

The role of human capital in enhancing organizational competitiveness: A literature review

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ABSTRACT

This study seeks to investigate the impact of human capital on improving organizational competitiveness via innovation, efficiency, and organizational learning. In the realm of globalization and intensifying competition, human capital is recognized as a strategic asset that can enhance organizational performance. This study used a systematic literature review (SLR) methodology to identify critical components of human capital, including employee competencies and organizational learning, that substantially enhance creativity and operational efficiency. The research findings indicate that investing in staff competency development enhances productivity and fosters an environment conducive to creativity. Furthermore, organizational learning is essential for improving adaptability to market and technology shifts. This research finds various impediments, including insufficient investment in personnel development and difficulties in adapting to technological advances. This research recommends investing in training, fostering a learning culture, and establishing a transparent performance management system. This research underscores the vital importance of human capital in establishing sustainable competitiveness for firms in the current competitive landscape.

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1. Introduction

Contemporary organisations widely view human capital as a critical determinant of competitiveness. Human capital comprises the knowledge, skills, experiences, and competencies of individuals that enhance productivity and innovation within the organization. As technology and globalization advance, organizations must adapt and innovate to maintain relevance and competitiveness in a progressively constrained market. Consequently, comprehending how human capital can augment an organization's competitiveness is crucial for leaders and managers when developing effective plans. (Sukoco & Prameswari, 2017)(Zaky, 2020).

The literature has thoroughly examined the correlation between human capital and organisational competitiveness. Studies indicate that businesses with high levels of human capital typically outperform those without. High-quality human capital can augment an organization's capacity for innovation, adaptation to market fluctuations, and fulfilling consumer requirements. Research by Sukoco and Prameswari demonstrates that a robust human capital strategy can improve human resource productivity, thereby augmenting the organization's competitiveness (Sukoco & Prameswari, 2017). Furthermore, Kurniawan et al. underscore the significance of a company's capacity to manage human resources in attaining competitive advantage. (R. Kurniawan et al., 2019).

However, advancements in technology, such as automation and artificial intelligence (AI), are reshaping the skills and competencies required within organizations. These technologies demand new technical skills, adaptability, and the ability to work alongside intelligent systems, fundamentally altering traditional human capital strategies. The integration of AI and automation can optimize repetitive tasks, enabling employees to focus on creative and strategic roles. Therefore, it is imperative to understand how these technological changes influence the role of human capital in sustaining competitiveness.

This research also focuses on identifying the human capital factors that influence organizational competitiveness. The aspects encompass education, training, professional experience, and interpersonal skills. Elshifa's research indicates that adequate education and training enhance employee performance, thereby increasing the competitiveness of microenterprises. (Elshifa, 2023). Furthermore, the study by Febrianti and Muslims underscores the significance of human resource empowerment techniques in maximizing human capital potential to attain competitive advantage. (Febrianti & Muslim, 2022). The impact of these factors, however, may vary depending on organizational context. For instance, the competencies required in a technology-driven enterprise might differ significantly from those in a service-based organization.

In response to these challenges, managers must implement policies and strategies that maximize the potential of human capital, such as continuous learning initiatives, fostering innovation-driven cultures, and aligning training programs with emerging industry needs. These approaches can help organizations remain agile and competitive in an ever-changing environment.

This literature review will analyze multiple studies about the influence of human capital on organizational competitiveness. This research seeks to elucidate the use of human capital in attaining competitive advantage and to discover the critical factors that enhance organizational competitiveness. We anticipate that this research will contribute to the advancement of human resource management theory and practice in modern organisations.

2. Research Method

This study employs the systematic literature review (SLR) methodology to identify and assess relevant research on the relationship between organizational competitiveness and human capital. A systematic literature review (SLR) is a methodical approach for gathering, evaluating, and integrating previous research findings, offering a thorough overview of the subject under investigation. This methodology enables researchers to mitigate bias and augment the validity of their findings by utilizing robust evidence from extant literature.

The article selection procedure utilizes pertinent keywords, specifically "human capital" and "competitive advantage." To ensure the quality and relevance of the articles included, we applied clear selection criteria. The criteria include: a) Publication in peer-reviewed journals or reputable conference proceedings to ensure academic rigor, b) Relevance to the research topic, specifically addressing human capital and its impact on organizational competitiveness, c) Publication date within the last 10 years to capture recent advancements and insights in the field, d) Availability of full-text articles in English or other accessible languages to enable comprehensive analysis, e) Empirical or theoretical contributions that provide substantial data or frameworks related to the topic.

