

The Impact of Human Capital on the Competitive Advantage “An Empirical Study on the Syrian Service Sector Workers”

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Abstract: *This research aims to find out about the interest of the service companies in the human capital, to contribute in building a competitive advantage for them and that's in the increment of the reliance on the human resource, in order to create an additional value, and facing the intense competition conditions in all sectors' kinds. In addition, this research aims to identify the impact of variable title (management level), and the variable profile (social type) of the human resources in the development of competitive advantage. The researcher concluded that there is an impact of the human capital on competitive advantage, and there is a difference in the impact of human capital on the competitive advantage by the changing of the demographic variables (the social type, the career field). The researcher recommended the need to generalizing the human capital within the service sector, because of its impact in enhancing the competitive advantage, and focusing as much as possible on creativity and innovation, which is considered an essential in mainly in the companies' uniqueness.*

Keywords: Human capital, Competitive advantage.

1. Introduction

The international economy witnesses since several years important development and radical changes, which caused an increment in market openness, communication and information technology development, the intensity and heating up of the competition, making the corporation enters a fourth level of its economic development levels, represented in the knowledge economy level which is depending on information and knowledge. That imposed new challenges and intense tensions on the economic corporations forcing them to raise their competitive ability to guarantee existence and continuation.

In this competitive atmosphere, competitiveness is considered the best method to achieve the existence in the market. That is why the corporation must have competitive advantages, and a constant searching for its resources. This is considered as an essential business, all the corporations are aiming to strengthen their competitive position in the market through it.

Perhaps nowadays the human capital is highlighting as the most important resource of the competitive advantages, especially in the steady movement of the international economy toward the untouched more and more. In addition, this research mentioned the role of the human capital in the working service in Syria and its role in supporting the competitive advantage. Moreover, the research concluded that the companies are depending on their human resources to achieve a competitive advantage more than they depend on the price and variety in service.

2. The Research Problem

The human capital is considered as the most important resources, which has the ability to create an added value and giving the corporations competitive preferences giving them

the uniqueness and real superiority. That is why this study is going to reveal the important role of the human capital in achieving competitive advantages to the organizations. That will be done by studying the relation between the Proceeding from the above we can identify the research with this questionnaire:

“What is the role of the human capital in achieving the competitive advantage to the organizations?”

“What is the role of the social type in affecting the competitive advantage?”

“What is the role of the management level on the competitive advantage?”

The importance of the research and its goals:

The theoretical importance of the research: giving an additional thought about the competitive advantage and the impact of the human capital on it. And it is considered as an adding to the previous studies which is specialized in each the competitive advantage and the human capital, or both of them. Knowing the role of the human resource management in participating in preparing a human capital which participating in creating a kind of uniqueness helping the organization in competing and the continuity of the profitability.

The Applied importance of the research: it comes from being studying the human capital and its impact on competitive advantage and applying it on the Syrian society, which differentiate in its uniqueness that is made on the Syrian organizations.

And the Goals are represented in:

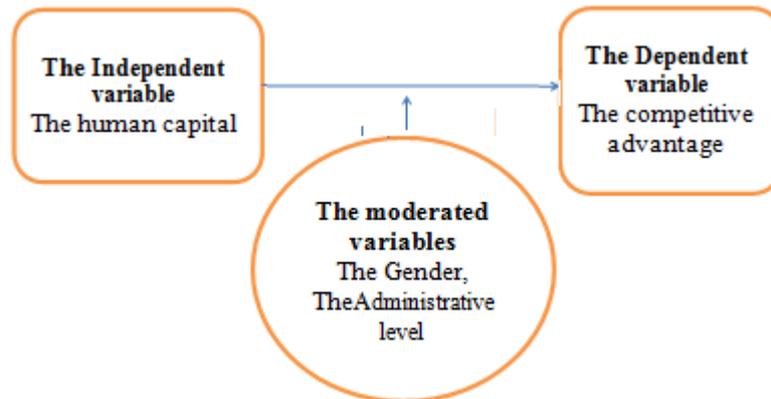
- Knowing the impact of the human capital in developing the competitive advantage.
- Knowing how much the included companies are following clear instructions in managing the human capital.

Hypotheses of the research:

- The human capital is incorporeally affecting the development of the competitive advantage of the organization.
- The human capital differs in developing the competitive advantage according to the personal variables (social type, management level).

