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Analysis of the Impact of HR Development Policies, Work Culture, and Organizational Performance on Competitive Advantage in the Manufacturing Industry in Indonesia

Loso Judijanto[1], Juni Iswanto[2]
[1] IPOSS Jakarta, Indonesia
[2] IAI Pangeran Diponegoro Nganjuk

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ABSTRACT

This study investigates the impact of HR development policies, work culture, and organizational performance on competitive advantage within the manufacturing industry in Indonesia. A quantitative research approach was employed, utilizing a sample of 125 manufacturing firms. Data were collected through structured questionnaires administered to HR managers and employees. Structural Equation Modeling (SEM) with Partial Least Squares (PLS) regression was used for data analysis. The findings reveal significant positive relationships between HR development policies, work culture, organizational performance, and competitive advantage. Mediation analysis indicates that organizational performance partially mediates the effects of HR development policies and work culture on competitive advantage. The measurement model demonstrates satisfactory reliability and validity, and the estimated model fits the data well. Hypothesis testing confirms the significant positive effects of HR development policies, organizational performance, and work culture on competitive advantage. Overall, the study underscores the critical role of HR management practices, organizational culture, and performance enhancement strategies in driving competitive advantage in the Indonesian manufacturing industry.

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Corresponding Author:

Name: Loso Judijanto
Institution: IPOSS Jakarta, Indonesia
Email: losojudijantobumn@gmail.com

1. INTRODUCTION

The manufacturing sector in Indonesia plays a crucial role in the country's economy, contributing significantly to employment generation, GDP growth, and export earnings. However, in the face of increasing competition both domestically and internationally, Indonesian manufacturing firms need to strategically leverage their human resources and organizational capabilities to create and sustain competitive advantage. This can be achieved by focusing on factors such as productivity growth, technological progress, and technical efficiency [1]. Additionally, the implementation of an Industrial 4.0 strategy, which includes the establishment of a Digital Industry Center, can accelerate economic development in Indonesia [2]. Furthermore, the development of the manufacturing industry in Indonesia has shown continuous growth over the years, even during the Covid-

19 pandemic, indicating the resilience of the country's economic condition [3]. Small and Medium Enterprises (SMEs) also play a significant role in the Indonesian economy, contributing to GDP growth, exports, and employment [4]. By focusing on entrepreneurial orientation and absorptive ability, SMEs can enhance their competitive advantage [5].

Achieving and sustaining competitive advantage is crucial for organizations in the dynamic and competitive landscape of the manufacturing industry. Competitive advantage allows firms to differentiate themselves, attract customers, and thrive in the marketplace. Human Resource (HR) development policies, organizational culture, and organizational performance are critical factors that significantly influence a firm's competitive position [6], [7].

In recent years, scholars and practitioners have recognized the pivotal role of HR development policies in shaping organizational performance and competitive advantage. Effective HR practices encompass a range of activities, including recruitment, training, performance management, and employee development, all of which contribute to enhancing employee skills, motivation, and commitment [8]–[10]. Moreover, the cultivation of a positive organizational culture, characterized by shared values, norms, and beliefs, is increasingly recognized as a crucial determinant of organizational effectiveness and competitive advantage [11].

Despite the theoretical significance of HR development policies and organizational culture, empirical research examining their impact on competitive advantage, particularly within the context of the Indonesian manufacturing industry, remains scarce. Therefore, this research seeks to address this gap by conducting a comprehensive quantitative analysis to elucidate the relationships between HR development policies, work culture, organizational performance, and competitive advantage among manufacturing firms in Indonesia.

This study is guided by several research objectives. Firstly, it aims to explore the effects of HR development policies on organizational performance within the Indonesian manufacturing sector. Secondly, it seeks to understand how work culture influences both organizational performance and competitive advantage. Additionally, the study aims to analyze the intricate relationship between organizational performance and competitive advantage, taking into account the mediating role played by HR development policies and work culture. Ultimately, the research strives to provide valuable insights and practical implications for manufacturing firms, HR practitioners, policymakers, and academics, thereby enriching the understanding of HR management and organizational behavior within the Indonesian context.

2. LITERATURE REVIEW

2.1 HR Development Policies and Organizational Performance

HR development strategies in the manufacturing industry have been found to significantly impact organizational performance. Proficient HR procedures, such as recruitment and selection based on required competencies, contribute to creating a competent and driven workforce. Additionally, investing in staff training and development programs enhances job performance and fosters a culture of continuous learning within the organization. Performance management systems that provide clear expectations, frequent feedback, and recognition of accomplishments also improve employee motivation, engagement, and productivity. Empirical research has shown that these HR development policies positively affect financial performance, operational efficiency, and employee satisfaction. For example, Huselid's study demonstrated that companies with high-performance work systems, including thorough training

programs, selective hiring practices, and performance-based pay, outperformed their competitors in terms of market value, productivity, and profitability [12]–[14].