After completing the article selection procedure, the next step involves data analysis. The analysis uses a descriptive methodology to delineate and encapsulate the findings from the chosen literature. The descriptive approach enables researchers to discern patterns, themes, and linkages that arise from diverse current studies. We will classify the data from the selected articles based on the principal themes of human capital and competitiveness, which encompass the impact of human capital on innovation, efficiency, and employee engagement. Additionally, we will critically appraise the methodologies and findings of each selected study to ensure reliability and validity. We will examine each issue to determine the impact of human capital on organizational competitiveness and the factors influencing this relationship.

Literatur Review

The concept of human capital is defined

Management and economics literature has extensively examined the topic of human capital. Becker defines human capital as the aggregation of information, skills, and experience that individuals possess, which can improve productivity and efficiency in the workplace (Wibowo, 2023). In this context, human

capital encompasses not only formal education but also training, work experience, and interpersonal skills developed throughout an individual's life. This aligns with Wibowo's perspective, which underscores that human capital is a crucial asset for organizations achieving competitive advantage. (Kasmawati, 2017).

Other professionals similarly articulate their perspectives on the definition of human capital. Kasmawati asserts that human capital includes all traits held by individuals that might enhance organizational productivity and effectiveness. (Pratiwi, 2023). This setting assesses human capital not only quantitatively but also qualitatively, taking into account attitudes, work ethics, and adaptability to change. Consequently, the organization views its human capital as a significant asset that plays a crucial role in achieving strategic objectives.

Human capital has three primary elements: knowledge, skills, and capacities. (cognitions, competencies, and capabilities). Knowledge means the information possessed and understanding an individual has about particular area of specialization. This knowledge can be acquired through training, attending school, college, university and acquiring a professional experience. According to Pratiwi, knowledge is therefore the primary foundation on which higher form of skill and abilities are built (Rini & Budijastuti, 2021). To successfully apply students' acquired knowledge in daily life, educators must link it to practical applications.

Skills refer to proficiency in executing particular jobs effectively. We can categorize these skills into two categories: technical, which pertain to practical task execution, and interpersonal, which concern the ability to communicate and collaborate with others. As pointed out by Rini and Budijastuti persons facing challenges require problem-solving skills as the key competencies in the contemporary period. (Ulfah et al., 2022). These are realistic dextery skills to have not just in school though in almost any given work environment where one is expected to shift gears when changes occur.

In this case, the third component of human capital is Ability, which represents an individual's capacity to apply knowledge and skills in multiple contexts. In most cases, this capability has a cognitive, emotive and social aspect. According to Ulfah et al., being able to learn from experience when it comes to education as well as in regard to career progression is a fundamental component of a person. Appreciation for critique and innovation is one of the major things that make the competitiveness of individuals and organizations to grow.

Human capital, therefore, is a complex and a highly complex construct that subsumes several concepts that are in some ways related. Education, experience and attributes are some of the human attributes that one might consider to influence performance and output in an organization. Hence, organizations would need to invest in the development of the human capital through training education and development interventions. As a result, human capital is able to be used to achieve strategic goals within an organisation, and increase competitiveness when the market surrounding the organisation becomes more intense.

The Relationship Between Human Capital and Organizational Competitiveness

Human capital is a crucial factor that enhances an organization's competitiveness. This factor encompasses the knowledge, skills, and abilities of individuals that directly influence performance and innovation inside the company. Studies indicate that firms possessing exceptional human capital are more adept at adjusting to market fluctuations and generating the innovations necessary for sustaining competitiveness. (Juliani, 2023) asserts that efficient knowledge management, encompassing information dissemination among personnel, profoundly influences the organization's competitiveness, innovation, and performance. This underscores that proficient human capital management is essential for enhancing an organization's capacity to adapt and innovate.

In the era of digitalization and globalization, the significance of human capital in fostering innovation and efficiency is becoming increasingly vital. Organizations that can utilize the expertise and abilities of their employees to develop new products or services will possess a significant competitive advantage. (Fau & Buulolo, 2023) emphasize that proficient human resources can enhance organizational productivity and efficiency. Consequently, human capital is not merely a resource; it is the primary catalyst that generates additional value for the firm.

(Rabialdy, 2021) exemplifies the impact of human capital on competitiveness. He disclosed that the proficiency and professional expertise of cooperative managers in Pekanbaru substantially enhance the performance of the cooperatives, thus fortifying their market competitiveness. These findings highlight the significance of human capital development, since the improvement of individual skills and knowledge directly influences the organization's total performance.

(Anam, 2023) underscores the significance of company culture in fostering human capital development. An adaptable leadership approach that embraces change fosters an environment favorable to creativity and collaboration. Corporate culture and supportive leadership styles, in addition to individual abilities, influence the relationship between human capital and organizational competitiveness.