Variables of the research:

- The individual variable: the human capital.
- The following variable: the competitive advantage.
- The revised variables: the social type, the management level.



3. Methodology of the research

- The theoretical side: the researcher adopted the desktop method to revise the available resources, references, periodical, studies, and researches in the theoretical side of the research.
- The applied side: the researcher adopted the methodology of describing and analyzing and used the statistical methods in analyzing the data that is collected, to conclude the results and identify the needed recommendations.

The society and the sample of the research:

The society of the study includes the workers of the middle and the high management levels, in the special Syrian service sector (assurance companies, communicating companies, banks). And a stratified random sample was chosen, to do the surveys on it. As it was distributed to 150 management employees (middle management – high management) in the Syrian service sector 2015 – 2016.

Previous researches

Researches which addressed the human capital

(Badran) Offered in 2010 a research study titled as “the role of the development and training the human resources in achieving the competitive advantage for business organizations: a suggested sample for the Islamic banks”. This research concluded to the result that there is a gap between the growth of the banking business and the increment of working on it, and the generating of the qualified human resources. In addition, it discovered the importance of adopting comprehensive training programs, which includes all the employees of different management levels. And that the availability of the qualified human resources is an inevitability need, which can't be achieved unless by training and developing these resources.

And (Clark & Collins, 2003) offered a study titled as “The strategic human resources practices, the high managers net

and the company management: the role of the strategic human resources practices in creating a competitive advantage for the company”. Its highlighted results was that the practices of the human resources management had a big role in increasing the employees' performance, and therefore increasing the company's sales rate. And by focusing on the employees and taking care of them as a competitive advantage to the company that led to developing the performance of the company in general and increasing its sales and stocks.

While the study of (Gray & sun, 2004) titled as “the importance of the human capital element” concluded too many results and recommendations. The most important is: confirming on the importance of the internal audit while evaluating and measuring the intellectual capital of the companies, and clarifying the amount of the intellectual capital impact, as it is the important tool for measuring and evaluating the special value for any company.

(Abo AlQasem Hamdi, 2003 – 2004) offered a study titled as “The individuals' qualifications development and its role in supporting the competitive advantage for the organizations”. The problematic of this study is represented in the following question: “How the procedure of the individuals' qualification development inside the company takes role in supporting the competitive advantage?” This study aimed to reveal the vagueness about the individuals' qualifications, as it was in a confusion. Especially: its definition, its component, and its developing methods. And aimed to giving the individuals' qualifications subject new internationally used methods. Some of this study results are: the individuals' qualifications development is taking a direct role in the competitive advantage through the direct and positive impact in different kinds of competitive advantages. The organization is also adopting an advanced developing policy for the individuals' qualification. For it is mainly depending on human resources management which keeping up with the development of the market. And the organization is distinguished from its competitors by the used developed technology, especially the one which is related to the

networking a communicating among its branches. As the company is focusing more on developing the qualified human resources.

Researches which addressed the competitive advantage:

(Michel &Nouri, 2007) study, titled as “developing the competitive advantage through the knowledge and intellectual capital management”. The study concluded to result that is all the factors are suitable and it is suggested to be adopted to improve the corporate and knowledge performance of the corporation. Identifying the human element, its growth, the strategic alliances, and the knowledge influence for making the decision are considered as the most important conditions of the corporate performance at various levels.

And the study which made by (Hopkins& Jin, 2010) assured that. This study titled as “connecting the human capital by the competitive advantage: flexibility in the suppliers’ chain for the industrial companies”. Which concluded to too many results. And the most important results are: The human capital of the industrial companies are affecting the flexibility of the companies and their performance in two directions. The first one is that there is a direct positive relation between the human capital and the flexibility of the industrial companies, the second is that human capital is affecting in an indirect way in the competitive advantage of the company through flexibility of the company.

And the (Ipek&Zeki, 2009) study, titled as “The relationship between intellectual capital and the competitive advantage” offered an example to measure the intellectual capital according to the competitive advantage of the investment that depends on the knowledge economy. The study concluded that the untouched intellectual capital is no less important than the physical capital, but it is more important when talking about the competitive advantage in an economy based on knowledge.

