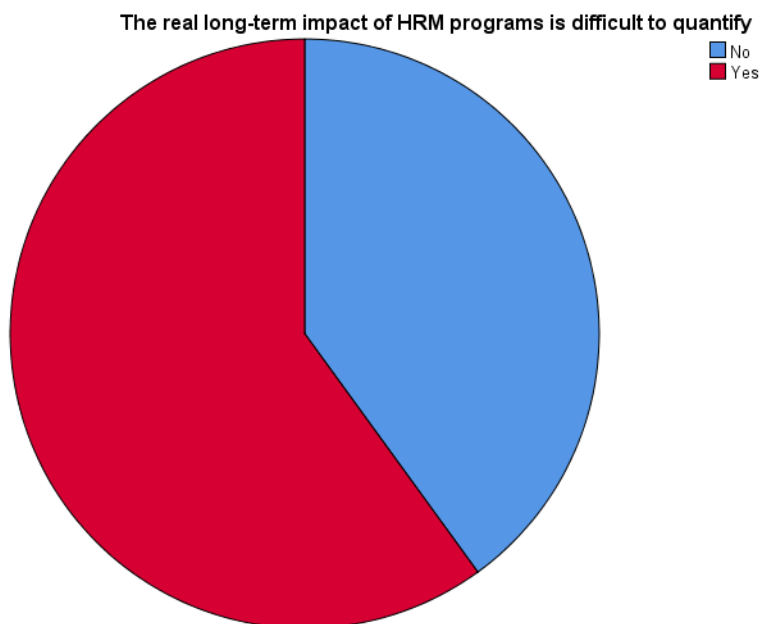
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	83	37.7	37.7	37.7
	Yes	137	62.3	62.3	100.0
Total		220	100.0	100.0	



To this question 220 participants were selected. 62.2% said Yes to this question and 37.6% said No to this question. But, it can be stated that HRM practices assist and guide employees to improve their utmost potential. The respondent cumulative percent saying yes was 100 and saying No was 37.6.

(C) The actual long lasting HRM impact is hard to quantify

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	88	40.0	40.0	40.0
	Yes	132	60.0	60.0	100.0
Total		220	100.0	100.0	



In this question we could see 220 participants, 60.0% said Yes to these questions, while 40.0% said No to these questions. However, this confers with a real HRM long-term impact is not possible to quantify. The majorpercentage of these respondents said Yes.

V. CONCLUSIONS AND SUGGESTIONS

In this analysis paper, it was noted that the HRM practices had a considerable influence on all the systems that were linked to business performance, which was investigated. Moreover, the overall HRM positive aspects were analyzed. The results in this systematic analysis intend to conclude that HRM is, indeed, generates a positive relationship with business performance. The major part of a research article indicated that, indisputably, there exists a bond between positive HRM practices and their results on Indian and Iraqi business performance practices and metrics. This analytical study, also contributed to the prevailing literature framework to provide a concise, but a clear view of the HRM Impact on business and employee performance. Moreover, most of the business metrics also could be investigated considering the employee actions, well being, employee productivity, and organizational climate. Surely, there is enough room for further exploration and research, while it is suggested more sources of HRM practices should be identified to add more business metrics to generate a better and bigger picture related to HRM-business activities and performance relationship.

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