(Zaky, 2020) conducted a study that demonstrates how proficient human capital management fosters innovation and efficiency, thereby improving corporate performance. Organizations that adeptly execute personnel management strategies have demonstrated the ability to sustain competitiveness in a challenging environment. This indicates that investment in human capital development helps individuals and yields a sustained positive effect on the company.

The relationship between human capital and organizational competitiveness is intricate and reciprocal. Robust human capital is essential for fostering innovation, enhancing efficiency, and bolstering the organization's competitive advantage. Consequently, investing in human capital development via training, education, and the enhancement of organizational culture is a strategic imperative. Organizations can attain their strategic objectives and sustain competitiveness in an increasingly dynamic environment by optimizing human capital.

The Relationship Between Human Capital and Organizational Competitiveness

The efficient management of human capital is a crucial factor in improving an organization's performance and competitiveness. Various measures can be implemented, including staff training and development, empowerment to enhance engagement, and investment in organizational learning that promotes creativity.

- a. Employee Competency Training and Development, the training and development of employee competencies constitute the primary pillars of human resource management. Studies indicate that investing in training substantially enhances learning and innovation inside firms. (Sung & Choi, 2013) asserted that structured training can improve employees' abilities, knowledge, productivity, and efficiency. Research by (Fietroh & Fitriyani, 2021) indicates that competency development via training enhances innovative capacity inside organizations. (Ali, 2023) emphasizes the significance of training in enhancing performance and competitiveness, particularly within the tourist and hospitality sector. Competent personnel can deliver exceptional service, improve client satisfaction, and foster loyalty. Consequently, staff training enhances individual competencies and fosters an inventive and productive work environment.
- b. Empowerment to Augment Employee Engagement, elevated employee engagement is a significant indication of company success. An effective method to accomplish this is via empowerment initiatives. (Muafi, 2018) asserts that effective engagement enhances organizational performance, as empowered people are generally more aggressive and committed. Empowerment programs may encompass employee participation in decision-making, the provision of job autonomy, and chances for self-development. The research conducted by (Hidayat et al., 2022) demonstrates that a corporate culture fostering employee engagement can augment innovation. Establishing an empowering work environment enables firms to maximize employee potential and enhance competitiveness.
- c. Organizational Learning to Facilitate Innovation, investment in organizational learning constitutes a significant strategy. Organizational learning enables teams to perpetually enhance their knowledge and skills, which is essential for confronting market problems. (Zhang et al., 2022) assert that organizational learning propels product and process innovation by enhancing new capabilities and discarding obsolete techniques. (Aidhi et al., 2023) assert that innovations derived from organizational learning substantially enhance economic competitiveness. This educational culture fosters a collaborative atmosphere that enhances creativity and sustains innovation, yielding a competitive edge that is challenging to replicate.

Previous Research

Table 1. Previous research related to this research

No	Author and Year	Research Title	Key findings
1	(Kim, 2015)	Impacts of Learning Interventions on Organizational Human Capital and Performance	Learning interventions increase employee competence and organizational performance.
2	(Schislyaeva et al., 2022)	Post COVID green intellectual capital	Employee talent and experience

No	Author and Year	Research Title	Key findings
3	(Birasnav et al., 2011)	management with the mediation of organizational learning capability Transformational leadership and human capital benefits: the role of knowledge management	contribute to company performance. Human capital development contributes to the creation of intellectual capital and competitive advantage.
4	(Hili et al., 2017)	Effect of human capital and leadership on institutions performance and competitive advantages	Human capital dan kepemimpinan berpengaruh pada kinerja dan keunggulan kompetitif.
5	(Cooper et al., 2016)	Knowledge management for logistics service providers: the role of learning culture	Human capital development practices affect organizational performance.
6	(Nezam et al., 2014)	Human Capital and New Product Development Performance Efficiency	Human capital improves new product development performance through organizational learning capabilities.
7	(Rahmikawati et al., 2022)	Human Capital and How It Affects the Performance of an Organization	The Human Development Index in Indonesia is increasing, showing the importance of human capital.
8	(Dong et al., 2023)	Effects of human capital and learning rate	Linking human capital with organizational learning capabilities in dealing with environmental dynamics.
9	(Alnidawi et al., 2017)	Competitive Advantage Based on Human Capital	Human capital contributes to the sustainability of organizations in the telecommunications sector.
10	(Dayel et al., 2020)	To Explore the Effect of Talent Management Developments in Saudi Healthcare Sector	Talent management is essential to achieving competitive advantage in the healthcare sector.
11	(Ahmed et al., 2019)	Intellectual capital and business performance	Absorptive capacity plays a role in business performance.