And that what the (Memon et al, 2009) study assured. This study was titled as “the human capital is the source of competitive advantage”. The human capital is Part And Parcel of any organization. And the main aim of the intellectual capital is to achieve the competitive advantage of the companies. The study concluded to that the technological changes, globalization, and the intense competition changed the shapes of the samples that are leading to achieve the competitive advantage. That is why the most one who has the ability to gain more knowledge, has the most ability to change, and the intellectual capital is considered the most impact on the component of the competitive advantage of the investments.

And the (Mitchill, 2010) study, titled as “a sample to manage the intellectual capital to gain the fortune” depended on developing and testing a sample to manage the intellectual capital in the companies, and it depended on three components for the intellectual capital the human, structural capital, and the external capital meaning the relationships). After making a test on a sample of executive managers, the study concluded that there is no recognition to the meaning of managing the intellectual capital. In addition, it recommended making changes in the behavior of the

employees of the company, in addition to the importance of the social facility of the individuals.

4. The Theoretical Point

First: the competitive advantage

The manager who initiate in adopting the creative competitive advantages is the most able to generate the incomes higher than the average that the competitors are making in the same field. Therefore, the ultimate challenge that businessmen are facing is how to build defending and attacking abilities based on the competitors’ movements and repulsing it. And that will be achieved through the abilities that lead to the competitive advantage. The interest in competitive advantage is because of the rushing development that the world is witnessing, and which is represented in the phenomenon of globalization and the integration into the global economy and the policy of openness and the economic liberalization in addition to the big development in the communication and information technology. And therefore, for facing these rushing environmental variables, the countries adopted reform policies aiming to restructuring in their economy, and creating the economic environment which is supporting its competitive ability in an international economy that is growing and open against trading and capital flows. The interest in observing the environmental changes and thinking of methods to deal with them are the important challenge against the business organizations. And even if the company big or small, it is searching for methods to achieve success and superiority for itself in its environment by owning a specific advantage that is hard for the competitors to imitate. And perhaps the superiority in creating a competitive advantage for any company makes it more able to face these challenges. (Mas’adawi, 2007).

- The human resources as a competitive advantage:

The concept of the competitive advantage did not come by coincidence. It is the result of the conversion in the meaning of the comparative advantage, because of the conversions the world knew, and it is still at all levels. As the meaning of the comparative advantage was the cornerstone in defining the international trade path and areas of specialization, and dividing the work between the organization and the countries equally. Since the writings of (David Ricardo) until a recent time, that was the prevailing meaning among the economics and the managers. (Al Selmi, 2001). The meaning of the comparative advantage is formed by (Michel Porter), shows that the comparative advantage arises in the organization and creates an added value to its clients. There are many points of views about the comparative advantage, like focusing on specific product or specific service. But the points of views according to the comparative advantage developed and became focusing on the human resources. This theory says that human resources systems can be organized in a sustainable competitive advantage by developing the competences of the organization. This sustainable superior in performance of many organizations is attributed to unique abilities in managing the human resources to gain the comparative advantage. And in the contrary, as much as human resources systems are preventing filling the new competences or discouraging the existing competences, it contributes in the organizational

weakness and losing the comparative advantage. (Al Qadi, 2012). Therefore, the process of building the competitive abilities is the outcome of the efficient investment in the available resources and the administrative and technical activities of the organization. (Al Silmi, 2001, page 107). And the most important elements in building and activating the comparative abilities can be summarized in three substantial elements. Best technology, special human resources, and conscious managerial Leadership (Al Silmi, 2001, page 110). The modern studies in the strategy and competition field are focusing on corporations' competitive resources, and summarizing it mainly in the human resources which are responsible for taking advantage of the available chances and avoiding potential threats. (Drucker) is describing these resources as the rare coin that is owned by few companies that have the same strong competitive advantage. The human resource has big role in creating the value, and that can be done by the ability of building human resources competences by attracting and merging distinguished persons, by developing the experiences and facilitating the spreading of the new competences like the individual and collective educating. And it is related to the ability of managing these competences in a specific system in an appropriate way. Finally it is related to the ability of the cooperation through experiences and information sharing, and making network of relationships and spreading a shared collective view. Achieving a sustainable comparative advantage for the organization through the human element includes mainly the attempt to change the way of thinking in the human element from being just a costs on the organization to a strategic advantage. (Azmi, 2006).

