

Achieve Competitive Advantage through Job Motivation

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KEYWORDS Motivation. Competitive Advantage. Human Resource Management (HRM)

ABSTRACT In today's fast-paced economy competition is an issue of services and products. Much attention has been directed to a better service and the best product and how this can be achieved through utilising the human resources. This research paper identifies how job motivation, one of the important activities of HRM, can affect organisational success, and how it is important in achieving competitive advantage. This relationship has been empirically investigated. The data has been analyzed using SPSS. The results indicated a significant relationship between job motivation and competitive advantage.

1. INTRODUCTION

The competitive forces that managers face today demand organisational excellence. The efforts to achieve such excellence are driven by the way organisations get things done and how they manage their people. Barney (1991) suggests that, in order for a resource to qualify as a source of sustained competitive advantage, the resource must add value to the firm, it must be rare, it must be inimitable and it must be non-substitutable. Wright et al. (1994) have shown that human resources meet Barney's criteria for being a source of sustainable competitive advantage. Coff (1994) argues that human assets are a key source of sustainable advantage because of causal ambiguity and systematic information making them inimitable. Guest (1990) says that if management trust their workers and give them challenging assignments, workers in return will respond with high motivation, high commitment and high performance. Gratton (1997) identified six factors for success: the commitment of top management; the motivation and aspirations of recruits; the core capabilities of the management team; the team's aspiration; its ability to build and maintain alliances; and the integration of the business into a global network. What does that mean to us? It means that sources of competitive advantage have shifted from financial resources to technology resources and now to human capital. In other words, success does not depend primarily on the size of the budget or the products supporting technologies. It really depends on employee's attitudes, competencies and skills; their ability to generate commitment and trust,

communicate aspirations and work in complex relationships.

Motivation is an important (HRM) functions to join and stay talented workers and perform better and do extra for organization, is one of the most important parts that organisations need to focus on in order to gain success and competitive advantage. Kinicki (2006) defined motivation as "*the psychological process that arouse and direct goal-directed behaviour.*" Therefore. Motivation has become a very important function that helps organisations to achieve their objectives; it gives them the power to increase effectiveness in many areas of their business, and helps them to achieve organisational strategies (Kleiman 2000).

This research explores how motivation as one of HRM activities can help in gaining and sustaining competitive advantage. The main theoretical conclusion is that; motivation is a significant factor that supports business strategy; increases organisation productivity by improving employees performance. Moreover, motivation gives organisations the ability to achieve competitive advantage, Motivation increases employees' loyalty; improve their skills and willingness to achieve organisational goals.

2. METHODOLOGY OF THE STUDY

The study's main variables are job motivation and competitive advantage. These two variables are construct variables with multi- dimensions. This research is essentially exploratory in nature based on a review of the existing knowledge. An empirical investigation using actual manager

interviews is also conducted in this research in order to examine the postulations found in the existing knowledge. Based on the theoretical background of the study. The main hypothesis concerned with the relationship between job motivation and competitive advantage. The null form of this hypothesis would be stated as follow:

HO1: There is no significant relationship between employee motivation and competitive advantage.

The researcher has interviewed sixteen managers from different successful Jordanian organizations. The interviews are centered on main issues. The first part in the interview focused on three-dimensional representing employee motivation. The second part contains seven questions related to competitive advantage. The expected answers from the managers on these questions are ratings on a 5-point scale to the effect of each question on four dimensions of competitive advantage.

However, four of the manager interviews were not continued. The remaining twelve interviews are used to investigate the study hypotheses by analyzing them using SPSS statistical technique

3. STUDY ANALYSIS

The main hypothesis (HO1) investigates the relationship between job motivation and competitive advantage. It has been examined by asking the interviewed managers to rate on a 5-point scale their perceptions about the impact of three job motivation dimensions on four competitive advantage dimensions. The two groups of dimensions are:

- Job Motivation dimensions: (Predetermined performance standards, referred to as Pre standards, Satisfying pay and rewards, referred to as Sat. Reward, and Open and fair reward system, referred to as Fair Reward)
- Competitive advantage dimensions: (Competent and skilled employees, Willingness to

achieve goals , Cost effective employees and Loyal and committed employees)

According to managers' perceptions, table 1 indicates that all job motivation dimensions are not effective in creating competent and skilled workers. The means for the three motivation dimensions are below 3.0. This finding indicates that the interviewed managers do not agree on the notion that these dimensions are important in creating competent and skilled workforce.