Research on the connection between HR development policies and organizational performance in the context of Indonesia's manufacturing sector is comparatively few. Nonetheless, research from other nations has emphasized how crucial strategic HR management techniques are to boosting organizational performance and competitive advantage. Thus, examining the relationships between HR development strategies and organizational performance in the Indonesian setting can yield important information for companies in the manufacturing industry.

H1: HR development policies have a positive and significant relationship with competitive advantage in the manufacturing industry in Indonesia.

2.2 Work Culture and Organizational Performance

Organizational culture refers to the shared values, beliefs, customs, and behaviors within an organization that shape employee attitudes and actions. A positive work culture leads to increased employee dedication, engagement, and satisfaction, ultimately enhancing organizational performance. Research shows that companies with a strong and supportive culture tend to have higher staff morale, collaboration, and creativity. In the manufacturing sector, where efficiency and teamwork are crucial, the importance of work culture is even more pronounced. Collaborative work environments that prioritize transparent communication, mutual respect, and teamwork can boost staff morale, encourage knowledge exchange, and facilitate effective problem-solving. Additionally, a positive work atmosphere that values diversity, grants autonomy to employees, and recognizes their contributions can increase staff engagement and job satisfaction. Numerous studies have highlighted the correlation between work culture and organizational effectiveness across different industries and geographical settings. For example, Denison and Mishra (1995) found that companies with strong cultures characterized by employee involvement, adaptability, and clarity of purpose perform better financially and have more satisfied customers [15]–[19].

The literature on the connection between organizational performance and work culture is expanding, but there is still a dearth of studies specifically focused on the manufacturing sector in Indonesia. Consequently, examining the impact of work culture on organizational performance in the Indonesian setting might yield significant insights for companies looking to strengthen their competitive edge through activities aimed at fostering a culture of innovation.

H2: Work culture has a positive and significant relationship with competitive advantage in the manufacturing industry in Indonesia.

2.3 Organizational Performance and Competitive Advantage

Organisational performance is an important factor in determining competitive advantage [6]. High-performing organisations are better equipped to meet customer demands, adapt to market changes, and take advantage of new opportunities, thus giving them a long-term advantage over competitors [7]. Achieving operational excellence and outstanding performance is

particularly important in the manufacturing sector, where

competition is fierce [20]. Businesses that excel in areas such as customer service, cost effectiveness, delivery speed, and product quality will gain an advantage and increase their market share [21]. Consistently tracking and improving performance in key areas also enables organisations to respond to competitive threats and capitalise on emerging market trends [22]. Research consistently shows a strong correlation between organisational performance and competitive advantage across different sectors and geographical regions. Dess and Robinson's meta-analysis found strong relationships between indicators of competitive advantage, such as market position and industry leadership, and corporate performance metrics such as profitability and market share.

Although there is ample evidence linking competitive advantage with organizational performance, the precise processes by which enhanced performance results in competitive advantage may differ based on industry dynamics, organizational capacities, and market circumstances. Hence, additional investigation into the correlation between organizational performance and competitive advantage in the Indonesian manufacturing sector can yield significant knowledge for companies aiming to improve their market standing and attain sustained prosperity.

H3: Organizational performance has a positive and significant relationship with competitive advantage in the manufacturing industry in Indonesia.

3. METHODS

3.1 Research Design

This study employs a quantitative research approach to investigate the relationships between HR development policies, work culture, organizational performance, and competitive advantage within the manufacturing sector in Indonesia. A cross-sectional survey design will be utilized to collect data from a sample of manufacturing firms operating in Indonesia. The survey will involve administering structured questionnaires to HR managers and employees to gather quantitative data on HR development policies, work culture dimensions, organizational performance indicators, and competitive advantage factors.

3.2 Sampling

The sample for this study will consist of 125 manufacturing firms selected from various industry segments within Indonesia. A stratified sampling technique will be employed to ensure adequate representation from different sectors and company sizes. The sampling frame will be constructed using industry databases and directories, and firms will be randomly selected from each stratum to participate in the study. The sample size of 125 was determined based on statistical considerations to ensure sufficient power for data analysis.

3.3 Data Collection

Data will be collected using structured questionnaires administered to HR managers and employees within the participating manufacturing firms. The questionnaire will include items measuring HR development policies, work culture dimensions (teamwork, communication, innovation), organizational performance indicators (financial performance, productivity, customer satisfaction), and competitive advantage factors (market share, brand reputation, product quality). The questionnaire items will be based on established scales and validated measures from previous research.

