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Strategies of Resources Development in Human with Accessing the Competitive Right of the Organization

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Abstract---*In the context of contemporary organizations, Human Resource Development (HRD) has become a key strategy in the pursuit of competitive advantage. By referring to a variety of established studies and theories, emphasis is placed on the importance of investment in training and development, the creation of a positive organizational culture, the use of technology in learning, succession strategies and career development, as well as ongoing feedback and evaluation to drive organizational performance. The method of research carried out in this research is the study of literature by looking for literature according to the context in the research. Research results show that SDM development strategies can help organizations to adapt, grow, and gain an edge in a highly competitive and dynamic business environment.*

Keyword---*competitive advantage, development strategy, organization, SDM, technology*

Introduction

Globalization is a multidimensional phenomenon that has emerged as one of the main drivers of contemporary times, including a shift in economic aspects, including market deregulation, trade liberalization, and market capitalization that has radically altered the global economic order since the end of the 20th century. (Stiglitz, 2002). Globalization represents increased mobility of capital, goods, services, and labour between countries, driven by technological innovations in communications and transport. Bhagwati (2004), acknowledged that globalization has offered expansion opportunities for companies and wider market access for consumers, which also has the potential to have negative consequences including increased inequality and economic instability.

Amid increasing global dynamics, the role of information and communication technology (ICT) plays an essential role in modulating and mediating globalization processes. Innovations such as the Internet and e-commerce have changed the paradigm of international business and communication, driving a faster and more accessible flow of information that challenges conventional boundaries of territory and time (Castells, 2011).

Therefore, globalization is not only an economic phenomenon, but also as an entity that prolongs and affects social, political, and cultural structures. Organizations operating in this highly global context are required to navigate the complexity caused by this trend and adjust their SDM strategies, structures, and processes accurately. The paradigm shift in SDM management, which involves ready-to-use adaptation to the international labour market, increased labour mobility, and the flow of workers' cultural diversity, are essential elements in ensuring business sustainability under the pressure of globalization (Sparrow et al., 2014).

In an increasingly unavoidable stream of global competition, competitive advantage is the Rosetta Stone for the survival and success of the organization. The concept of competitive excellence, has long been at the centre of attention in strategic management literature. Competitive advantage is identified as a company's ability to create value that exceeds the cost of producing it, relative to competitors in the same industry.

Application of competitive advantage theory in business practice requires a deep understanding of the external environment, including competitors and market strengths, as well as a careful analysis of the company's internal resources and capabilities. In this context, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and Porter's five-strength analysis can be effective instruments in building competitive strategies. To navigate today's global competition, companies must continue to reflect and adapt their business models. Using technology for product innovation, improving operational efficiency, and creating a unique customer experience is key to creating added value, thus the importance of such competitive human resources.

Strategic management theories have long recognized the importance of human resources as the core of sustainable competitive advantage (Barney, 1991; Wright et al., 1994). Assuming that human resources can be categorized as valuable, rare, difficult to imitate, and irreplaceable assets, they represent a major pillar in a firm's Resource-Based View (RBV) framework (Barney, 1991; Wright et al., 2001).

Amid the challenges posed by technological evolution, demographic change, and shifting market dynamics, the Human Resource Development Strategy (HRD) has become a crucial topic for researchers and practitioners (Becker & Gerhart, 1996). In creating human capital that can support organizational transformation as well as drive innovation, companies are called upon to design strategies that not only respond to current needs but also anticipate future needs.

Thus, Human Resource Development (HRD) occupies a central position in management literature and organizational studies, closely linked to corporate growth and sustainability. This concept refers to a series of processes and activities designed to enhance the capacity, expertise, and productivity of individuals in a working context, with the ultimate goal of maximizing their contribution to the goals of the organization (Becker, 2009; Schultz, 1961). This approach supports the premise that human capital is a strategic asset that can be developed through proper investment in education and training (Becker et al., 2008).

