

A Philosophical View of the Organization's Strategic Advantage as an Ecological Function of Managing Human Capital Under the Radical Technological Change

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Abstract:

The aim of this paper is studying the strategic advantage as a function interpreted by the core competencies of the firm in terms of managing human capital under the radical technological change. In order to solidify the thoughtful linkages among the variables and their interrelationships, the description content-based approach has used for verifying the validity of the paper's main theme , which stated that "the distinctive core competencies of the firm interpret its ecological strategic advantage via managing human capital in the environment of technological change". The descriptive theoretical analysis after being conducted, it has reached to many conclusions agreed in their content upon the validity of the main theme and its logical acceptance.

Introduction

In the third millennium, business organizations preponderate perceptions derived from language of the success. The act responds whereby to the intuition and imagination as a strategic ambitious response hoping to transfer the human resource with its cognitive abilities, skills and creativity to core distinctive competencies. These competencies form

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critical success factors that revive the organization in its competitive advantage and make the anticipation towards the containment of environmental dynamics and revolution pulse of technology, in particular, taking advantage of the opportunities for change. This adopted as an ecological harmony and aims pursued by the organizations in line with the organized strategic thinking and its instruments employed to deal with strategic risks and challenges. Organizations, thereby gain success typically if strategic thinking instruments were selected perfectly with an environmentally adaptation.

Intellectual indication in its field capacity of the organization's success took various different pictures, due different variety of approaches and trends in the diversity of the workforce and management of human talent. Thus build an organizational culture that mature roots of creativity and of heightened readiness of the human resource for the settlement of the philosophy of superior performance throughout the organization. And this difference creates a awareness of the sources of success and competitive edge in the local and global business environments with their fierce and strong impact on the investment in resources of the organization. Resources are led by human capital and capacity to employ it to achieve the objectives of an organization and to reflect its mission present doing made and the future depended on solid strategic thinking and creative looks of the anticipated results desirable to ensure success in perpetuity and ongoing excellence on the movement of competition in the long run . Certainly , after being turned in its content from the external environment analysis to the priority of analysis of the internal environment of the organization focusing on core distinctive competencies , regardless whether they were resources or capabilities , to serve as a weapon of strategic confrontation of external environment factors, which enable the organization achieves its competitive and strategic advantages.

Human resources play a decisive role in achieving the strategic advantage, but rather the strategic entrepreneurship with its competitive directions through their talents, qualifications, cognitive and intellectual capabilities that lead the organization to success in its environment. And human resource as an individual who has gained importance as a social complex human being ambitious since his first constitution of overwhelmed feelings expressed by the interactions and orientations moved by conducts and behaviors derived from his intellectual and emotional intelligence, similar to the cultural one . His imagination is wide, employee it as a value is not easy, requires the insights and perceptions of blended with the truth to take him from the unknown to the known , even

from the familiar into the unfamiliar pending drawn in perceptions of interaction . And from the ambiguity to clarity about the transition from tradition and back to the creativity and innovation for a strategic competitive advantage -old Long, simulated difficult requires longer time and harder effort with the higher cost and smarter intelligence.

In order to find ripe viable solutions to the paper's dilemma with its intellectual and philosophical frameworks, and to achieve the basic objectives sought, it was starting with the review of the methodological framework of the paper. Then move to any available literature on according to the philosophic views followed by analysis of the extensive thoughtful and philosophical discussion whereby many conclusions formulated.

1. Methodology:

Intellectual Dilemma

The careful observer of the success of major global companies in their business environment, finds that the continuous success lies in the core of their orientation to focus on the internal resources on light of the distinctive core competencies .This will be in conjunction with the prominent role in moving the strategic thinking and formulation to the superior performance characterized by the strategic success through strategic advantage . Organizations use the resulted competitive advantage in containment of the internal environment preceding the external one . After matching the strengths to their abilities and resources oriented by human resources and their knowledge, skills and experience in addressing the internal weaknesses and counter threats from the external environment after hunting opportunities for radical technological change to preclude the environmental performance of the organization from being lagged behind the technological change in the vicinity of its industry. This is to say that the success of business organizations basically depends on matching the internal resources and capabilities with its strategies in a competitive high-Tec, radically change environment with a framework of the so-called Resource – Based View, RBV.

However, the resources available to the organization, not all are a source of sustainable competitive advantage. These resources enable the organization to invest opportunities of the external environment in the use of new technology with its informatics dimensions and others like the

internet, artificial intelligence, and neural networks as examples of high-Tec cognitive goods in anticipation of the competitors. Human capital that can be employed as an investment is also a critical factor for success and competitive excellence adapted ecologically with the environment.

