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Competitive Advantage And Manager's Challenges: The Organizational Struggle

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***Abstract**: This study examines the competitive advantage and manager's challenges: the organizational struggle. The business environment is a competitive environment where organizations strive to gain the highest market share, going toe to toe with other organizations in the business world. Organizations come up with strategies to give them a competitive advantage over other competitors in the business world. The study went further to buttress the challenges faced by managers to check the performance of employees, as employees play a major role in giving the organization a competitive edge against other competitors in the business world. Hence, the human resource is the power that drives the organization, as most organizations struggle to manage the human resource in the organization. This examines the pivotal role that employees play in distinguishing organizations within highly competitive private and public sectors. It asserts that the quality, motivation, and job satisfaction levels of the workforce significantly impact productivity, customer service, and overall organizational success. By integrating human resource management practices with core business strategies, organizations can leverage their human capital as a competitive advantage. It outlines key elements for fostering an effective work environment, including strategic recruitment, clear goal-setting, commitment, regular feedback, communication, and a fair appraisal system. It highlights that neglecting these practices can lead to managerial challenges and reduced performance, jeopardizing an organization's edge in the marketplace. Through a comprehensive analysis of competitive advantage and performance management, the article underscores the importance of viewing employees as essential assets and advocates for a collective commitment to improve these practices. Ultimately, it emphasizes that to thrive in the modern business landscape, organizations must prioritize human resources alongside strategic objectives, thereby enhancing both internal processes and external customer satisfaction. The study concludes with recommendations for achieving competitive advantage through effective human resource strategies, emphasizing the need for an analytical framework, trust in employees, and a focus on continual improvement.*

Keywords: Competitive Advantage, Communication, Commitment, Goal/Objective, Measurability, Managers Challenges and Recruitment.

INTRODUCTION

Employees are one aspect that can distinguish a company from rivals in the private or public sectors, whether it be for services or products. The productivity, level of customer service, reputation, and survival of an organization are all significantly influenced by the caliber of its workforce, their excitement, and their degree of job satisfaction. In other words, individuals matter in a hostile environment. Every aspect of the business, including finance, sales, customer service, and line management, depends on human resources.Every department's managers and supervisors deal with human resources issues on a daily basis and are in charge of both departmental interactions and departmental relationships with other departments. Assuring the effective and efficient use of human talent to achieve an organization's goals and objectives is the main responsibility of human resources today (Chamorro-Premuzic, Von Stumm, & Furnham, 2015).

Analyzing the elements required for the organization's long-term performance is crucial for using human resources as a competitive advantage. Organizational design, crucial work processes, teams, hiring efficient employees, promotion strategies, defining competencies and performance measures, training and development programs for the current job and training for future positions, reward and recognition systems, motivation and retention, employee perceptions, and customer perception of the company and employees are all pertinent areas to review. An organization must first assess its competitive strategy, business strategy, and organizational human resource practices in order to develop the best competitive advantage through its employee program. The company should construct a comprehensive model of HRM and the employee relationship. It should also encourage long-term planning, the development of core competencies, and the improvement of sensing skills. Although the future is largely unknown, the organization develops the ability to recognize change.Leading the blind organization into the future requires the people function to have the capacity to gather data on future trends in skill sets and labor markets, as well as to relate changes in ambitions, work practices, and motivations. Successful businesses are aware of the connection between employee and consumer happiness. Managers and bosses are in charge of ensuring that these workers are driven, effective, and optimistic, if not enthusiastic, about their work (Ford, Harding, & Stoyanova-Russell, 2010).

This entails fusing human resources practices with fundamental business procedures and urging all divisions to collaborate on people initiatives that add value to the company and raise output and service quality. A good financial impact on the corporation is a direct result of effective human resources business programs. The performance of many firms has improved as a result of placing more attention on human resources. These businesses recognize the importance of their staff members in shaping the business and supplying the key component for its competitive advantage.Successful businesses don't keep their people programs separate. They view them as a crucial element of their corporate strategy (Finigan, 1998).