Second: human capital

In light of technological advances which reduces the value of jobs that don't high skills, creates new jobs based on knowledge, and works on changing the relative importance of the production. That requires human capital developing. Therefore, there is an agreement that the challenges carried by the new era will not be defeated by a permanent promoted and growing human capital, even on an individual level or on a communities' level. Making everyone to participate in the new world from an ability position, and in the light of an intense competitive state. Many organizations tried in the knowledge era to convert into applying a renewable philosophy including a new managing method in general, and a human resource managing in particular. Aiming to achieve better and more advanced results compared to the traditional methods in managing the organization. That is because many organizations discovered their inability in keeping up with the changes and declining its ability in facing the challenges, which became this world's feature. Among them are the competition and the information and knowledge revolution that these organizations faced, making them to put helping supports in their records and strategic plans, to achieve the competitive advantages by depending on a new philosophy based on education and interest in the human resource, as it is one of the most important elements of the productive and knowledge process in the organization. By this kind of strategy the organization becomes faster than many other competitors. (Al Rezo, 2010).

Human capital means the knowledge and experiences, in addition to self-abilities to identify and find knowledge and experiences that is not owned by individuals right now. That's what managers sometimes calls initiating, creativity, or the organization abilities.

The importance of the human capital in supporting the competitiveness:

Human capital in the era that we are living in –which is the information era- is considered the real fortune for the nations and the base of the economic competitive process, as it is the base for creativity and innovation. One of the important features that distinguishes human capital from Physical capital that the human capital cannot be imitated. It is distinguished in richness not scarcity, because the relationship between knowledge and time is a positive relationship, on the contrary of the relationship between material and time.

We can summarize the role of the human competences in supporting the competition in these points:

- Organizing qualified and experienced human competences is the key to the economic and social development.
- Human competences is the base of the scientific research, its techniques, and its outcome investment.
- Human resource is the base of the creativity and innovation, which considered the base of the competition.
- Human resource is the base of organizing and coordinating the different material and human production elements.
- Human resource can verify the national economic structure to guarantee the sustainability element in the economic competition.
- Human resource can create new resources for the national income, to become alternative for oil income, as it is nonrenewable and can be finished. (Antosova, 2011).

Human resource also contributes in developing the competitive advantage through:

- Participating in defining the various society needs and arranging the needed according to its abilities.
- Actual participating in building the security and stability of the society through various corporations.
- Contributing in social and volunteering services.
- Participating in educating programs like literacy, edification and awareness courses...etc.
- Contributing in establishing civilization, and popular and national heritage.
- Bringing and transporting the other nations' experiences and cultures, and choosing the best and the right for serving the society. (Souleh, 2012).

We conclude from the above that the human capital which is hard to replace and produces a high added value, is considered as the real organization's capital. Meaning that the individuals are the skillful, experienced and qualified. And producing goods and services clients need and ask for. According to that, the appropriate process from the human resource management and the organization is focusing on this resource and investing in it to the maximum extent.

Statistical analyzing and testing the assumption:

To answer the questions that raised in this research problem, the researcher made surveys on an available sample represented in a group of service companies. And these companies varied among assurance companies, banks, and communications. This survey covered most of the paragraphs of the research, which are related to its independent, and dependent variables. The goal is to verify the rightness of the assumptions that are mentioned in the structure of this research.

The demographic features for the studied sample:

The following tables are clarifying the studied sample according to the social type, administrative level.

Frequency distribution of the social type and the administrative level of the studied sample's members

Ratio	Frequency	The Variables
32%	48	Female
68%	102	Male
100%	150	Total
23.3%	35	High Management
76.7%	115	Middle management
100%	150	Total

The table shows that male employees are 102, which are 68% of the sample. And the female are 48, which are 32% of the sample. The disparity between males and females is related to the Syrian society nature in depending on males in administrative leaders more than females. And according to the employees that are occupying positions in the middle management are 115 employees in the rate of 76.7% of the sample. And the employees that are occupying positions in the high management are 23.3% of the sample.

- Analyzing the study paragraphs and axis:

The static, describing, and applied study of the study data: it is used to answer the research questions.