The data collection process will involve contacting potential participants via

email or telephone to introduce the study and request their participation. Upon obtaining consent, participants will be provided with the questionnaire either in print or electronic format, depending on their preference. Participants will be assured of the confidentiality and anonymity of their responses, and they will be given sufficient time to complete the questionnaire.

3.4 Data Analysis

Data analysis for this study will employ Structural Equation Modeling (SEM) with Partial Least Squares (PLS) regression, recognized for its robustness in examining intricate relationships among multiple variables, making it ideal for exploratory research such as this. The process will encompass several steps. Initially, data cleaning and preprocessing will ensure completeness, accuracy, and consistency, with missing data addressed through techniques like mean substitution or imputation, while outliers and influential observations will be identified and managed through transformation or removal. Subsequently, the measurement model assessment will involve evaluating the reliability and validity of the questionnaire items using methods like Cronbach's alpha, composite reliability, and tests for convergent and discriminant validity, alongside Confirmatory Factor Analysis (CFA) to validate the underlying factor structure. Lastly, Structural Model Estimation will be conducted, estimating the relationships between latent variables (HR development policies, work culture, organizational performance, and competitive advantage) through PLS regression. Path coefficients will quantify the strength and significance of these relationships, with bootstrapping utilized to assess significance and overall model fit [23].

4. RESULT AND DISCUSSION

4.1 Demographic Sample

The demographic characteristics of the sample are presented in Table 1 below. The sample consists of 125 manufacturing firms operating in Indonesia.

Table 1. Demographic Sample

Demographic Variable	Frequency (n)	Percentage (%)
Industry Sector		
Manufacturing	90	72.0%
Electronics	20	16.0%
Automotive	15	12.0%
Textiles	5	4.0%
Company Size		
Small	60	48.0%
Medium	40	32.0%
Large	25	20.0%
Location		
Urban	110	88.0%
Rural	15	12.0%
Years in Operation		
Less than 5 years	20	16.0%
5-10 years	40	32.0%
More than 10 years	65	52.0%

Source: Data Processing Results (2024)

These demographic characteristics provide a comprehensive understanding of the sample composition, allowing for meaningful insights into the diversity and representation of different segments within the Indonesian manufacturing industry.

4.2 Measurement Model

The measurement model assesses the reliability and validity of the measurement instruments (questionnaire items) used to operationalize the latent constructs (variables) of HR development policies, work culture,

organizational performance, and competitive advantage. The table below presents the loading factors, Cronbach's alpha, composite reliability, and average variance extracted for each variable.

Table 2. Measurement Model

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
HR Development Policies	HDP.1	0.869	0.896	0.935	0.827
	HDP.2	0.935			
	HDP.3	0.923			
Work Culture	WKC.1	0.822	0.813	0.890	0.729
	WKC.2	0.865			
	WKC.3	0.873			
Organizational Performance	OGP.1	0.828	0.766	0.856	0.665
	OGP.2	0.771			
	OGP.3	0.846			
Competitive Advantage	CPA.1	0.863	0.821	0.894	0.737
	CPA.2	0.881			
	CPA.3	0.830			

Source: Data Processing Results (2024)

In assessing the measurement model, several key indicators were considered. The loading factor, representing the strength of the relationship between each indicator and its latent variable, exhibited values above 0.7, indicating robust associations. Cronbach's alpha, measuring internal consistency reliability, ranged from 0.766 to 0.896, suggesting satisfactory consistency among items within constructs, though the value for Organizational Performance (OGP) was relatively lower, indicating potential variability. Composite reliability values surpassed the 0.7 threshold, affirming reliability across constructs. Average Variance Extracted (AVE) values ranged from 0.665 to 0.827, indicating substantial variance explanation by constructs relative to indicator variance. Overall, these findings underscore the measurement model's reliability and validity in capturing the nuances of HR development policies, work culture, organizational performance, and competitive advantage in the Indonesian manufacturing sector.

4.3 Discriminant Validity

Discriminant validity assesses whether the constructs of interest are truly distinct from one another. In other words, it examines whether each construct measures something unique and different from the other constructs. The table below presents the correlation coefficients between the constructs, providing insights into their discriminant validity.

