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Revisiting Strategic Human Resource Behavior and Development of Competitive Advantage (A Case Study of Three Selected Business Sectors in Indonesia)

*Dewi Diana Lukitasari**

Universitas Pelita Harapan, Indonesia
Correspondence: E-mail: dlukitasari@gmail.com

ABSTRACT

The importance of human capital within organizations, as well as the speed and methods of knowledge acquisition, are highlighted by intense global competition and the rapidity of change. This study explores the importance of features of Strategic Human Resources Management (SHRM) in the telecommunications industries, as well as their potential for establishing business competitive advantage. The research is based on a case study of three business sectors in Indonesia; each business sector is represented by one company (hereafter, it is called a, b, and c) and the cooperative ties developed by the firm in response to the increasingly dynamic and competitive environment. Following the completion of the appropriate tests and examinations, a, b, and c were found to be among those organizations that recognize the importance of human resources in organizational success. Through SHRM, these companies recognize the importance of their people in making a difference in their organizations and supplying the necessary components for its competitive advantage. Accordingly, it was evident that a good fit within the organization can lead to several positive benefits. People are more committed to their organizations, more satisfied with their jobs, and earn more than people who don't learn to fit in with their organizations. Training and human behavior procedures are regarded a source of competitive advantage in the context of organizational and individual socialization.

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1. INTRODUCTION

Human resources are increasingly being viewed by organizations as a distinct asset capable of providing long-term competitive advantage. Changes in the business environment, such as increased globalization, changing workforce demographics, a greater emphasis on profitability through growth, technological changes, intellectual capital, and the never-ending changes that organizations face, have increased the importance of managing human resources.

Singh takes a deeper look at strategic human resource management (SHRM) by integrating diverse tasks and linking these operations to the business plan. Not only is it critical to identify HR capabilities that align with business objectives and to build selection and development methods to secure those competencies, but it is also critical to evolve and implement a performance evaluation strategy that relates employee performance to strategic goals (Kaur and Kaur, 2020).

Strategic human resource management (HRM) is the proactive management of a company's or organization's workforce. Ordinary human resource components like as recruiting, discipline, and payroll are included in strategic human resource management. It also entails working jointly with employees to promote retention, improve work experience quality, and optimize the mutual advantages of employment for employees and companies (Garg et al., 2022).

Based on the Global Competitiveness Index 4.0 2019 rankings in the Global Competitive Report 2019, Indonesia ranks 50th, down five years from previous year. The total GCI score has decreased slightly (from 64.6 to 0.3), but its performance has remained practically same. It is ranked fourth in ASEAN, below Singapore (first), Malaysia (27th), and Thailand (40th). Indonesia's main advantages are its market size (82.4, ranking seventh) and macroeconomic stability (90.0, 54th). Its performance on the other index pillars shows significant room for improvement, with a distance to the frontier ranging between 30 and 40 points, though there is no significant gap.

Indonesia has a vibrant business culture (69.6, 29th) and a stable financial system (64.0, 58th), both of which are improvements over 2018, as well as a high rate of technology adoption (55.4, 72nd), despite the country's stage of development and the country's relatively low access quality. Innovation capacity is still limited (37.7, 74th), but it is growing.

Meanwhile, scholars' efforts to investigate the relationship in strategic human resource management (SHRM) practices have commonly used the approaches. The behavioral approach, which identifies different role behaviors as significant for the organization's type of strategy, is the theory most commonly used to explain relationships in SHRM practices, according to the literature. The emphasis on organizational commitment as a bridge between organizational strategy and outcome, or as a bridge between SHRM practices and SCA (Hamadamin and Atan, 2019). According to the behavioral school of thought, the role of various behaviors is critical in determining the type of strategy an organization employs (Emeagwal, 2018).

The prior research has discussed this topic in different views. According to (Schulz and Flanigan, 2016), utilizing generalizable data, it may be feasible to construct a model that combines both environmental and social responsibility scales, in addition to more typical financial data, as a tool for competitive advantage. As industrial businesses continue to put growing pressure on their supply chain's upstream and downstream suppliers to demonstrate strong sustainability practices, this approach might give a competitive edge.