Thus, this research is to look further on how organizations can develop SDM strategies that are capable of delivering a competitive advantage that matches the pressures and demands of the constantly changing market. This research attempts to dig further to understand how SDM development principles can be integrated into general management practices and how such integration contributes to achieving and sustaining competitive advantages.

Framed with the disciplines of strategic management and RBV theory, as well as illuminated by a wide range of comprehensive literature on SDM development and performance management, this research approach is intended to bridge theory with operational practice proven by empirical studies. It will not only contribute to the academic corps but also provide strategic insight to practitioners who are driving the wheel of innovation and growth within the organization.

Research Methods

Literary research is an essential component of the scientific research process, enabling researchers to identify, analyze, and synthesize knowledge already existing in a field of study. In an ever-expanding scientific field, literary research methods not only facilitate a comprehensive understanding of a subject, but also open up opportunities to identify knowledge gaps that can be bridged by subsequent empirical research. This approach is beneficial in fast-moving and multifaceted disciplines such as management, economics, and social sciences, where literature can vary significantly in both methodology and findings (Jesson et al., 2011).

Effective literary research requires the use of systematic, transparent, and reproducible methodologies. This process generally starts with determining the purpose of research—whether to provide a comprehensive overview of a topic, to evaluate available evidence against a research question, or to identify key methodologies and findings in a field (Hart, 1998). In conducting literary research, it is important to emphasize validity and reliability through the selection of reliable sources and the application of rigorous research methodologies. It ensures that the conclusions taken are not only accurate and reliable, but also contribute to existing scientific knowledge in a meaningful way. (Fink, 2019).

The methods of systematic and critical literary research play an important role in the advocacy and development of scientific knowledge. By applying a disciplined and methodological approach, researchers can effectively dig, analyze, and interpret a vast corpus of literature, providing a strong foundation for further research. Understanding

and applying literary research methodologies in a rigorous manner not only strengthens academic integrity but also enriches scientific discussions in various disciplines.

Result and Discussion

Concept of Competitive Advantage

The concept of competitive advantage is central to the dogma in the discipline of strategic management and business economics (Porter, 1985). It is based on the premise that a company must develop and leverage unique capabilities and resources that can distinguish it from its competitors, thus creating added value for its stakeholders. In an increasingly dynamic and competitive business environment, an in-depth understanding of the concept of competitive advantage becomes vital for companies to maintain and improve their performance.

According to Porter (1985), competitive advantage refers to a company's ability to generate profits above the industry average by providing value to customers through product differentiation or lower production costs. It covers two main strategies: differentiation and cost leadership. Furthermore, Prahalad & Hamel (1990) offer an alternative framework by highlighting the importance of the 'core ability' or 'unique ability' of a company, a series of activities or processes that provide a competitive advantage in the long term.

Porter's approach focuses on market positions and industry structures as determinants of competitive advantage, while Prahalad and Hamel emphasize the role of internal factors such as resources and capabilities (Wernerfelt, 1984). In other words, in order to and maintain a competitive advantage, companies must focus on developing their resources and capabilities as well as their adaptability to market dynamics.

Despite having a huge influence in the world of management and business, the concept of competitive advantage is not without criticism and challenge. One of the major challenges in developing and implementing competitive advantage strategies is the rapid change in technology and consumer preferences, which can shake existing advantage positions (Barney, 1991).

Competitive advantage plays an important role in the success of a company in a competitive market. To a competitive advantage, a company needs to understand its market well, have a unique product or service, be efficient in the cost of production, and be able to provide added value to customers. One approach to achieving competitive advantages is through a differentiation strategy, in which a company offers a product or services that are unique and considered to be of high value by customers. In addition, focusing on innovation, operational efficiency, and market dominance can also be the key to success in achieving competitive advantage. By understanding this concept, companies can develop the right strategy to be able to compete effectively in the market. The importance of having a deep understanding of the needs and desires of the market cannot be ignored. Companies must always be ready to innovate and adapt their products or services to change in the market. For example, rapidly evolving technology has changed patterns of consumer behavior and customer demands for a better experience. Therefore, companies must constantly update and improve their marketing strategies and products to remain relevant and meet customer expectations.

