

HUMAN RESOURCE MANAGEMENT: THE ROLE OF COMPETENCE, TRAINING AND COMPETITIVE ADVANTAGE

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Article history

Received date : 11-6-2023
Revised date : 12-6-2023
Accepted date : 25-7-2023
Published date : 15-8-2023

To cite this document:

Syamsuri, A. R., Mulyono, H., Lubis, S. D., Hutasuhut, J., & Nabila, D. P. (2023). Human resource management: the role of competence, training and competitive advantage. *International Journal of Accounting, Finance and Business (IJAFB)*, 8(49), 211 - 219.

Abstract: *This article uses library research to assess numerous aspects, including competency, training, and competitive advantage. Theory and relationships between variables are studied in literature searches using sources from books, related papers, and sources from Mendeley, Google Scholar, and other online media. In order to support the strategies that will be put in place to help create competency, training, and competitive advantage within a business, effective management of human resources (HR) must be taken into account. The analysis of the literature reveals a relationship between competency, training, and competitive advantage that may be used to evaluate businesses and institutions in a legitimate, fair, and transparent way. The outcomes of competency implementation can also support employee training programs and personal competitive advantages.*

Keywords: *Competence, Training, Competitive Advantage*

Introduction

The dynamics of organizational systems have undergone numerous substantial changes in the contemporary era of globalization that are greatly different from earlier periods. In order to get a meaningful competitive advantage, we must make the necessary adjustments to what is being actively done by rival businesses. Because companies that can give innovation and creativity in packaging ideas or concepts that will be poured via the company's productivity will continue to rule the business sector for the time being. In order to be able to produce something with a high added value while maintaining its unique identity, (Savitri, 2022). Businesses today, are face with change that come from globalization. Globalization is the expansion of businesses all over the world due to advances in technology and transportation.

Globalization has an effect on how the strategic environment is changing. An organization, including a public organization, a business organization, or a social organization, may find it challenging to prevent globalization. Therefore, these circumstances cause competition to emerge in a variety of fields. Each company must be prepared to grow, be able to adapt to environmental changes, and must foster creativity and innovation in order to compete and build an organization that can have a competitive advantage, (Halisa, 2020). To keep pace in a constantly evolving business world, organizations often need to implement enterprisewide changes affecting their processes, products and people. Change is a fact of life in businesses today.

Because human resources are crucial to the success and excellence in initiative of change in an organization, businesses and organizations need to be supported by competent and dependable employees. The performance of a firm is heavily reliant on its HR standards, claim Kuruppu et al. (2021). Sihombing and Verawati (2020) assert that the demands of the globalization age place a premium on workers who are competitive in business development.

Most employees develop on their own, and human resource competency is a key factor in performance. due to the fact that the effectiveness of human resources depends greatly on their knowledge and skill levels. In order to increase performance's professionalism, the HR component is the primary capital (Nizar, 2018). An organization's quality can be seen in how competent its employees are. This is why, in order to promote employee performance and accomplish organizational objectives, enhancing employee competency is crucial (Hutagalung, 2022). In order for management changes to have a beneficial effect on the work system, employees' personal competencies at this time need to be the engine that propels organizational strategy. According to Ainanur (2018) a professional with proficiency in specific skill qualities is required because of the extremely rapid changes, dynamic problem developments, and unpredictability in the future.

Humans are the primary factor in organizational goal-achieving planning and thought. Because of this, businesses must place a high priority on employee training and development in order to increase the skills and competencies of their staff members, give them access to new knowledge, help them realize their own potential, and make them feel like a valuable asset that belongs to the company. According to Karim (2019) a every organization must endeavor to increase the quality of its staff since it is crucial to the success of that organization. One way to do this is through training and development initiatives. Because a company's capability strategy can also produce a competitive advantage in terms of agility capabilities, which are a prompt and proficient response to expectations and changes, according to Syamsuri et., al (2022)

According to Rudhaliawan's (2013) research, a company's ability to accomplish its objectives can also be impacted by the effectiveness of its training program. In other words, having training available can boost employee productivity, which will promote a business' success. The organization may have a harder time accomplishing its objectives if work productivity falls. Giving employees training will motivate them to perform more efficiently and quickly. This is because workers who are aware of their roles and obligations would strive to raise work morale. The success of a task depends on the employees' knowledge on how to carry it out. As a result, in order for new hires or veteran employees to do new responsibilities effectively, they need to acquire new skills and knowledge. The significance of offering training because it is a strategy employed by businesses to keep staff members happy and engaged and because it can help staff members develop their abilities, which leads to better performance.

If appropriately empowered and managed, a company's people resources can offer potential synergies for a sustained competitive advantage (Suryaningtyas and Asna, 2016). Companies will therefore be able to gain a lasting competitive advantage if they are able to respond to changes in the external environment rapidly by developing and utilizing the competences and capabilities of their human resources and in harmony with business goals.