Organizations will have the value for all stakeholders in terms of the interaction between those critical success factors and human capital as a strategic resources of the organization that lead to many conditions this paper relied upon in diagnosis the dimensions of the existing dilemma , which probably represented by the following :

1. Human resource as a knowledge capital , and technological resources as a structural capital , should be capitalized as a hard scarcity resistant to competitor imitation.
2. Organization's ability to simulate the available human capital to the new technology for employing opportunities of the external environment and combating threats as well as addressing weaknesses of the internal environment variables .
3. Rare, if not, there is no existence of alternative resources available to competitors in achieving the strategic advantage.
4. High cost , long life resources that can not be copied or imitated in a short time, help on the sustainability of competitive advantage for longer period wear robes the strategic advantage .

Importance

This paper gained its importance by what thinking has resulted in installing an attentive pause that the organization's need to employ the human resource for exploiting the radical technological environment changes in achieving a strategic advantage over its competitors in anticipation and the superiority, as a need of human reason and foresight . As the business organizations face rapid change in the current era of knowledge and technological change controlled by the computer language and digital communication, as they find themselves inevitably in the midst of a world of the change as a lonely constant that does not find the outlet except on the rides moving . Untapped frontier destiny with the capabilities of knowledge resource, after being enforced and argument is not a shelter, without a simulated environment opportunities and threats with the need for rehabilitation of human resource, where the force is not a weakness, versatile no convergence, does not actually frozen, not reflection and expectancy, but the promises of human resources, innovative capabilities as distinctive core competencies refute the change in intensity, and adaptability in their favor make their tags collapsed

competition and one after the other came in the tributaries of the organization goals and message. Workers are able to change interactively in harmony with the acceptance and stability as a value, returns, satisfaction, survival, growth and success.

Objectives

The primary purposes of the paper in relation with harmonization among distinctive core competencies of the organization in terms of human capital and human resource management capabilities to achieve a strategic advantage and to contain the rapid technological change in its environment are as follows :

1. Contribute to providing a philosophical framework based on logical links and implications of the studied variables descriptively and intellectually inference perhaps find adequate attention among specialists and interested parties and draw their attentions to the nature of those relationships and their importance in the theory before the practice.
2. Demonstrate the feasibility of moving out of alignment between the competitive strategies of the organization and the attractiveness of its industry to the priority of alignment between the competitive strategies of the organization with its core competencies represented by its human resources and the capacity to well-coordinated and managed to build a sustained strategic advantage . It has used the contemporary strategic analysis approach that has become known as resource-based view, RBV approach which reported that the organization's success starts from within and ends with it.
3. Indicate a mechanism for achieving sustained strategic competitive advantage and use it in containing the radical technological changes in the external environment of the organization for investing them in achieving its objectives of profitability, value, growth, and then communicate with the environment without neglecting the interests of the stakeholders like employees, customers, and suppliers in addition to the entire community.

Proposed Conceptual Model

The proposed model of this paper as shown in figure (1) has built for conceptualizing and interpreting the dilemma tackled in this paper through its main theme. This has done to preponderate the organization's success in the midst of the cycle of adaptation with a dynamic technological environment in the framework of the strategic alignment

between the distinctive core competencies via their capacity for good coordination and management of human capital and the strategies aimed at the encirclement of secretions of the external environment . And turn them into opportunities for investment to achieve strategic force of a proactive nature of sustainable competitive advantage aiming at achieving the goals and mission of the organization towards the achievement of competitive success and strategic entrepreneurship with the present facts of performance combined with the future insights. Figure(1) reflects the ties that combine the studied variables with their logical successive within the pyramid base of human capital and investment capabilities of the organization, and the strategic advantage at the pyramid top . This will constitute the process of building a consecutive sequence of competition environment that characterized by the rapid technological change

“The distinctive core competencies of the firm interpret its ecological strategic advantage via managing human capital in the environment of technological change”

Method

This paper has conducted using a theoretical study with its thoughtful and philosophical dimensions . These dimensions are capable of interpretation and documentation of a logical relations that enhance the ability of the organization to contain environment of the radical technological change . This calls for aligning the distinctive core competencies derived from a flood of human resource with an organization’s strategy to compete, thus building a sustainable competitive advantage that ensures the strategic advantage which leads to the superior performance in the short perspective and long-term clairvoyant . And try to test the model and the main theme through guided conclusive evidence of organized thinking with competent arguments, literatures and their knowledge have provided on the light of depth intellectual discussion and causal prescription that depend on inference rules and the analysis of theoretical and philosophical content.