3. Result and Discussion

Employee proficiency serves as a catalyst for innovation

Employee competency is a critical component of human capital that directly affects an organization's capacity for innovation. Yudistira et al. assert that employee capabilities include not only technical knowledge and skills but also adaptability and collaboration in a changing work environment. (Yudistira et al., 2019). Employees possessing high competence are more adept at creating innovative ideas and creative solutions that can improve company performance.

Santos-Rodrigues et al.'s research (Santos-Rodrigues et al., 2010) demonstrates that robust human capital enhances innovation levels inside organizations. Competent and seasoned professionals can discern market opportunities and create new products or services that fulfill client requirements. This supports the perspective that innovation arises from the interplay of individual expertise and collaborative efforts inside the business. (Lin et al., 2016). Consequently, investing in the enhancement of human competencies is crucial for fostering innovation and improving the organization's competitiveness.

Moreover, Birasnav et al. assert that cultivating human capital via training and education fosters an environment conducive to innovation. (Birasnav et al., 2011). Organizations that engage in increasing staff capabilities not only augment individual strengths but also cultivate a robust culture of creativity. This indicates that employee competency is both an individual asset and a strategic resource that can augment the organization's overall competitiveness.

Organizational learning is a determinant of productivity enhancement.

Organizational learning is a crucial component of human capital that enhances productivity. Organizational learning denotes the process by which organizations build collective knowledge and competencies via experiences and interactions among their members (Hitka et al., 2019). This method allows companies to adjust to environmental changes and enhance operational efficiency.

Hitka et al. demonstrate that firms employing effective learning strategies can improve overall productivity and performance. (Hitka et al., 2019). Organizational learning promotes individual competencies and fosters synergy across teams, thereby expediting creativity and decision-making processes. Consequently, firms that advocate for continuous learning will be more adept at confronting problems and capitalizing on market possibilities.

Moreover, Liu et al.'s research underscores the significance of information sharing in organizations as a component of organizational learning. (Liu et al., 2019). When organizational members exchange knowledge and experiences, they can develop superior and more inventive solutions. This indicates that organizational learning emphasizes not just individual development but also the enhancement of collaboration and communication within teams.

Employee competency and organizational learning are essential components of human capital that profoundly influence the organization's competitiveness. Elevated employee proficiency fosters innovation, and organizational learning improves productivity. Consequently, firms must allocate resources to enhance staff competencies and foster a supportive learning culture to attain sustained competitive advantage.

Advantages of investing in human capital

Investment in human capital significantly influences organizational performance, especially with enhanced operational efficiency and sustained competitiveness in the global market. This section will thoroughly examine both benefits.

- a. Enhancement of Operational Efficiency, a primary advantage of investing in human capital is the enhancement of operational efficiency. Bello asserts that investing in staff competency development can improve job efficiency and overall production. 2021. Employees with sufficient training and skills are often more proficient in executing duties efficiently and accurately, lowering operational expenses and enhancing productivity. This aligns with data indicating that firms investing in staff training and development achieve substantial productivity benefits. (Buallay et al., 2020).

Kräkel emphasizes that investing in human capital can decrease staff turnover rates, which frequently impede operational efficiency (Kräkel, 2015). Organizations that invest in staff development foster an improved work environment, thereby increasing employee satisfaction and loyalty. Consequently, firms can minimize expenses related to hiring and training new personnel while preserving the knowledge and skills gained by current employees.

Moreover, research conducted by Gižienė et al. indicates that investing in human capital not only improves operational efficiency but also fosters creativity and the creation of new goods (Gižienė et al., 2012). Employees with proficient skills and knowledge can enhance the innovation process, essential for sustaining competitiveness in a dynamic market. Consequently, investing in human capital is essential for enhancing operational efficiency and overall organizational success.

- b. Endurance of Competitiveness in the Global Marketplace, investment in human capital is essential for maintaining an organization's competitive sustainability in the global market. In the age of globalization, companies encounter intensifying rivalry, making the capacity for rapid adaptation to changes crucial. Yang and You assert that robust human capital enables firms to maintain relevance and competitiveness in a dynamic business landscape. (Yang & You, 2020). Competent and informed personnel can assist firms in recognizing new opportunities and addressing developing market difficulties.

Furthermore, Hatfield et al.'s research shows that companies that prioritize human capital development have a superior capacity for innovation and service enhancement. (Hatfield et al., 2014). Innovation is a crucial determinant of competitiveness in the global marketplace. Organizations can enhance product and service quality by employing competent and experienced personnel, hence augmenting market share and profitability.