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Four unique "recipes" (i.e., combinations of agility, adaptability, alignment, supply chain orientation, and market orientation) that contribute to high levels of business performance. The findings suggest that organizations do not necessarily need to acquire skills across all triple-A components at the same time. Taking into account the expenses involved with acquiring each of these competencies, the data allow us to extract various theoretical and managerial conclusions (Gligor et al., 2020).

Lastly, Bordbar, Konjkav, Sabokro, Dehghani, and Hosseini develop a key scale for assessing HRCs that includes three dimensions: business knowledge, functional expertise, and change management. Both researchers and practitioners can benefit from the scale. Furthermore, the scale offers researchers a sought-after conceptualization of HRCs (Bordbar et al., 2021).

As a necessary consequence, this study will investigate the relationship between the strategic HRM practices adopted by the Indonesian business sector and the sustainability of their competitive advantage.

Wright, McMahan, and McWilliams proposed that human resources can provide a sustained competitive advantage through the human resource capital pool (here replaced with tacit knowledge and the knowledge creation process) and employee behavior. As a result, managers can implement human resource practices that have a positive impact on the knowledge creation process and, as a result, the firm's strategic goals (Delery and Roumpi, 2017).

A manager can use human resource practices like developmental assignments, formal training opportunities, and compensation to create new tacit and explicit knowledge, as well as to reduce tacit knowledge loss through employee turnover. Given the dynamic environment and the importance of knowledge workers, businesses must implement human resource practices that encourage ongoing skill development.

According to general studies, there is a link between employee socialization, the conversion of explicit knowledge to tacit knowledge through formal training (knowledge creation), and human resource behavior in the creation and maintenance of organizational competitive advantage (Sial et al., 2023). Therefore, the goals of the present study are to investigate the role that strategic human resource practices play in developing competitive advantage, as well as what companies must do to ensure the development of knowledge workers and the dissemination of knowledge to others within the firm.

2. METHODS

The study is based on a case study of three business sectors in Indonesia, each represented by a single company (hereafter, it is called a, b, and c). The research sample was drawn from and consisted of senior executives in human resource management and line positions in the three companies (a, b, and c); the sample size ranged between 40 and 60 professionals.

The current study focuses on Descriptive and Inferential Analytical Approaches in testing hypotheses to determine the nature of the relationship between independent and dependent variables. Through the use of statistical analysis software, empirical measures are used to establish this relationship. Descriptive research attempts to define or measure a specific observable fact, typically by estimating the strength or intensity of behaviour or the relationship between two behaviours. In other words, these research approaches aim to provide a comprehensive description of the field.

There are three propositions of the roles of strategic human resourses aspects in developing competitive advantage. The propositions are as follows: proposition 1: The ability of an organization to obtain distinctive resources that develop its competitive advantage is positively related to its socialization activities; proposition 2: The ability of an organization to obtain distinctive resources that develop its competitive advantage is positively related to its training programs and activities; and proposition 3: An organization's employees' constructive human behaviour is positively related to its ability to obtain distinctive resources that develop its competitive advantage.

The research hypothesized model is based on a review of the available literature on relevant theories of strategic management, organizational learning, and competitive advantage. The hypotheses are operationalized by using previous study measures, and then empirically tested using statistical methods. The data used in the analysis came from a variety of sources, with the initial data that determined the sample coming from consultations and firm websites. Additional information was obtained directly from the sample companies via qualitative and quantitative questionnaire items.

Socialization, formal training, and human resource behavior have all been identified as critical aspects of SHRM in the development and creation of firm competitive advantages. As a result, all three were measured in this study using various statistical analyses. The research's dependent variable, company competitive advantage, was also measured using statistical analysis.

Multiple statistical methods, including means, frequency, correlation, regression, ANOVA, and the Scheffee tests, were used to test the developed hypotheses. Furthermore, the questionnaire tool used in the study was divided into five sections. The first section addresses demographic factors such as gender, age, education level, department of employment, years of experience, and employment level.