2. Intellectual Review:

The organization needs from the moment of its composition and origins to some kind of environmental knowledge that helps in understanding the reciprocal relationship between the organization and its environment . Making it the basis of what is known as Ecology, which in turn explains the impact of human behavior on the environment through a network of complex interactions(1). They imposed on the organization the need to develop capabilities to learn how to build an organizational culture of creativity required by the environment changes and updates that represented by technological developments successive in the era of knowledge. Then , the organization's strategy does not guarantee instant success alone, but it will ensure superior strategic performance in the long-standing future (2). It has found in many of the specialized studies in this regard that organisational adaptation with the environment, is a function of learning ability and achievement, according to environmental conditions and changes to give more importance for the vital role played by the human resource to contain the environment changes, especially technological ones, including the possibility of deploying them in various areasthat might be related with the storing , sharing or dissemination of

information via databases known as Knowledge Technology. This is the technology that reflects the humanitarian role in bridging the gap of meaning by transforming information into knowledge ready to be applied after the use of technology of information systems which directly proportional to the level of performance(3). This means that the Human Resource Information System, HRIS, is a set of interrelated components aiming at information collection, processing, storage, and then made it available to the interested parties in making decisions concerning the coordination of the activities of human resource in the organization, with analysis and control to raise the level of preparedness to participate in making various strategic and tactical decisions that apply to reinforce the competitiveness of the organization in its industry .Profitability will be achieved towards building a competitive advantage to the organization and the expected value in a continuous manner to turn into a sustainable competitive advantage. This will not support the competitive position of the organization in the present only, but enhance the strategic performance in the future reflecting the strategic advantage of the organization in response to changes in its technological environment on one hand, and actually influencing action in the environment embodied in the strategic performance on the other hand(4) and (5).

The investigation of the fast root technological changes in the era of the internet, digital communications, artificial intelligence, biotechnology, and nanotechnology with the absorb of meanings of creativity and innovation , is critical to success of the organizational competitiveness, particularly the technological change as a critical factor to the growth sought by business organizations as a whole and constituting the domestic and global strategic competition law (6) and (7). Thus, business organizations need to accommodate the change in high -tech industries through administrative preparation and development of human abilities, represented by efficient and effective management of human capital to reach a level of leadership and innovative SHRM towards building distinctive core competencies to accommodate these developments and translate them into sustainable competitive advantages . The value and even long-term growth , then will occupy an advanced position in the world of competition and thus achieve the highest levels of strategic success that leads to the strategic advantage (8) and (9).

It has become clear the prominent vital role of strategic management information systems of the human resource in the 21 st century organizations(10). They constitute a system for knowledge management in the organization as they represent an effective means for the flow of knowledge within and outside the organization, as it can not transfer and

sharing knowledge without the use of Information technology as a means of communication and dissemination of knowledge and connected to the beneficiaries at the time and place as well as the cost appropriate to seize the opportunities of the environment quickly, contain and avoid a reversal organisational change behind environmental change. Moreover , pre-empt competitors and beat them with a competitive advantage to earn the organization levels of highest profitability and take them to the circle of sustainable strategic advantage after the occupation of strategic leadership position in the world of radical and rapid technological competitiveness by the minds of the creators of the human resource working at the organization(11) and (12).

Moreover,the contemporary human resource management concentrates on adopting the strategic approach for managing all activities of human resource whether they were related with staffing , retention, development, adjustment , or change management . After distinctive core competencies being built , a human capital and organizational capabilities and processes will achieve to the organization its strategic competitive advantage, which is the way the organization to adapt to the environment as a response and an effect, leading to achieve the goals and mission of the organization in its environment, as embodied in the realities of the era of the third millennium, which center on the following facts (10):

1. Radical change of multiple dimensions, which highlight technological change and its impact on changing the rules of competition at the level of business organizations as a whole, locally and globally and even on the level of the world as a whole. Accordingly , knowledge workers (human resource) have become not just a competitive advantage, but a strategic necessity, owning its forelock is a way to actual success in the competitive business environment .
2. The possibility of gathering and timing information around the entire world using the internet and take advantage of keep pace with the developments in environment .Thus , human resource management live up to the Internet-Based Strategic Human Resource Management.
3. Integrated network management related not separate, formed by the stakeholders, including the human resource as a critical factor to the success of the leading organizations in the twenty first century as an intellectual - human capital and its returns as a value to the organization in the eyes of its customers .
4. This, in turn , means increasing need to build cultures and systems of

motivation and compensation , their goal is to maintain the best minds of the owners of the tacit and explicit knowledge.

