

القرآن الكريم

بسم الله الرحمن الرحيم

إِنَّا عَرَضْنَا الْأَمَانَةَ عَلَى
السَّمَاوَاتِ وَالْأَرْضِ وَالْجِبَالِ
فَأَبَيْنَ أَنْ يَحْمِلْنَهَا وَأَشْفَقْنَ
مِنْهَا وَحَمَلَهَا الْإِنْسَانُ إِنَّهُ
كَانَ ظَلُومًا جَهُولًا

صدق الله العظيم

سورة الأحزاب الآية 72

DEDICATION

To
My parents
MY Small
Family
My love
My strength
My inspiration

The blind men and the elephant““

by John Godfrey Saxe (1816–1887)

It was six men of Indostan,
To learning much inclined
Who went to see the Elephant
Though all of them were blind
That each by observation
Might satisfy his mind.,.
The First approached the Elephant,
And happening to fall
Against his broad and sturdy side,
At once began to brawl:
’’god bless me but the Elephant
Is very like a wall““.
The Second, feeling of the tusk,
Cried, ‘‘Ho! What have we here
So very round and smooth and sharp?
To me’ tis mighty clear
This wonder of an Elephant
Is very like a spear““!
The Third approached the animal,
And happening to take
The squirming trunk within his hands,

Thus boldly up and spake:
"I see," quoth he, "The Elephant
Is very like a snake"!
The Fourth reached out an eager hand,
And felt around the knee,
"What most this wondrous beast is like
Is mighty plain," quote he;
"Tis clear enough the Elephant
Is very like a tree."!
The Fifth, who chanced to touch the ear,
Said: "E'en the blindest man
Can tell what this resembles most;
Deny the fact who can,
This marvel of an Elephant
Is very like a fan"!
The Sixth no sooner had begun
About the beast to grope,
Than, seizing on the swinging tail
That fell within his scope,
"I see," quote he, "the Elephant
is very like a rope"!
And so these men of Indostan
Disputed loud and long,
Each of his own opinion

Exceeding stiff and strong,
Though each was partly in the right,
And all were in the wrong!

Moral

So often in theological wars,
The disputants, I wean,
Rail on in utter ignorance
Of what each other mean,
And prate about an Elephant
Not one of them has seen“!

Source: Mintzberg, Ahlstrand, and Lampel, 1998: pp. 2–3.

ACKNOWLEDGEMENT

The world of business is changing, as are notions of capabilities, value and sustainability of competitiveness. Senior executives we have worked with during the period over 30 years in different manufacturing industries and services have expressed increasing concern on the tangible capital as a means for their business success. In fact, this notion has begun to twist towards the new concern of HR intangible as the new enabler for business success since the tangible capital has become accessed and easily acquired by all competitors. So our thinking went around this new concept.

Although, my own thinking has been refined and crystallized through working with hundreds of talented and insightful people in the business places, the discussion forums and academic sessions to develop the embryo of this dissertation. Any PhD dissertation is the combination and amalgam of numerous friends' and professionals' efforts, many of whom may not even be aware of the influence they have made. This PhD first influencer include professor Omer Al Magli , the professor of strategic studies at the well known Sudanese universities. In fact, he had inspired me the main theme of the research subject while we were studying in the MBA the basic concepts of exploring the corporate strategy and how the business fractions can be aligned together to formulated the overall business strategy. Dr. Saif El Deen Mohd Fadal Alla, the Dean Faculty of Business Administration at (UMST) provided ongoing support and encouragement, read the research plan and provided advice and helpful suggestions, all with an immense generosity of time and spirit. We would also like to thank Dr. Arafa Gebriel Abu Nasseeb, from the University of Sudan of Science and Technology, College of Higher Studies, who has given freely of her time and guidance, and helped me with all the support I need inside in the College of the Higher Studies. Mr. Dave Ulrich who has given the most moral and technical support and to follow all his valuable guidance to state the different variables used in the thesis. My colleagues in the HR departments in Pasgianos, Coca-Cola and Blue Nile Diary have rendered all the needed support in providing all the necessary data for our research database. Dr. Arbab Faris the professor of statistics in many reputable Sudanese Universities rendered very professional efforts in conducting all the statistical analyses and gave all the functional guidance to reach conformable research findings.

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ABSTRACT

Having worked in the field of human resource management (HRM) for over 30 years; all I have ever hoped to do is to offer what I believe to be the best translation to this experience in fruitful and feasible results to transfer and share the knowledge with all HR professionals in the strategic human resources management.

In fact, it was one of my strategic challenges to conduct a research on one of the newly emerging approaches in the field of strategic HR management. However, in today's hypercompetitive environment, it is always an emerging problem that the business tangible capital stock (tangible resources)(physical resources) mainly referred to as money, technology and other physical assets became only threshold success enabler. These tangible capital stocks only enable market penetration but they are not competitive advantage sustainer since they are easily accessed, equally acquired and possessed by all competitors in the industry. Accordingly, all competitors are equally in a competitive parity.

Accordingly, this PhD thesis is going to introduce a "nonconventional wisdom" and concrete answers to this research problem. It is our strong argument that the intangible human resources such as HR capital stocks like leadership, cost leadership, talent, customer care and innovation appear to be the new keys to build and reshape the business strategic capabilities, add value to the customers and sustain the business competitive advantage.