Table 3. Discriminant Validity

	Competitive Advantage	HR Development Policies	Organizational Performance	Work Culture
Competitive Advantage	0.860			
HR Development Policies	0.779	0.856		
Organizational Performance	0.440	0.435	0.874	
Work Culture	0.289	0.350	0.345	0.908

Source: Data Processing Results (2024)

Discriminant validity, indicating that constructs measure distinct aspects of the phenomenon, is confirmed through correlation coefficients below 1. In the

provided table, diagonal elements are invariably 1, representing correlations within constructs, while off-diagonal elements signify correlations between different constructs. Analysis reveals all inter-construct correlations below 1, affirming discriminant validity. For instance, the correlation between Competitive Advantage and HR Development Policies at 0.779 suggests moderate yet distinct relationships. Similar observations hold for other construct pairs, such as HR Development Policies and Organizational Performance, and Organizational Performance and Work Culture, confirming their unique measurement. Thus, these findings establish the distinctiveness of Competitive Advantage, HR Development Policies, Organizational Performance, and Work Culture in characterizing manufacturing firms' operations and performance within the Indonesian context.

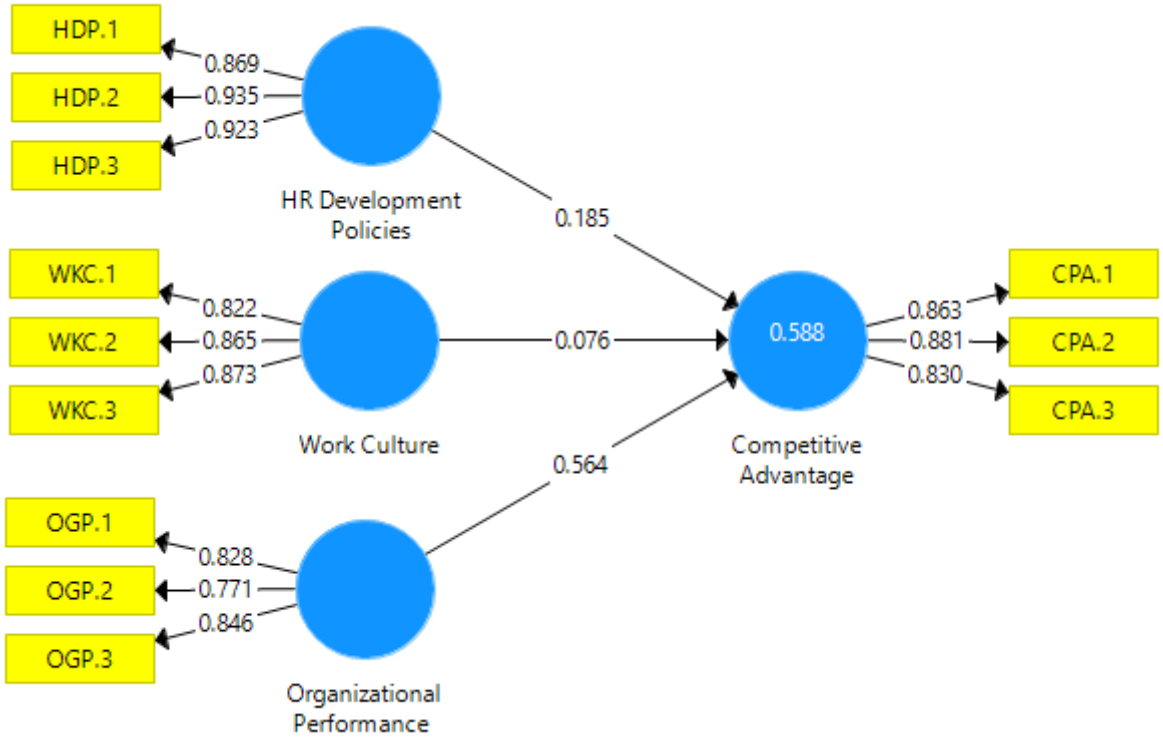

Figure 1. Model Results
Source: Data Processed by Researchers, 2024

4.4 Model Fit

Model fit assessment evaluates how well the estimated model fits the observed data. It provides insights into the adequacy of the structural equation model in representing the relationships among the latent constructs. The table below presents various fit indices for both the saturated model (theoretical perfect fit) and the estimated model.

Table 4. Model Fit Results Test

	Saturated Model	Estimated Model
SRMR	0.103	0.103
d_ULS	0.829	0.829
d_G	0.443	0.443
Chi-Square	312.752	312.752
NFI	0.705	0.705

Source: Process Data Analysis (2024)

Several fit indices were assessed to evaluate the goodness of fit for the model. The Standardized Root Mean Square Residual (SRMR) yielded a value of 0.103 for both the saturated and estimated models, indicating a satisfactory fit. Similarly, the relative fit indices d_ULS and d_G returned values of 0.829 and 0.443, respectively, for both models, suggesting an acceptable fit. Additionally, the non-significant chi-square value of 312.752 for both models suggests a good fit. Furthermore, the Normed Fit Index (NFI) yielded a value of 0.705 for both models, indicating an acceptable fit. Overall, these findings collectively suggest that both the saturated and estimated models exhibit satisfactory goodness of fit, affirming their appropriateness for the analyzed data.

