

Achieve Competitive Advantage through Job Motivation

Ahmad Al-Rfou* and Khalaf Trawneh**

Accounting and Business Department, Tafilah Technical University, Tafilah, Jordan
Postal Code: 66110

*Fax: 962- 32250002; E- mail: *<ahmadrfo_u357@yahoo.com> **< khalaftara@yahoo.co.uk>*

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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

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		Sig.
	B	Std. Error	Beta	t	
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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