Distribution of the survey's paragraph

Number	Fields
2	First field: general data represented in personal variables and functional variables
10	Second field: the items of the human capital
24	Third Field: the items of the competitive advantage of the human resources

(Lecert) scale is used to give sequential degrees for each paragraph (5 degrees for "I completely agree", 4 degrees for "I agree", 3 degrees for "neutral", 2 degrees for "I disagree", 1 degree for "I completely disagree").

Honesty and stability of the tool:

- Virtual honesty: the study tool is presented in its initial image to a group of academic arbitrators to assure the virtual honesty of the of the study tool. They gave their opinions on how much the phrase is suitable to what it is measuring, and how much suitable the phrase to the axis it belongs to, and how much the phrases are suitable to responders' features, and how clear these phrases are, and if these phrases need any adjustment in structure. And made sure of the translation and the relevance of the phrases according to the Arabic language. Then the modification which agreed by the arbitrators were made, these modification were in the structure of the phrases to be more clear.
- Internal stability: the survey was made on a chosen sample from the study community, 30 administrative managers from the Syrian private service sector, outside the original study sample. And the researcher chose the exploratory sample to make sure of its honesty and stability, before applying it on the original sample. The survey was assured according to (Alphacronobach) which measures the stability of the between each paragraph of the survey.

- Testing the stability of the study tool:

Stability factors of the study tool

Alphacronobach	Number of paragraphs	Scale dimensions
0,750	10	Human capital
0.907	24	Competitive advantage

By using the (Alphacronobach) to study the stability we find that the value of α is ranged between 0.849-0.913, it is an excellent range for stability as it is more than 60%.

The mechanism of data processing according to (Lecert) quintet scale

Completely agree	Agree	Neutral	Disagree	Completely disagree	Rating the answers choices
5	4	3	2	1	Absolute weight
5-4.21	4.2-3.41	3.40-2.61	2.6-1.81	1.8-1	Range
84-100 %	68-84 %	52-68 %	36-52 %	20-36 %	The relative weight

Discussing and testing the first assumption:

First: to know how much the human capital is applied in the Syrian service sector, we applied the arithmetical

average and the standard deviation for each paragraph of the first field's paragraphs.

Analyzing the paragraphs and the axis of the human capital

Descriptive Statistics & one sample –T- test					Paragraph number
Agreement degree	Ratio	standard deviation	arithmetical average	Paragraph	
Average	60,8	1.1	3,0	The company is making its effort to keep the employees that have a high knowledge in the job specifications.	1
Average	54,3	1.0	2,7	Employees who occupy important managing positions have high experiences in planning, organizing, leading, and motivating.	2
Low	46,8	1.2	2,3	The company management sees that testing and training are the best ways to discover the practical experiences.	3
High	82,3	0,9	4,1	Employees have academic and high-specialized professional certificates.	4
High	78,1	1.0	3,9	Employees in the company are doing their duties in the best way, and according to their experiences.	5
High	68,9	1.3	3,4	The company has enough employees who have practical experiences that is needed to do the job efficiently and effectively.	6
High	72,9	1.2	3,6	Employees of the companies have the appropriate experiences to do their duties in the best way.	7
High	72,0	1.0	3,8	Employees are developing new and modern ideas to face the job problems.	8
average	55.6	1.1	2.8	There is collective participation in solving the problems and dealing with the job issues.	9
High	69.9	1.2	3.5	Distinct employees' Patents represent a high ratio of the whole company's activities.	10
High	67.7	1.1	3.4	Human capital	

According to the previous table we notice the ratio of the human capital, it scored 3.4 as an arithmetical average and 1.1 as standard deviation and the ratio was 67.7. We can relate that to important role in the services organizations of the human resources. As this kind of organizations is like the banking institutions, they mainly based on giving their services with the personal effort of the employee while offering his services. Therefore, the service is affected positively with the personal effort in such organizations, if the effort is of a high quality the service will be at the same level, and vice versa. So the human capital plays a vital role in the service organizations. The study of (Disler, 2003) shows that providing programs of qualification and social use for the new employees, in addition to the ability of their progress in their career path, play an effective role in the quality of the service they are offering to the clients, so the increment in applying human capital management is a logical thing. We will notice in the next table a raise in the ratio of applying the competitive advantage of the human resources, and according to the paragraphs that expressed the human capital; we notice that the paragraph says, "The employees have academic and high specialized professional