This study investigates the relevant literature given the significance of the role of human resources in terms of competency, training, and competitive advantage. The primary goal of this study is to review ongoing advancements and future research as well as prior investigations. Three specific goals are the focus of this investigation. First, a broad description of the literature. The second step is to evaluate the subjects covered in various publications. Third, point out the research's shortcomings and offer potential directions for further study in this area. This study presents fresh insights in addition to evaluating the structure and development of correlations between various factors. The study is broken up into five sections with this objective. The first part of the paper is an introduction, followed by a review of the literature, a discussion of the research methodology, and an analysis of the issues raised in journal articles about the relationship between human resource management and "competence, training, and competitive advantage" and their connections. The final portion also includes conclusions regarding the results, as well as specific comments to the literature's limits and future research.

Literature Review

Human Resources

One of the resources that most influences a company's success or failure is its human resources. The effectiveness of organizational operational procedures is greatly influenced by a company's ability to manage its human resources effectively, which is necessary for the survival and growth of the organization (Jumady et al., 2021). Human resources is used to describe both the people who work for a company or organization and the department responsible for managing all matters related to employees, who collectively represent one of the most valuable resources in any businesses or organization.

Organizations require human resources with distinctive talents and abilities in line with the vision and goal of the firm to support employee performance in gaining competitive advantage (Firman, 2017). The importance of HR is ultimately to add value to the organization and minimize risk. When a business has valuable, rare and unique human resources, it will always have a competitive advantage over other similar organisations. Employees and companies are the two things that cannot be separated. Employees play a major role in running the company's

life. Employees who are satisfied with what they have got from the company will give more than what is expected and they will continue to try to improve their performance.

Performance also means the results achieved by someone both quality and quantity in accordance with the responsibilities given to him. Good performance from human resources will eventually translate into good work from the workforce. In order to compare what has been done and what is expected, work standards must be utilized as a standard, (Gasmadia, et al., 2022).

Competences

West, (2018) defines competence as a combination of knowledge, personality values, social interaction relationships, and professional abilities that are displayed in a person's ability in order for them to appear to comprehend, master, practice, and be able to interact while performing the work that they are now engaged in. Competence of an individual as defined by Becker, Huselid and Ulrich (2001) is the knowledge, skills, abilities and personality characteristics that directly influence one's performance. Studies of the competency approach emphasize that this concept usually includes underlying attributes, skills, traits, knowledge and attitudes that are required for successful performance in a job (Boyatzis, 1982; Spencer & Spencer, 1993).

Competence is defined as the traits that underpin behavior and describe the self-concept, values, motivations, personal traits, knowledge, and abilities brought by a top performer, (Otoo, 2020). The individual competencies required for one's job have been identified. However, it is equally important to consider the external and organizational environment in formulating competencies, which was taken into account in Boyatzis's (1982) work. Economic, social, political, industry, strategic, and competitive factors, as well as the availability of human resources are all necessary for developing competency standards. Nevertheless, competency models should be installed so as to be aligned with organizational strategy (Tarigan and Setiawan, 2020).

Training

Human resource training programs are specialized courses that teach HR professionals how to successfully onboard new employees, talent management, and effectively collect, store, and analyze performance data. Since the scope of work in human resources is vast, different HR training courses provide different knowledge. A company will typically decide on a training solution that fixes its current weak points, so the organization creates a competitive advantage in the market.

A company's organized efforts to support employee learning of competencies, knowledge, skills, and behaviors relevant to their work are referred to as training. This is done with the goal of having employees master the knowledge, abilities, and behaviors emphasized in training and apply them in their daily operations (Noe, 2020). One technique to boost individual productivity is through training (Sendawula et al., 2018). In order to boost performance effectiveness, training is a systematic and organized effort to develop employee knowledge, abilities, and attitudes through learning experiences, (Bariqi, 2018). According to Abogsesa and Kaushik (2018), training and development are often described as planned learning experiences that teach employees how to perform their present and future tasks. HR training can enhance employee performance, boost employee productivity, reduce employee turnover, and improve company culture.

Competitive Advantage

Competitive advantage refers to the factors or attributes that allow a given company to produce more affordable or higher quality services or products than its competitors. A competitive advantage is something that cannot be easily replicated and is exclusive to a company or business. This value is created internally and is what sets the business apart from its competition. Competitive advantages come in many shapes and sizes. They include, but are not limited to, some of the following: Access to natural resources not available to competitors; Highly skilled labor; Strong brand awareness; Access to new or proprietary technology and Price leadership.

For a competitive advantage to be established, it is important to know the following:

1. **Value proposition:** A company must clearly identify the features or services that make it attractive to customers. It must offer real value in order to generate interest.
2. **Target market:** A company must establish its target market to further engrain best practices that will maintain competitiveness.
3. **Competitors:** A company must define competitors in the marketplace, and research the value they offer; this includes both traditional as well as non-traditional, emerging competition.