3. RESULTS AND DISCUSSION

As previously stated, the researcher aimed for a sample size of 40-60 people. However, of the 80 questionnaires distributed to the three telecommunications professionals, 50 were returned, with 13 being ineligible due to missing information or obvious carelessness in responding to the designed survey questions. As a result, the research was ultimately conducted using 37 legitimate questionnaires.

This section focuses on the demographic characteristics of the chosen sample. The analysis revealed the following statistics:

Table 1. The results of the company variable's frequency analysis

		Frequency	Percent
Valid	1. *a*	10	27.0
	2. *b*	14	37.8
	3. *c*	13	35.1
	Total	37	100.0

Table 1 shows that 27% of the sample responses came from *a* HR executives and line managers. 37.8% of the data came from *b,* while 35.1% came from c managers.

Table 2. The results of the gender variable's frequency analysis

		Frequency	Percent
Valid	1. Male	20	54.1

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	2. Female	17	45.9
	Total	37	100.0

Table 2 shows that 54.1% of the sample responses were received by females as opposed to the 45.9% from males.

Table 3. The results of the age variable's frequency analysis

		Frequency	Percent
Valid	1. 21-30	15	40.5
	2. 31-40	20	54.1
	3. 41-50	2	5.4
	Total	37	100.0

According to the preceding table, 40.5% of respondents were between the ages of [21 - 30], 54.1% were between the ages of [31 - 40], and 5.4% were between the ages of [41 - 50]. This offers us an idea of the current and desirable age group that is employed in fast-paced, demanding sectors.

Table 4. The results of the education variable's frequency analysis

		Frequency	Percent
Valid	1. Bachelor	28	75.7
	2. Master	9	24.3
	Total	37	100.0

According to **Table 41.4**, the sample of all three organizations – *a, b,* and *c* - possessed a bachelor's or higher master's degree. None of them maintained a lower position, demonstrating the value of intellectual and personal growth for firm personnel.

Table 5. The results of the employment department variable's frequency analysis

		Frequency	Percent
Valid	1. Top Management	2	5.6
	2. HR Department	18	50.0
	3. Marketing Department	9	25.0
	4. Communication Dept	2	5.6
	5. IT	1	2.8
	6. Engineering	4	11.1
	Total	36	100.0
	Missing system	1	
	Total	37	

In the employment department group, 5.6% of respondents were senior management, 50% were human resource department people, 25% were marketing line managers, 5.6% were communication department, 2.8% were information technology (IT), and 11.1% were engineering department.

Table 6. The results of the experience variable's frequency analysis

		Frequency	Percent
Valid	1. Less than 1	2	5.4
	2. 1-5	7	18.9
	3. 6-10	13	35.1
	4. 11 or more	15	40.5
	Total	37	100.0

In terms of years of experience, it is clear that the majority of responses came from employees who have been with their respective companies for 11 years or more, with a percentage of 40.5%, compared to 5.4% for those who have been there for less than a year, 18.9% for those who have been there for 1-5 years, and 35.1% for those who have been there for 6-10 years. Based on the following numbers, one may deduce (think) that staff turnover is minimal at the companies in general.

Table 7. The results of the employment level variable's frequency analysis

		Frequency	Percent
Valid	1. Managerial	20	55.6
	2. Executive employment	4	11.1
	3. Team leader	11	30.6
	4. Other position	1	2.8
	Total	36	100.0
	Missing system	1	
	Total	37	

According to the latest demographic level, 55.6% of the respondents were in management roles at the enterprises, 11.1% were in executive positions, 30.6% were team leaders, and 2.8% were in other positions inside the organizations. A correlation test is required to assess the presence of a link between the socialization and competitive advantage factors. To test the connection, we must first check that the normalcy assumption is met. P-P Plot was used to assess the normalcy. The analysis clearly shows that the socializing component is regularly distributed. To address the above hypothesis, the following Simple Regression test results were utilized in the clarification:

Table 8. Simple regression testing the relationship between socialization and competitive advantage

R	R Square	F Calculate	β Treatment	β Constant	Sig*
0.456	0.208	9.201	0.525	32.155	0.005

Table 8 shows that there is a significant association between the socializing component and competitive advantage at [r=0.456] at the level [0.05≥α] and a coefficient of determination of [r^2=0.208]. This suggests that the socializing component accounted [0.208] of the competitiveness of the companies.