certificates". Took the ratio among the paragraphs. We can explain that because the companies are interested in the kind of the human resources they are hiring and give it a high importance. Hiring specialized employees contributes in developing the company and reaching the desired results in higher quality and fewer costs, because of positioning the right employee in the right place. And according to the paragraph that took the least ratio was "The company management sees that testing and training are the best ways to discover the practical experiences". We can relate that to some companies that see other methods contributes in developing the employees more than testing and training, so they don't focus on training the employees too much. But they ignore the employees need to develop their skills and kills the creativity and motivation spirit in them. So we find that applying the human capital management in the companies appeared in a high ratio in the study sample, and helps to make a good study and reflects the reality as needed.

What is the reality of the competitive advantage in the Syrian service sector?

Analyzing the paragraphs and the axis of the competitive advantage of the human resource

Descriptive Statistics & one sample –T- test					Paragraph number
Agreement degree	Ratio	standard deviation	arithmetical average	Paragraph	
High	80.8	1.0	4.0	Distinction of the human resources leads to an Increase of the profitability of the organization.	1
Average	68.1	1.1	3.4	Positioning the right competencies in the right place works on creating a competitive advantage for the organization.	2
High	74.0	1.0	3.7	Distinction of the human resources of the organization contributes in extending the life of the organization.	3
High	72.9	1.1	3.6	The organization depends on the qualified human resources to top the other organizations.	4
High	73.9	1.0	3.7	The organization has human elements that have features and skills distinguished and unique from other organizations.	5
Average	67.9	1.1	3.4	Human elements of the organization have the ability to create	6

				and gain the knowledge in the organization.	
Average	66.8	1.0	3.3	The organization works on training the employees and developing them constantly.	7
High	74.4	1.0	3.7	Human resource planning is focusing on putting a plan to bring the human competencies.	8
Average	66.3	1.5	3.3	The organization depends on creativity and Distinction criteria and what works with the job needs, in bringing new employees.	9
Average	65.6	1.3	3.3	The organization depends on self-progress and development criteria, in internal polarization.	10
Average	67.7	1.2	3.4	The previous achievements and results of the employees are considered as important criteria in comparing between the candidates when hiring to occupying a specific position.	11
High	70.7	1.2	3.5	The organization is using deep interviews to discover the reactions and the aspects of the initiative in the applicants.	12
High	75.9	1.1	3.8	Employees make several tests, and the most important ones are the personality type and the intelligence type which works with the nature of the job that is to be filled.	13
High	72.9	1.1	3.6	The current employees have at least one training course each year.	14
High	76.3	1.1	3.8	Training is held according to an accurate needs for training.	15
Average	60.4	1.2	3.0	There is a training plan to develop, qualify, and giving the employees experiences and important skills for future planned works.	16
High	76.8	1.0	3.8	Training and needs that are dependable from the organization are considered real and useful and relays on the organization's work strategy.	17
High	73.2	1.0	3.7	The training and qualifying programs contributes in decreasing the work turnover.	18
High	71.2	1.1	3.6	There is justice in giving the compensation, which is given to the employees by the organization.	19
High	75.5	1.1	3.8	There are periodical prizes and awards for excellence and creativity in the organization.	20
Average	68.3	1.1	3.4	Compensations and the awards in the organization depends on the results of the performance evaluating.	21
High	76.8	1.1	3.8	The organization rewards the owners of the new and special ideas even if they are inapplicable at present.	22
High	75.9	1.1	3.8	Compensation plan is being revised according to competitive environment.	23
High	72.9	1.1	3.6	The organization gives the employees the opportunity to suggest improvements that they find appropriate.	24
Average	66.9	1.2	3.3	The organization have the encouraging the employees to participate in taking decision culture.	25
High	72.2	1.1	3.6	The competitive advantage	