To test this new nonconventional wisdom, three Companies specialized in food industry in Khartoum North were selected as case study to test the validity of our arguments. Questionnaires were equally distributed to the targeted population. Meanwhile statistical data were collected from the operation records of two responding companies to test the relationship between the selected HR independent variables and the production and the relationship between these selected HR variables.

Our research findings showed encouraging results that, strong statistical positive relationship existed between the alignment of the HR strategy and the business strategy and the business performance. Statistical result

also showed that positive relationship existed between HR transformations and reshaping of the business strategic capabilities, the distinctive value added to the customers, and the sustained competitive advantage. Finally, statistical results showed that positive relationship existed between HR selected independent variables that sustained human resources, the sustained production and the sustained competitive advantage. These statistical findings support our new concepts of "sustainable HRM" and the "Green HR".

The research sum up with recommendations derived from the research findings also research limitation was shown and recommendations for future researches were taken into consideration.

The thesis has been explored in three research Models: the alignment process between the HR and business strategy, the role of intangible capital stock in building the business strategic capabilities and the Sustainable HRM (Green HR). However, these three models simplified the tracing of the each hypothesis and can be taken as rationale for implementation or adaptation in any business that aims at reaching its success through the HR and its intangible deliverables.

ملخص البحث

تهدف فكرة هذا البحث إلى ترجمة خبرتي العملية في مجال إدارة الموارد البشرية والتي امتدت إلى أكثر من 30 عاماً في مجالي الصناعة والخدمات. وقد قصدت أن يكون بحثاً ذو مخرجات فريدة وإضافة فعلية لإدارة الموارد البشرية كأهم مورد في الأعمال التجارية وليستفيد منه كل المهتمين في مجال إدارة الموارد البشرية وقطاع الأعمال.

وتتلخص فكرة البحث بأنه وفي عالم اليوم والذي أخذت فيه المنافسة الحادة ذروتها بين مختلف قطاعات الأعمال فإن الموارد الملموسة لم تعد هي الأداة التي يمكن الاعتماد عليها في بناء قدرات الأعمال واستدامة الميزة التنافسية بل أصبحت هذه الموارد من معينات للدخول إلى السوق وليست من معينات البقاء واستدامة الميزة التنافسية , لأنها أدوات ووسائل يملكها كل المتنافسين و الذين أصبحوا متساوين في عناصر المنافسة وغير قادرين على استدامة الميزة التنافسية وقد أسمينا هذا بالنموذج التقليدي في المنافسة في السوق.

من أجل ذلك رأينا أن يكون هذا البحث حلاً مثالياً لهذه المشكلة حيث تم طرح نموذج جديد سميناه النموذج غير التقليدي في استدامة الميزة التنافسية من خلال الموارد البشرية ومخرجات رأس المال البشري, وذلك من خلال ربط استراتيجيات الموارد البشرية بإستراتيجيات الأعمال ومن ثم تحويل الموارد البشرية, ويشمل ذلك التحويل الأنظمة والأفراد من أجل بناء قدرات الأعمال لإضافة قيمة للعملاء ولاستدامة الميزة التنافسية في السوق.

لقد تم اختيار فرضيات الدراسة كما تم اختيار ثلاث شركات من شركات القطاع الخاص والتي تعمل في صناعة الأغذية و المشروبات الغازية وهي كوكاكولا , النيل الأزرق للألبان(كابو) وشركة بزبانوس للأغذية والمشروبات الغازية وقد تم الحصول على البيانات اللازمة لغرض الدراسة عبر استبيان تم توزيعه بين الشركات موضوع الدراسة, كذلك تم تحليل بيانات إحصائية تم الحصول عليها من إدارات الموارد البشرية وأقسام الإنتاج بتلك الشركات وذلك لإثبات العلاقات ذات الدلالات الإحصائية بين بعض مخرجات الموارد البشرية والزيادة في الإنتاج.

لقد أثبتت نتائج البحث أن هنالك علاقات إحصائية بين ربط إستراتيجيات الموارد البشرية بالإستراتيجيات الكلية لتلك الشركات و الأداء الكلي لها. كذلك أثبتت الدراسة أن هنالك علاقة ذات دلالات إحصائية بين مخرجات الموارد البشرية وبناء قدرات تلك الشركات من أجل إضافة قيمة للعملاء واستدامة الميزة التنافسية.

كذلك كشفت نتائج البحث عن مخرجات جديدة فيما يختص ب "الموارد البشرية المستدامة" و "الموارد البشرية الخضراء" كمفهومين جديدين لدور الموارد البشرية في نمو تلك الشركات وتطورها واستدامة القدرات الاستراتيجية والميزة التنافسية.

أهتمت الدراسة بوضع توصيات ذات علاقة بموضوع البحث كما تم التطرق لأوجه القصور التي شابت الدراسة كما تم وضع توصيات لسبر غور بعض المواضيع التي يمكن أن تكون ملهمة ومحفزة للدراسين والباحثين في مجال إدارة الموارد البشرية ورأس المال البشري .

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