Moreover, investing in human capital can elevate the organization's standing in the worldwide market. Research by Alhassan and Asare indicates that firms recognized as favorable workplaces are more likely to attract elite talent and retain high-quality employees. (Alhassan & Asare, 2016). A strong reputation can serve as a substantial competitive advantage, as firms with high-caliber personnel are more adept at adapting to changes and confronting market issues.

Investing in human capital yields substantial advantages for firms, such as enhanced operational efficiency and enduring competitiveness in the global marketplace. By concentrating on the enhancement of individual competencies and fostering a supportive work environment, organizations can effectively utilize their human capital to attain strategic objectives and improve performance in a progressively competitive market.

Barriers and Difficulties in Human Capital Management

The administration of human capital in businesses frequently encounters numerous impediments and problems that may diminish its efficacy. This section will address two primary challenges: insufficient investment in staff development and the need to adapt to technological advancements and market demands.

- a. Insufficient Investment in Employee Development, a major challenge in human capital management is a lack of investment in staff development. Fauziyyah's research indicates that firms failing to give adequate resources for training and development often witness a decrease in employee job satisfaction. 2023. When employees perceive a lack of developmental opportunities, it might result in diminished motivation and engagement in their work. Employees lacking enough training may not possess the requisite abilities to fulfill the increasingly intricate job requirements, thus impacting the organization's overall performance.

Anugrah underscored that insufficient career development may heighten employees' propensity to seek alternative employment. (Anugrah, 2023). Employees lacking a defined career trajectory or adequate support for skill development often pursue options outside their current organization. This leads to the loss of important talent and escalates recruitment and training expenses for the firm. Consequently, insufficient investment in employee development poses a significant challenge to sustaining quality human resources.

Moreover, Kurniawan's research indicates that leadership lacking support for human resource development may serve as a hindrance. (A. Kurniawan, 2012). In the absence of managerial support, employee development programs frequently lack the requisite focus, ultimately obstructing growth and innovation inside the firm. Consequently, it is essential for firms to devote adequate resources for employee development to tackle these difficulties and enhance overall performance.

- b. Adaptation to technological advancements and market demands, a further problem in human capital management is adjusting to technological advancements and market demands. In the rapidly changing digital age, enterprises must swiftly adjust to emerging changes. Saefullah's research indicates that businesses unable to adapt to technological advancements typically lag in competitive performance. (Saefullah, 2021). Employees without training in new technology may be unable to participate optimally, thus leading to a decrease in operational efficiency and innovation.

Adapting to technological advances necessitates a transformation in the strategy for managing human resources. Employees must receive training on the utilization of new tools and technology, as well as comprehend their application in the workplace. Nofritar's research underscores the significance of cultivating employee competencies to address technological advancements. (Nofritar, 2023). Organizations that neglect to engage in technology training may encounter challenges in sustaining their competitiveness in a progressively competitive market.

Furthermore, the dynamic needs of the market influence human capital management. Sinaga and Wahyanti's research indicates that firms must adapt their staff development plans to the evolving demands of the market. (Sinaga & Wahyanti, 2019). Employees lacking skills pertinent to contemporary market demands may struggle to make substantial contributions to the organization's performance. Consequently, it is essential for firms to diligently observe market developments and modify their employee development programs to maintain relevance and efficacy.

The insufficient investment in employee development and the challenges in adapting to technological advancements and market demands significantly hinder human capital management. Organizations must confront these problems by devoting adequate resources for personnel development and ensuring preparedness for changes in the business environment. Consequently, firms can effectively utilize their human resources to attain strategic objectives and improve market competitiveness.

4. Conclusion

In the age of globalization and intensifying rivalry, human capital is crucial for establishing lasting competitiveness within enterprises. By enhancing staff competencies, firms may foster innovation, essential for survival and success in a competitive market, while increased operational efficiency through well-trained staff can diminish operating expenses and improve overall performance. However, challenges such as budget constraints, resistance to change, aligning training with evolving industry needs, and retaining skilled employees must be addressed. To overcome these obstacles, companies should allocate dedicated budgets for

continuous development, implement change management strategies, collaborate with educational institutions to design relevant training programs, establish performance metrics to evaluate outcomes, and create retention programs through competitive compensation and career development opportunities. By addressing these challenges and leveraging human capital as a strategic asset, organizations can enhance creativity, efficiency, and adaptability, ensuring sustained competitiveness and achieving long-term strategic objectives in an increasingly competitive market.

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