We notice from the previous table that the competitive advantage of the human resources has 3.6 as arithmetical average and 1.1 as standard deviation. Meaning that it is closer to the high value than the average. And we can explain that increment in applying the human capital led to the increment in the ratio of applying the competitive advantage in the service organizations. So the organizations depend on the competitive advantage of the human resources in its strategies in an acceptable way. we can notice that the highest ratio was for the paragraph "Distinction of the human resources leads to an Increase of the profitability of the organization". In 4.0 as an arithmetical average and 1.0 as standard deviation. And this logic because the Distinction of the human resources is the essence of the competitive advantage of the human resources. Therefore, when the human resources are unique they help the organization to increase its incomes in a noticeable way. And we also notice the increment in the ratio of the two paragraphs "Training is held according to an accurate needs for training". And "The organization rewards the owners of the new and special ideas even if they are inapplicable at present". This means

that the service organizations have a high interest in training their employees and making them knowing what is new to be able to keep up with the continual changes that are happening in the world, and to keep their creativity and distinctiveness. And they are also interested in motivating them continuously to be distinguished to keep their creativity and distinctiveness. And even if the organization find that their ideas are inapplicable it keeps them for the future to benefit from them later. And according to the paragraph "There is a training plan to develop, qualify, and giving the employees experiences and important skills for future planned works". It was the least ratio and had 3.0 as arithmetical average and 1.2 as standard deviation. This can be explained as there is shortening from the organization side in interesting in training the employees and qualifying them continuously. But in general, we notice that the competitive advantage is being applied highly in the Syrian special service organization, which leading to give a special image of these companies in the long-term.

Discussing and analyzing the first assumption:

Human capital affects the developing of competitive advantage of the human resources.

(Simple Regression Analysis)

Result at the significance level	Incorporeal value	T Calculated	Regression factor B	Definition factor R2	correlation factor R	The impact of the human capital on developing the competitive advantage of the human resources
The impact is incorporeal	0,000	8,182	0,588	0,311	0,558	

Regression constant = 1,455 F= 66,946

The simple regression analysis table shows that the human capital has incorporeal impact on the competition advantage of the human resources, in the service sector in Damascus, with 0.558 as a correlation factor. Which shows an intense incorporeal positive relationship between the human capital and the competitive advantage of the human resources, and with a relative contribution in explaining the variance of the competitive advantage of the human resources reached 31.1% at a level of significance less than 0.05. Meaning that 31.1% of the variance in the (dependent variable) the competitive advantage relates on the (independent variable) of the human capital. Reaching the value of the incorporeal of the linear regression factor 0.000, which is less than the used significant level in testing the assumption, which reaches 0.05. This is leading us to accept the tested assumption. Which means that there is an impact for the human capital in developing the competitive advantage of the human resources.

The linear correlation equation for this sample will be:

The competitive advantage $Y=1.455 + 0.588 X$

As X is the independent variable that represents the human capital. Meaning that the competitive advantage is being improved as we raise the performance level of the human capital one degree.

Therefore, we notice that a relatively big impact for the human capital on the competitive advantage, and that is related to fact that the competitive advantage causes an increment in profitability of the organization. Especially in what relate to the human distinction, which is considered as the head of the pyramid of the production factors. In

addition, the human capital growth through the training and the qualification of the individual employees of the organization and motivating them to creativity will help with their distinction. And considering them as a competitive advantage, because it is not easy to imitate human minds and what the creative can achieve in his field as distinctions. And it is working on accumulating the profits of the organization by improving the production level and decreasing the costs, and making a high quality outcomes. The existence of any competitive advantage is related to its ability to be distinguished in various fields, especially the human resource, which is considered as a main pillar for any organization's success. Human capital management increases the competencies of the employees and develop their creative abilities, because it is making a difference in them by distinguishing the creative from the other, and material and moral support that he is going to have. Like giving the chances to make tests, sending expeditions, making workshops for the creative ones, making training and knowledge improvement courses, an so. Therefore, it is giving an added advantage for the human resources of the organization, which gives the organization a strong competitive advantage.

Discussion and analysis of the second hypothesis:

The influence of the human capital in developing the competitive attribute differs according to the personal variables (social kind, administrative level)

- 1- The influence of human capital in improving the competitive attribute varies according to the human kind

Result of the level of significance 0,05	Sig	T	B	Adjusted R2	R	The variety of the influence of the capital of the competitive attribute according to the social kind
Moral influence	0,01	3,283	0,309	0,079	0,295	Female
Insignificant influence	0,045	2,089	0,383	0,090	0,342	Male

F= 4,362 Regression constant of middle level management = 2,274

F =9,687 Regression constant of senior management = 2,602

The linear correlation equation for this pattern (female) will be $Y= 3,181 * + 1,491$

The correlation equation linear for this pattern (male) will be $Y= 2,544 * + 2,909$

The table of simple regression analysis shows that the coefficients of determination (R2) for males at 0,051 at the level of significance 0,003

So we could accept the previous hypothesis that states: the social kind effects the relation between the human capital and the competitive attribute.