5. The collapse of a hierarchical command and control after the orientation towards the empowerment of employees in contemporary organizations and reward the best of them, as if he was partner and owner of the organization itself, not just an employee working at this organization .

Citing indications of strategic thinking and insights, the success of contemporary organizations depends on their distinctive core competencies that interpreted by the human capital and the ability of organizations to manage and invest in the human capital within an environment of competition .This is a knowledge-based economy that draws borders of the change environment and its image in the world where only constant is continuation of the change and the technological complexity . So , organizations will employ their resources in substantive areas in which the competitors can not achieve a competitive advantage. However , organizations will be pushed towards their goals in profitability and continuous growth that leads to achieve missions and visions of those organizations with the improvement of their strategic images in the world of change (13)and(14) .

3.Analysis and Discussion :

The success of the organization in time prior depends on attractiveness of the industry. Nowadays , think under the resource-based view , RBV is moved to the success that begins from within the organization and ends with it . It was strategic thinking according to its canonical method that has conducted aiming at reconcile between the two approaches at least as an abstraction through an attempt to attain some kind of strategic fit between the resources of the organization represented by its human assets which carry the knowledge , experience , and good coordination with the framework of its distinctive core competencies and attractive industry, including opportunities for entering an environment of competition . And lead the way as the eco-environment interacts embodied in the transition from internal and external independent views to look for each combination of integrating core competencies of the internal environment of the organization with its secretions of the external one to date

This means trying to align the capabilities of human- knowledge capital with the external factors of the rapid change technological environment

called for by current paper . So , as soon as there were signs of technological developments , there were distinctive human core competencies valid to accommodate those changes in achieving the strategic advantage of an organization with its ecological livery on the light of human resource capabilities employment in the organization to seize the investment opportunities in the new technology and the achievement of strategic goals of the organization and therefore sustainable competitive success in the short and long terms being expected

In order to enable the organization to achieve this desire, it is necessary to prepare the human resource and ability of the organization to good management and direction to coincide with the continued monitoring of environmental changes, spearheaded by technological ones and therefore the harmonization between them by closing the gap, if any. And gain a competitive excellence factors predominantly by the long term strategic orientation .

The concurrent fitness between the internal and external environments by itself represents a strategic excellence factors that grant the organization its strategic advantage , not at the level of competition progress alone, but in terms of survival and growth, including setting out guidelines for future success of the organization. This means that the twenty first century organizations must be committed for simultaneous interesting with their distinctive core competencies and the external environment variables that serves as a basis to determine their strategic position in the domestic and global competition environment , and success factors on light of radical technological change and future prospects in the long run.

4. Conclusions :

- 1. The success of an organization with the framework of the resource-based view , RBV depends on the shift from a focus on adapting the organization's strategy to compete with its external environment to the priority of alignment between the organization's strategy and internal environment through the distinctive core competencies interpreted by the intergration of human capital with management capabilities for investing human resource in the organization to contain the technological environment changes , which will has to achieve a sustainable competitive advantage .This competitive advantage is difficult to emulate prolong copying and imitation to be reflected on the organization gaining of strategic advantage in the short and long terms.**
- 2. The proactive analysis of the internal environment of the organization**

in the framework of distinctive core competencies with their leading role in achieving the critical strategic success of the organization compared to the external environment, relates with two main factors

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a. Increased volatility of the industry environment and disturbance in line with irregularity withdrew to consider the internal environment of the organization as more stable than its external environment, making it the foundation of a more secure as opposed to the market environment in the formulation of the organization's strategy

b. The clarity of the growing role of sustainable competitive advantage over the attractiveness of the external environment in achieving the goals of the organization at the level of profitability expected in the short term and strategic success in the long run.

3. It can not be ascertained that all available resources to the organization, including human capital represent an essential source of competitive and strategic advantages unless they characterized by scarcity, the difficulty of imitation by competitors , and the possibility of raising the level of readiness to seize opportunities for environmental change and combatting the threats.

4. Human capital and its knowledge become the base engine for the strategic process in full detail analysis, planning, formulation , implementation, monitoring and evaluation . Human capital constitutes a critical component of competitive excellence not to achieve the competitive advantage alone, but the strategic advantage marked by continued prospects for success borne on the light of its powers of imaginative which are best employed in the use of new technology and activation of knowledge in the goods or services. The organization will earn its excellent strategic performance through which improves its management of the environment in an ecological manner.

5. Perhaps to this degree of description and analysis, inferred to shape validate and rational theme that the distinctive core competencies of the organization explain the strategic advantage in terms of ecosystem through managing human capital in the environment of technological change.

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