In addition to understanding the market, it is also important to focus on operational efficiency. Identifying areas that can be optimized in the production and distribution process can help companies reduce costs and increase profits. Thus, companies can offer more competitive prices or invest more resources in product innovation. Furthermore, ining a competitive advantage also requires an in-depth understanding of the competitors. Monitoring the strategies and steps taken by the competitor can provide valuable insights to continuously improve and develop the company's own strategy.

By implementing these measures, companies can strengthen their position in the market and sustained competitive advantages as well as the strategic application of the concept of competitive advantage is a must in modern strategic management. Modern strategic management combines the basic principles of strategic planning with fast-moving technological innovation, market globalization, and changing socio-economic dynamics. Companies that successfully adopt and implement modern strategic governance principles are able to sustained competitive advantage through optimum innovation, adaptability, and operational efficiency (Teece et al., 1997).

The evolution of strategic management can be traced through an improved more complex and holistic approach to strategic planning and implementation. The basic SWOT model (Strengths, Weaknesses, Opportunities, Threats) developed by Andrews (1971) provides an early framework for strategic analysis. However, in a modern context, companies must go beyond SWOT analysis and integrate dynamic ability theory Teece et al. (1997) to ensure they can proactively respond to rapidly changing business environments.

Implementation in Modern Business Practices on Modern Strategic Management prioritizes a multidisciplinary approach that combines big data, predictive analytics, and information technology to inform strategic decision-

making (McAfee et al., 2012). This approach allows companies to not only respond to market changes quickly but also predict trends and formulate proactive strategies. The adoption of agile methodologies in project management and product development is one example of the practical application of modern strategic management principles, enabling organizations to be more flexible and responsive to new challenges (Denning, 2018).

The main challenges in modern strategic management include the need to balance between the speed of adaptation and the sustainability of strategic decisions in the long term. The limitations in predicting with full accuracy global market dynamics and the socio-economic impact of new technologies require a more flexible and iterative approach in the formulation and implementation of strategies (Schwab, 2017). In addition, exponential data growth and advances in analytical technology offer new opportunities and challenges in strategic management, requiring new skills and critical approaches in sorting and analyzing relevant information (McAfee et al., 2012).

Thus, the concept of competitive advantage is essential to developing modern strategic management that reflects paradigm shifts in the way organizations plan and utilize resources to long-term goals. A holistic approach that integrates advanced technology, data, and management theory makes strategic management more dynamic and adaptive to global change. Along with new challenges that are constantly emerging, strategic managerial practices will continue to evolve, requiring in-depth understanding and proactive adaptation from business leaders and academics.

SDM Development Theory

Human Resource Development is one of the most important aspects of the progress of a company or organization. SDM development not only includes employee training, but also includes career development, increased recognition and recognition, as well as creating a positive working environment. In human resource development, employee training is an essential component of an integrated human capital development strategy, whose task is to develop sustainable and relevant competences in an evolving labour market. Academically, this paradigm is analyzed through theoretical lenses such as Knowles' Adult Learning Theory (Andragogy) Knowles (1984), as well as the Social Capital and Human Capital Theory (Becker, 2009; Coleman, 1988). The study analyses the contribution of employee training to the sustainability and competitive advantage of the organization by arguing that investment in employee learning and development leads to optimization of employees performance and overall, organizational performance. Employee training plays a role in adapting the skills of employees to the strategic needs of the company. This training process is designed to respond and innovate according to the demand formed by market conditions, technological progress, as well as changes in economic and social structures (Salas et al., 2012). The primary objective of employee training is to close the skill gap between current job requirements and employee ability (Goldstein, 1993). The ability to learn and adapt quickly is the hallmark of an advanced workforce, which ultimately becomes a valuable asset for business entities in achieving their strategic goals (Noe et al., 2013).

Effective employee training not only enriches employee understanding and technical skills, but also advances interpersonal competence and problem-solving skills—factors necessary to create a collaborative working environment that drives innovation and creativity (Boudreau & Ramstad, 2007). The long-term implications of this process involve building an organizational culture that supports continuous learning, which is the basis for strategic excellence.