Because the *β* constant was [32.155], an increase in one unit of socialization will result in an increase in competitive advantage equal to the value of [32.155]. Furthermore, ensuring a

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significant link through F computed at the value of [9.201] at a significance level of [0.05 ≥ α], resulting in the rejection of the H_O hypothesis and acceptance of the H_A hypothesis, which asserts that:

H_A: *There is significant statistical relationship between socialization activities and developing a competitive advantage.*

To determine whether or not there was a link between all three companies and the socialization factor, the Scheffee test is employed to determine the relationship, as shown in tables 9 and 10 below.

Table 9. Means and Standard Deviation of companies according to the socialization factor

Company	Socialization Practices	
	Means	Standar Deviation
a	78.83	7.2030
b	66.41	13.9418
c	84.52	11.8110

Table 10. Scheffee between company Means according to the socialization factor

Company	*a*	*b*	*c*
a	-	12.4231	5.6905
b	-	-	18.1136*
c		-	-

Table 9 clearly shows that *c* has the highest means value. Moreover, in **table 10**, there is a strong statistical link between *b* and *c* and socializing at [18.1136] owing to *c* having a means value of [μ=84.52] in comparison to *b* having a means value of [μ=66.41]. According to the aforementioned, *c* is the pioneer in introducing socializing methods inside its organization as compared to its competitor businesses *a* and *b*, therefore building and creating corporate competitive advantage.

To answer the hypothesis there is no significant statistical relationship between training practices/programs and developing a competitive advantage, A correlation test is required to assess the presence of a link between the socialization and competitive advantage factors. To test the connection, we must first check that the normalcy assumption is met. P-P Plot was used to assess the normalcy. The analysis clearly shows that the socializing component is regularly distributed. To address the above hypothesis, the following Simple Regression test results were utilized in the clarification:

Table 11 Simple regression testing the relationship between training practices and competitive advantage

R	R Square	F Calculate	β Treatment	β Constant	Sig*
0.378	0.143	5.846	0.501	34.035	0.021

According to table 11, there is a significant association between the training practices component and competitive advantage at [r=0.378] at the level [0.05 ≥ α] and a coefficient of determination of [r^2=0.143]. This suggests that the training element explained [0.143] of the company's competitiveness.

Because the *β* constant was [34.035], increasing one unit of training will result in a gain in competitive advantage equal to the value of [34.035]. Furthermore, ensuring a significant link

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through F computed at the value of [5.846] at a significance level of [0.05 ≥ α], resulting in the rejection of the H_O hypothesis and acceptance of the H_A hypothesis, which asserts that:

H_A: *There is significant statistical relationship between training practices/programs and developing a competitive advantage*.

To determine whether or not there was a link between all three companies and the training component, the Scheffee test is employed to determine which of the three companies the source of the relationship is.

Table 12 Means and Standard Deviation of companies according to the training practices factor

Company	Training Practices	
	Means	Standar Deviation
a	75.75	8.06
b	70.06	11.96
c	83.09	11.59

Table 13 Scheffee between company Means according to the training practices factor

Company	*a*	*b*	*c*
a	-	5.6859	7.3452
b	-	-	13.0311*
c		-	-

Table 12 clearly shows that *c* has the highest means value. Then, according to table 13, there is a strong statistical link between *b* and *c* and training practices at [13.0311] owing to Umniah telecommunication having a means value of [μ=83.09] in comparison to Orange telecom having a means value of [μ=70.06]. It is, once more, clear that *c* is a pioneer in introducing competitive advantage-developing training procedures inside its company, closely followed by *a*. A correlation test is required to assess the presence of a link between the human resources behaviour and competitive advantage factors. To test the connection, we must first check that the normalcy assumption is met. P-P Plot was used to assess the normalcy. The analysis clearly shows that the socializing component is regularly distributed. To address the above hypothesis, the following Simple Regression test results were utilized in the clarification:

Table 14 Simple regression testing the relationship between human resources behaviour and competitive advantage

R	R Square	F Calculate	*β* Treatment	*β* Constant	Sig*
0.216	0.047	1.718	0.237	54.493	0.198

According to **table 14**, there is a significant association between the human resources behaviour component and competitive advantage at [r=0.216] at the level [0.05 ≥ α] and a coefficient of determination of [r^2=0.047]. This suggests that the human resources behaviour explained [0.047] of the company's competitiveness. Because the *β* constant was [54.493], increasing one unit of training will result in a gain in competitive advantage equal to the value of [54.493]. Furthermore, ensuring a significant link through F computed at the value of [1.718] at a significance level of [0.05 ≥α], resulting in the acceptance of the H_o hypothesis, which asserts that:

H_o: *There is no significant statistical relationship between human resources behaviour and developing a competitive advantage*.

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It is not necessary to further analyse the Schefee between company means according to this SHRM element (human resources behaviour) because there was no significant relationship. From the findings above, there are some fundamental concepts to discuss. The process of building a competitive edge and reaping above-average returns for stakeholders is referred to as competitive strategy.

Competitive advantage is gained via the strategic management of resources, capabilities, and core competencies, as well as the firm's reaction to external opportunities and threats. Navigating a complicated collection of strategic issues necessitates understanding their impact on competitive strategy.

Understanding and controlling the causes that produce these inequities to offer the firm a durable competitive edge, according to the firm's competitive strategy, significantly governs long-term commercial performance. These variables vary greatly. Different companies, even those in the same industry, may need to perform different things. As a result, corporations can pursue a variety of methods.

There are a few factors to keep in mind while developing a competitive strategy. Resources are scarce, but opportunities are limitless. The cornerstone of strategy is deciding to do things differently than competitors. What counts in the long run is not how fast you run, but whether you run faster than your competition. A corporation can only outperform competitors if it can develop a sustainable differentiation.

The present research strenghtens the work of (Saroso & Ridwan, 2020) which predict a positive trend and a significant relationship between training cost allocation and these organizations' profitability trends. The reason is that many leaders have been drawn in by the expansion of numerous and sophisticated product offerings to consider strategic initiatives to anticipate the company's more fierce competitiveness.

It is also relevant to Maune's perspective of developing competitive advantage of startups and venture capital. The study discovered that the co-evolution of startups and venture capital, policy targeting, and a network of other factors, as discussed in the three phased evolutionary model, were critical to the emergence and transformation of Israel's high-technology industry into a high-technology startup intensive industry. As a result of the co-evolution of SUs and VC in the 1990s, it gained a competitive edge through a hi-tech oriented entrepreneurial system or cluster (Maune, 2017).

The urge of awareness of competitive advantage, as shown by the present research, can be also identified in banking industry. Arora explained (Rejekiningsih, 2015) as the center activity of overall quality management, managing quality resources becomes crucial as a result, banks are doing all required actions to improve themselves, such as training and new initiatives, in order to stay up with market trends and demand.

The statistical study also aligns with Thompson et al's findings, which said that improving present resources and capacity might boost corporate performance. Furthermore, the quality of the firm's resources and capacity are the corporate assets that will determine whether the company is able to compete fiercely or surprisingly weakly. These resources are both material and intangible (Ricardianto et al., 2023).

The current study proposes building internal resources to establish new capabilities in launching a new business in a sector that is experiencing a new period or business disruption. According to Bhatti and Zaheer, intellectual capital (knowledge) is a crucial factor that produces and adds value to the firm (Raluca and Popescu, 2019). The development of new capabilities and knowledge is aimed to bridge the gap between present capabilities and future requirements (Popova-Nowak and Cseh, 2020).

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The data also demonstrates the significance of training. It is pertinent to the research done by Kotur and Anbazhagan (Darmawan, 2022). When the need for knowledge and competence evolves, the ongoing process of staff training becomes critical. According to MacDougall and Hurst, the new terrain of contemporary business in today's globalization is driven by intellectual capital and human capital, which enable firms to build and preserve their competitive edge (Guterresa et al., 2020).