To build a competitive advantage, a company must be able to identify its value proposition that will be sought after by the target market, which cannot be replicated by competitors.

According to Sandi and Syukri (2019), a competitive advantage is the capacity to outperform other educational institutions/organizations in a certain sector or market thanks to a combination of resources and organizational traits. By considering the internal and external problems that the organization must deal with, effective human resource management creates a competitive edge. It is referred to as a competitive advantage for the company if it can develop a value development plan. A company's strategy for reaching a goal is, in other words, how it creates a competitive edge, (Kasumawati, 2018).

Method

This research is a descriptive qualitative research with Literature Review. This qualitative research is intended to explore the existing problems, in this case, is about human resources management, competence, training and competitive advantage. The literature reviews that were reviewed as primary data sources in this study were the results of various research publications related to that variable. The publications studied were in the form of journal publications. Literacy search is carried out using the HRM, competence, training and competitive advantage keyword in the Scopus database using the publish and Perish tool which is used as the most complete index in searching for international publications, offering easy search and having a choice of time ranges that can be determined as needed.

Results And Discussion

The Role of Human Resources Through Competence

According to research Ansori (2015), competency significantly affects employee performance. The findings of this investigation can corroborate earlier research and enhance the theory. This explains how an employee can increase the quality and quantity of work effectiveness if he or she possesses good competence in the form of good knowledge and skills, a consistent level of

thinking in taking good actions, good behavior or responses to something, and good attitudes and values. and self-sufficient in completing the responsibilities given to him.

According to study research Soetrisno and Gilang, (2018), competency has a big impact on how well employees perform. This demonstrates that employee performance factors that can enhance competitive advantage are influenced by competency. Competence within the organization may take the form of coaching, counseling, or training. According to Ainanur (2018), it is also possible to create knowledge and skill competences relatively readily, for instance through training programs that aim to boost human resource capability.

The Role of Human Resources Through Training

Offering training programs internally is crucial because it affects employees' capacity and expertise to do their jobs in a way that enhances the performance and competitive advantage of the organization. In order to increase performance or achievement for employees in an organization or firm, training is the application of gaining additional knowledge and skills in order to make them more useful, (Hidayat and Budiartma, 2018).

According to research by Abogsesa and Kaushik (2018), employees are unaware of the selection process for training; the evaluation is done solely to complete official documents rather than to evaluate the knowledge the training participants have acquired or the effectiveness of the training implementation; and some employees are not interested in participating in the company's training and development programs. Sianturi (2018), states that indicators such as the type of training, objectives, materials, methodologies, participant qualifications, and teacher qualifications are typically included in training.

The Role of Human Resources Through Competitive Advantage

The contribution HR managers make to business rivalry demonstrates the strategic significance of these individuals. concentrating on internal development of the business by enhancing services and putting together a workforce that embodies the corporate culture, with a survival strategy that includes resource optimization and lowering operating expenses. Due to today's business competitiveness, businesses or organizations who desire to play a significant role have both chances and challenges, (Shabrina et al, 2023).

An alternate method that businesses can employ in specific situations is the strategic management of an organization's human resource activities. This point of view claims that a human resource management strategy should aim to give clients a competitive edge. A company's or organization's strategy must be in sync with the human resource management approach it chooses. business strategy, (Utama, 2011).

When a business is successful in creating, maintaining, and expanding numerous company-specific advantages as a result of various strategic assets it owns and produces, it might gain a competitive edge. A competitive advantage is also created by the company's people resources and capabilities, which are potential sources of income. Every firm seeks a competitive edge with each new product it releases. Having a competitive edge when a company enters a highly competitive market is crucial because it will decide the success of the firm by allowing it to lay a strong foundation for a more profitable sustainable advantage. In order to improve the performance of the organization in question, HR management must be able to unite all organizational components that will be managed collectively on the basis of this strategy (Juaini and Rapii, 2017).

HR managers and line managers work together on a set of procedures and duties known as HR strategy to handle issues with people-related organizations. Therefore, HR strategy activities are based on: cooperation between HR and line managers in managing HR emphasizing business-related matters with people in order to achieve the business strategy objectives that have been set, namely improving current and future business performance and generating sustainable competitive advantage, (Widajanti, 2017).

Conclusion

The success of the organization in attaining its goals and objectives as well as its capacity to meet a variety of difficulties, both internal and external, depend on effective human resource management in all organizations. Based on the findings of the study and the discussion that followed, it can be said that an organization can tell its employees are competent if they exhibit positive attitudes and values and are able to increase the quality, quantity, effectiveness, and independence of the work they produce. Training and development activities are carried out to enhance employee competence and productivity; training attempts to enhance workers' productivity. Another factor that contributes to competitive advantage is collaboration between HR and line managers in managing HR, which places an emphasis on business dealings involving people in order to accomplish predefined goals.

Acknowledgments

The research team would like to express their gratitude to the Universitas Muslim Nusantara Al-Washliyah which has supported the research activities of this team.

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