Meanwhile, career development is a dynamic and sustainable process involving career choices, entry and adaptation in the workplace, progress in employment, and transitions related to employment throughout the life span of an individual (Super, 1980; Savickas, 2005). In this context, career development cannot be seen as a static phenomenon, but rather as a series of interactive and adaptive events in a person's vocational path.

At the organizational level, career development is integrated into human resource management practices to facilitate compatibility between individual and organizational goals (Greenhaus et al., 2010). This includes strategies such as career planning, competence assessment, and leadership development. Thus, with the development of good SDM, companies can optimize the potential of employees, increase productivity, and retain qualified employees. In addition, development of SDM can also help increase employee loyalty to the company as well as create a sense of ownership and pride in the work they do. Thus, companies can gain long-term benefits in the form of stability, growth, and competitive advantage.

Thus, it can be concluded that the development of SDM is an important aspect in human resource management that focuses on enhancing and maximizing the potential of employees through various initiatives, such as training, education, and career development. The main objective of the SDM development is not only from an administrative perspective, but how to develop the potential for SDM to be more creative and innovative, making the function of MSDM more strategic for companies or organizations.

The development of SDM is seen as a critical step in enhancing the skills, knowledge, and capabilities of employees, which in turn is crucial to supporting the success and competitiveness of organizations in the market. More specifically, the concept of SDM development encompasses the understanding and framework of development, covering the distinction between education, training, and development of the SDM itself, which aims at improving the overall quality of employees, with the hope that they can meet or even exceed existing job demands. This, as mentioned in other sources, includes activities designed to enrich the knowledge, abilities, and skills of human resources according to their job needs. In the context of modern management, the theory and practice of SDM development is suggested to apply a more dynamic and adaptive approach. It requires innovative strategies in dealing with market challenges and technological change to ensure that SDM continues to evolve in accordance with the needs of industries and organizations (Dahlman et al., 1987; Ju & Maruta, 2011).

Development of SDM and Competitive Advantages

In the context of economic globalization and the 5.0 industrial revolution, competitive advantage is a critical foundation for organizational sustainability and growth. Current strategic thinking suggests that Human Resource Development (HRD) plays a central role in fostering this excellence (Barney, 1991; Wright et al., 2001). An approach in the development of an effective and efficient SDM, oriented towards value-added creation and competitive advantage, requires comprehensive analysis and systematic implementation (Banmairuoy et al., 2022; Kesti, 2012).

Human Resource Development (HRD) has been recognized as a key component in creating a competitive advantage for organizations. Scientific research and contemporary business practice have shown that investing in human capital can lead to better performance and sustainable excellence. According to the Resource-Based View (RBV) Barney (1991), competitive, uneven human resources can create good organizations (Simon et al., 2006; Kriston et al., 2010).

SDM development can be articulated as the process of enhancing SDM capacity and competence through education, training, and development (Pfeffer, 1994). The essence of this development is a strategic alliance between improving individual expertise and achieving organizational goals (Noe et al., 2020). Focusing on sustainable education and lifelong learning is a way to sharpen skills in addressing the challenges posed by technological and market changes (Senor & Singer, 2008). In an effort to build competitive advantage, companies must integrate SDM development into their business strategy holistically (Ulrich, 1996). It includes mapping and developing core competencies that are synergistic with the vision and strategy of the organization Prahalad & Hamel (1990), and creating an environment that is conducive to innovation and learning in the organization (Garvin, 1994).

The key factor in the development of a successful SDM is the adoption of a proactive approach to learning and innovation (Teece, 2007). Organizations need to cultivate a culture that drives the exploration and exploitation of new knowledge March (1991) in line with the dynamic capabilities described by (Teece et al., 1997).

Development of SDM is a strategic activity that has the potential to generate a sustained competitive advantage. The evolving human capital through continuous education enables organizations to be innovative and responsive to changing business environments. As a practical implication, HR leaders and managers need to prioritize the continuous development of SDM and synchronize it with organizational strategies to ensure that companies not only survive but also thrive in intense global competition (Buller & McEvoy, 2012; Evans, 1996).