There are a few factors to keep in mind while developing a competitive strategy. Resources are scarce, but opportunities are limitless. The core of strategy is saying "Yes" to only a few possibilities and hence "No" to many others. Trade-offs are critical to strategy because they represent the desire for choice while purposely restricting what a firm provides. Always consider opportunity costs. A dollar invested "here" is a dollar that is not invested "there" or returned to shareholders.

According to Ikapel, many organizations continue to rely on physical capital to achieve profitability, despite the fact that human capital plays an essential role (Wisedsin et al., 2020). As a result, the current study may be used to address the difficulties. Nonetheless, Murthy and Moritsen noted the relationship between physical and financial capital in providing intellectual capital to increase profitability through the firm's budgeting processes (Baima et al., 2020).

The cornerstone of strategy is deciding to do things differently than competitors. What counts in the long run is not how fast you run, but whether you run faster than your competition. A corporation can only outperform competitors if it can develop a sustainable differentiation. As a result, you should always assess the longevity of your competitive edge. Competitors are likely to see removing your competitive edge as their primary responsibility.

Individual activities' competitive worth cannot be isolated from the total. As a result, fit keeps imitators at bay by constructing a value chain that is stronger than its weakest component. The long-term measure of any strategy is not what it adds to market share or profit margins, but what it adds to long-term return on investment.

Strategic roles should have a ten-year or longer time horizon, not simply a single planning cycle and/or product cycle. The current study has demonstrated the significance of human capital. It somewhat validates the conclusions of investigation conducted by Maditinos. Human capital, efficiency, and financial performance have all been found to have a strong link (Martín-de Castro et al., 2019). Also underlined the importance of human capital, stating that knowledge assessed as Human Capital has a major influence on economic performance (Nathaniel, 2021).

Human capital, often known as the workforce, is one of an organization's most valuable assets Indeed, human capital is critical to corporate effectiveness (Kiran et al., 2022). discovered that vocational education and training had a beneficial influence on firm performance in their study. When the time frame for competition is limited in such a dynamic industry, the organization that can develop their competency and aptitude via training or education becomes important to winning the battle (Danilwan and Pratama, 2022).

4. CONCLUSION

As stated throughout the investigation, one component that might differentiate an organization from its rivals, whether in services or goods, in the private or public sector, is its workers. Employee quality, excitement, newcomer integration, development, and contentment with their work and the company all have a substantial influence on the organization's productivity, level of customer service, reputation, competitiveness, and

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survival. In other words, individuals make the difference in a competitive climate. Human resources are essential in all areas of a company, from finance to sales to customer service to line management.

Every department's managers and supervisors deal with human resource issues on a daily basis, and they are accountable not just for interactions inside their own department, but also for relationships between departments. Human resource management's major job nowadays is to guarantee the effective and efficient use of human potential to achieve an organization's goals and objectives. Using human resources to gain a competitive edge entails determining which characteristics are required for the organization's long-term success.

This concept requires an understanding of organizational design, key work processes, teams, hiring effective employees, promotion strategies, defining competencies and performance measures, training and development programs for current jobs and preparation for future positions, reward and recognition systems, motivation and retention, and customer perceptions of the organization and employees.

To develop a suitable competitive advantage via people, the company's business strategy or business plan, as well as organizational human resource practices, must first be examined. The business should construct a comprehensive HRM and employment relationship model; it should also encourage long-term thinking, the development of "core competences," and the development of "sensing" talents.

As a result, managers and supervisors must guarantee that employees are engaged, productive, and positive - if not passionate - about their jobs. This entails combining human resources techniques with fundamental business processes: encouraging all divisions to collaborate on "people" projects that provide value to the firm while also improving productivity and product and service quality. Favourable human resources business initiatives and organizational behaviour techniques have a positive influence on the corporation as a whole.The research's sample organizations, namely *a, b,* and *c*, showed to be among those companies that are conscious that human resources do make a difference in organizational performance. These corporations recognize the importance of their people in making a difference in their organizations and supplying the necessary component for their competitive advantage.

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