In contrast, employees' willingness to achieve organizational goals, the second source of competitive advantage, is perceived to be highly affected by these motivational dimensions. All respondent means for these dimensions are over 4.33 which indicates an agreement by managers that these motivational dimensions lead to employees willingness to achieve goals.

With respect to the third source of competitive advantage, cost effective workforce, the table indicates that there are two important motivational dimensions; Pre determined performance standards and satisfying pay and reward system (each has mean of 3.92). However, the third motivational dimension, open and fair reward system, is moderately important in creating cost effective employees (mean = 3.75).

Finally, there are two motivational dimensions that are perceived to be important in creating loyal and committed workforce. These dimensions are; satisfying pay and rewards and open and fair reward system. Their perceived means are 4.58 and 4.1, respectively. The first motivational dimension, pre determined performance standards, is perceived less important, but not weak, for loyalty and commitment. Its perceived mean is 3.66.

The overall relationship between all job motivational dimensions and all competitive advantage sources has been perceived to be moderate (overall mean of 3.73).

In order to examine the significance of this relationship as stated in the main hypotheses

Table 1: The means and standard deviations of managers' ratings:

<i>Sources of competitive advantage thro people</i>	<i>Job motivation</i>					
	<i>Pre standards</i>		<i>Sat. reward</i>		<i>Fair reward</i>	
	<i>Mean</i>	<i>St. D</i>	<i>Mean</i>	<i>St. D</i>	<i>Mean</i>	<i>St. D</i>
Competent and Skilled	2.33	.778	2.33	.778	2.75	.621
Willingness to achieve	4.42	.515	4.41	.514	4.33	.492
Cost effective	3.92	.515	3.92	.668	3.75	.452
Loyal and committed	3.66	.887	4.58	.515	4.41	.515
			Overall mean = 3.73			

Table 2: Model summary

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.835 ^a	.698	.668	.1067

a. Predictors: (Constant), MOTIVAT

– those which secure a true competitive advantage – will be those which understand the link between their business results and people. By understanding this link, they will be able to vastly improve the performance of people in their

Table 3: ANOVA analysis

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	.263	1	.263	23.107	.001 ^a
	Residual	.114	10	1.139E-02		
	Total	.377	11			

a. Predictors: (Constant), MOTIVAT

b. Dependent Variable : Competitive advantage

Table 4: Relationship between job motivation and competitive advantage

Model	Unstandardized coefficients		Standardized coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.471	.467			3.153	.010
MOTIVAT	.599	.125	.835		4.807	.001

a. Dependent Variable : Competitive advantage

(HO1): There is no significant relationship between job motivation and competitive advantage, a simple regression model has been run in which competitive advantage is the dependent variable while job motivation is the independent variable.

The results indicate a high correlation between the two variables ($r = .84$). The coefficient of determination of the model (R Square) is .668 which indicates a moderate ability of the explanatory power of the predictor variable (job motivation) in explaining the variations in the dependent variable (competitive advantage) (Table 2).

The analysis of variance (ANOVA) for the model has shown a significant effect of the predictor variable ($F = 23.1$) at the %99 level of confidence with 1 degree of freedom (Table 3).

Testing the null hypothesis (HO1) at the % 99 level of significance results in a rejection to the hypothesis since calculated t (4.807) is higher than the critical t of (3.1) at that level of significance. This result indicates that there is a significant relationship between job motivation and competitive advantage (Table 4).

4. CONCLUSION

“The successful organisations of the future

organisation, and achieve in reality the propositions that ‘people are our most important assets’ and ‘people are our source of competitive advantage. So company should motivated and satisfied employees who are willing to work effectively and efficiency to achieve their organisation goals. The results indicated a significant relationship between job motivation and competitive advantage.

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