Implications of SDM Development on Competitive Advantage

In this era of globalization and industrialization 5.0, Human Resource Development (HRD) has become an important focus for an organization or company (Weerawardena & Mavondo, 2011; Friar, 1995). The frequency of development of SDMs has many implications for the competitive advantage of an organization. SDM development involves improving the skills, knowledge, and competence of employees through a variety of training and learning programmes. It aims to improve the productivity and efficiency of employees, which will ultimately improve the profitability and competitiveness of organizations (Akbar et al., 2023). Various SDM development programmes are implemented for employees to gain a competitive advantage, among others; 1) Training and Workplace Development. Training in the workplace can help improve the knowledge and skills of employees. These developments can be technical training, management training, leadership development, etc. One of the most effective methods is a combination of classroom learning and on-the-job training. On-The-Job Training, or workplace training, is a method of training that is carried out in a real work environment, where employees get training and directly apply the skills they learn in their daily tasks. This method allows employees to learn while working, which can improve their understanding of the practical aspects of their work. (Gustiana et al., 2022; Anggreani, 2021).

Benefits of On-the-Job Training consist of; (a) Direct Application. Employees can directly apply what they learn in the context of their work, which facilitates more effective learning. (b) Personalization approach (Dessler & Varrkey, 2005; Lepak & Gowan, 2010; Stiglitz, 2017). Training can be tailored to the specific needs of employees and the tasks they face, ensuring that learning is relevant and impactful. OJT reduces or even eliminates the need for training time separated from working hours, reduces training costs and minimizes interference with productivity. Employees often feel more appreciated for having invested in their development, which in turn can increase their job satisfaction and loyalty. 2) Mentoring programmes. Mentorship programmes usually involve senior employees who act as mentors, assisting junior employees in their professional and personal development. Mentors usually give advice, learning, and support to help them thrive in their careers. E-Learning enables employees to learn at their own pace and schedule their learning sessions according to their work schedules. E-learning is very effective in overcoming distance and time barriers that often become obstacles to learning and development. 4) Job rotation and Temporary assignments. Job rotations and temporary appointments can be a great way to give employees a broad understanding of the various operational aspects of an organization. 5) Soft Skill Training Program. Soft skill training aims to improve interpersonal and communication skills, stress management, problem-solving, and other skills that are essential in everyday work (Van der Klink & Streumer, 2002; De Grip & Sauermann, 2013).

Development of SDM is a long-term investment that requires commitment from both management and employees. Through the development of employees' skills and knowledge, organizations can ensure that they remain competitive in an increasingly dynamic and demanding market. Development of SDM has many implications for the competitive advantage of an organization, among them; 1) Improving Productivity and Efficiency. 2) Strengthening Employee Skills. With the development of SDM, organizations can strengthen and expand the skills of their employees, which will give them a competitive advantage in the market. 3) Increasing employee retention. 4) Innovation and Creativity. Through the development of SDM, organizations can drive innovation and creativity within companies, which will help them maintain and expand their competitive advantage. 5) Creating a positive organizational culture. By involving employees in the learning and development process, the organization can form a positive and inclusive work culture (Manu et al., 2022; Khorofi, 2022; Bowo & Hendro, 2023).

In an increasingly complex and competitive world of work, adaptability and flexibility are key steps for an organization to survive and thrive. The development of an effective SDM will enable an organization to create a competitive advantage in the market and generate better business performance (Branch, 2009).

Conclusion

In a competitive business world, the competitive advantage of an organization is largely determined by the quality of its Human Resources (HRM). Development of SDM is not just an option, it is an essential need to be taken seriously by any organization that wants to survive and thrive. Effective SDM development strategies enable an organization not only to attract the best talents, but also to retain and develop them so that they can make the maximum contribution to the achievement of the organization's goals. Organizations that understand and implement this are in a better position to adapt, thrive, and excel in a competitive and rapidly changing business environment.

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