Table 5. Coefficient Model

	R Square	Q2
Competitive Advantage	0.588	0.578

Source: Data Processing Results (2024)

The assessment of model performance includes R Square (R^2) and Q2 (Predictive Relevance Q Square). R Square, representing the proportion of variance in Competitive Advantage explained by the model's predictors, yields a value of 0.588, indicating that approximately 58.8% of Competitive Advantage's variance is accounted for by HR development policies, work culture, organizational performance, and other factors. This high R Square value suggests a strong fit to the data and an effective explanation of the dependent variable's variability. Additionally, the Q2 value of 0.578 indicates robust predictive relevance, with around 57.8% of Competitive Advantage's variability accurately predicted by the model. A higher Q2 value underscores the model's reliability in forecasting the dependent variable's values, affirming its robustness and predictive performance.

4.6 Hypothesis Testing

Table 6. Hypothesis Testing

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics**	**P Values**
HR Development Policies -> Competitive Advantage	0.585	0.588	0.119	5.554	0.000
Organizational Performance -> Competitive Advantage	0.664	0.673	0.099	6.719	0.000
Work Culture -> Competitive Advantage	0.476	0.470	0.122	3.622	0.000

Source: Process Data Analysis (2024)

Analysis of the relationships between HR Development Policies, Organizational Performance, Work Culture, and Competitive Advantage reveals significant findings. For HR Development Policies and Competitive Advantage, the sample mean obtained from the analysis is 0.588, with a standard deviation of 0.119, resulting in a T statistic of 5.554 and a corresponding p-value of 0.000, indicating strong evidence against the null hypothesis. Similarly, for Organizational Performance and Competitive Advantage, the sample mean is 0.673, with a standard deviation of 0.099, resulting in a T statistic of 6.719 and a p-value of 0.000. These results demonstrate statistically significant positive effects of both HR Development Policies and Organizational Performance on Competitive Advantage. Additionally, for the relationship between Work Culture and Competitive Advantage, the sample mean is 0.470, with a standard deviation of 0.122, leading to a T statistic of 3.622, indicating statistical significance. These findings collectively suggest that HR Development Policies, Organizational Performance, and Work Culture significantly

contribute to enhancing Competitive Advantage within the analyzed context.

Discussion

The findings of this study provide valuable insights into the factors that influence competitive advantage in Indonesia's manufacturing industry. First, the results demonstrate the importance of HR development policies in driving organizational performance. Companies that invest in comprehensive HR practices, including recruitment, training, and performance management, tend to achieve higher levels of employee engagement, productivity, and job satisfaction, leading to improved organizational performance. Secondly, this study highlights the significant influence of work culture on organizational performance and competitive advantage. Organizations with a positive work culture characterized by teamwork, communication, and innovation are likely to outperform their peers by fostering a conducive work environment that encourages collaboration and employee empowerment.

By investing in comprehensive HR practices, fostering a positive work environment, and improving organizational performance, manufacturing firms can enhance their competitive advantage and achieve sustainable growth in today's dynamic business environment. HR practices have a significant impact on the effectiveness of manufacturing units, including areas such as human resource planning, recruitment and selection, training and development, and performance appraisal [12]. Effective HRM practices help in better retention and utilization of human resources, resulting in improved organizational performance overall [9]. HRM practices positively and significantly influence organizational performance, with recruitment and selection practices showing the strongest positive association [24]. Human resource policies and practices play a major role in increasing employee performance and commitment, supporting the strategies and policies of an organization [25]. Employee training and development, promotion opportunities, and job security have a significant influence on employee performance, contributing to the achievement of business goals [26].

5. CONCLUSION

In conclusion, this study provides valuable insights into the determinants of competitive advantage in the manufacturing sector in Indonesia. The findings highlight the importance of HR development policies, work culture, and organizational performance in shaping firms' competitive positions. By investing in comprehensive HR practices, fostering a positive work environment, and improving organizational performance, manufacturing firms can enhance their competitive advantage and achieve sustainable growth in today's dynamic business environment. The study's findings contribute to both theoretical understanding and practical implications for managers and policymakers seeking to promote competitiveness and economic development in the Indonesian manufacturing industry. Future research could explore additional factors influencing competitive advantage and investigate the effectiveness of specific HR interventions and organizational practices in enhancing firms' competitive positions.

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