Through previous results we notice the influence of the social kind as a variable equivalent to the relation between the human capital and the competitive attribute, but the influence of males on this relation is wider than that of females, that is attributed to the fact that males tend to have the capacity to make the subordinates link their vision with that of the organization and make them able to go forward through stimulation, therefore males are able to endure risks and venture and stimulate others and encourage them to innovate more than the others to reach a permanent

competitive attribute through these sources, that are able to face the rushing changes and endure the hazards more.

The influence of human capital in developing the competitive attribute of human resources relatively varies according to the administrative level

Simple Regression Analysis

Result of the level of significance 0,05	Sig	T	B	Adjusted R2	R	The variety of the influence of the capital of the competitive attribute according to the social kind
Moral influence	0,01	3,283	0,309	0,079	0,295	Middle
Insignificant influence	0,045	2,089	0,383	0,090	0,342	Senior

F= 4,362 regression constant of middle management = 2,274

F= 2,602 regression of senior management = 9,687

The equation of linear correlation for this pattern (middle management) is $Y = 3,283 * X + 2,274$

The equation of linear correlation for this pattern (senior management) is $Y = 2,089 * X + 2,602$

The table of simple regression analysis test shows that the coefficients of determination (R2) according to the middle administrative levels 0,079 at the level of significance 0,001. But senior administrative levels showed a coefficient of determination of 0,090 (R2) at a level of significance of 0,045.

So we could accept the previous hypothesis that the administrative level has an effect as a variant adjustor to the relation between the human capital and the competitive attribute

We notice that the middle management as a variable equivalent the relation between the human capital and the competitive attribute, and we can justify that by saying that the middle management levels have the direct contact with the work environment and employees, therefor its behavior is directly reflected upon subordinates this causes to show results directly, therefore managers could help create a positive work environment through stimulating subordinates and catalyzing them and authorizing them with some capacities, thus managers could touch direct results and know the appropriate way to deal with each situation and condition. In addition, the charisma that middle levels' managers enjoy has an immediate effect on the subordinates, in contrast to senior managements that do not get in direct touch with the employees. As result, it has a limited effect on the subordinates' behavior. So, we could say that middle management levels have the most effect on the competitive attribute, opposed to senior management levels that do not have any direct effect on the competitive attribute.

5. Results and Recommendations

5.1 Results

- 1) The human capital management is considered a base that companies adopt in representing its competitive attribute and reinforcing and enhancing its competitive capacity.

- 2) The role of human capital was clear in a good way in influencing the competitive attribute of human resources.
- 3) The competitive attribute is highly applied in private Syrian service organizations and it leads into presenting a peculiar long-term image for these organizations
- 4) Personal variables played a role in effecting the relation of human capital by developing the competitive attribute.

5.2 Recommendations

- 1) The researcher recommends the importance of publicizing the human capital within the service sector because of the effect it has in strengthening the competitive attribute.
- 2) The importance of dealing with the human capital as a main strategic source among different sources of the establishment, and to preserve and constantly improve it, and to highlight its importance and role in the success of the establishment and achieving its competitive attribute especially in the shade of the information revolution and the opening up of markets and the heating up of competition.
- 3) The establishment should make sure that the employees are performing several tasks to enhance their practical experiences which will reflect on the strengthening of the human capital of the establishment in a way that contributes to the achievement of the competitive attribute.
- 4) It's important that the establishment's management should encourage forming a working teams and team-work spirit which has an important role in forming a special human capital that contributes in achieving a competitive attribute.
- 5) The importance of the establishment's support and encouragement of the creative operations through experimenting ideas and inventive solutions that the employees propose and put into practice.
- 6) The importance of the organizations taking care of its human's capital due to its very important role in achieving the competitive attribute of the organization.
- 7) The researcher recommends conducting other studies concerning private and governmental companies and make a comparison between the two of them. She also recommends to conduct a study about the subordinate's personality type as variable equivalent

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