However, the study investigates competitive advantage and the challenges faced by managers within the context of organizational struggle.

COMPETITIVE ADVANTAGE

Competitive advantages show signs of competitiveness. It is believed that the causal relationship between these categories and the expression of competitive advantage is evidence of competitiveness. Competitiveness, according to Azoev (2000), is a result indicating the presence of competitive advantages, without which it is impossible to accomplish. It is vital to investigate the core of competitive advantages in order to gain a thorough grasp of the process affecting competitiveness, disclosure of its substance, and internal links. The scientific literature provides a number of definitions on the nature of the competitive advantage. According to Markova (2005), a company's and its product's distinguishing qualities provide consumers a reason to appreciate it as a source of competitive advantage. Yaneva (2017) cites this evaluation as the foundation for the creation of marketing strategy. Considers that the competitive edge can be viewed as a product-owned unique quality that has more utility than competitors' products and adds 73 value to consumers (Kyurova, 2018).

Competitive advantages are extremely time-consuming characteristics of the company or elements of the external environment that give the business an advantage over rivals in the specific market during the period taken into account. The traits or assets that a product or brand possesses and which provide them an edge over their immediate rivals are known as a competitive advantage. According to Kotler (1996), a competitive advantage is an edge over rivals gained by providing greater value, lower pricing, or more benefits to support higher prices. Using the information presented above, we can conclude that the competitive advantage is a particular good attribute of the entity or entities that they excel at and that set them apart from their rivals. Competitive advantages can be viewed as both real and potential in the context of a time perspective (Dimitrova, 2014). The definition of strategy is a component of the strategy choice perspective. These decisions are crucial because they have a significant impact on the company's ultimate success or failure. The best-performing businesses seem to be those that combine a high level of competency across several types of strategy formulation. The desired competitive position of a specific business unit is an example of a market-oriented decision that clearly falls within the category of strategy. However, the world of strategy is not confined to such worries.

According to Boxall (1996), strategy is the strategic paradigm or framework of a firm's important aims and means. Such a phrase suggests that structural strategy, competitive strategy, and both are interconnected in a dynamic and systematic way.Boxall's strategy definition has been used in developing the analytical framework for strategic management. A corporation can have a competitive edge when it is implementing a value-creating strategy that is not concurrently being adopted by any present or potential competitors. one can also claim a firm has a persistent competitive advantage if it is implementing a value-creating strategy that is not being adopted concurrently by any present or potential competitors and when those competitors are unable to match the advantages of this strategy (Barney, 1991).

PRACTICAL CRITERIA OF BEST PRACTICE FOR COMPETITIVE ADVANTAGE

This section summarizes a practical criterion that is seen to be important to create a competitive advantage:

Goals/Objectives

This includes a thorough explanation of the broad aims and how they relate to the corporate goals. It is challenging to start/formulate the planning effectively when the project goals are unclear. Scheduling and resource allocations that are unreasonable are directly caused by a lack of planning. Notably, the key employees should actively participate in determining the precise task to be accomplished, the schedule, the resources, the duties, and the level of constructive participation in the pursuit of the goal/objectives.

Recruitment

The issue at hand is how to help the business management find the best candidates. The majority of management employs thorough job analyses and descriptions, and some of them make use of one of the selection models to make sure they are hiring the correct personnel.

Commitment

According to Kline & Peters (1991), commitment is the process by which individuals psychologically bind themselves to their activities in a way that makes them feel obligated to carry out the consequences of those actions. Obtain the support of all essential personnel for the problem plan, its solutions, and its outcomes. High employee involvement in results definition, measuring criteria, and timetables helps strengthen and sustain this commitment.The employee acquires a thorough awareness of the work that has to be done as a result of this involvement, as well as a sense of importance, professional interests in the work and a desire to succeed, and eventually, a firm commitment to the particular task and the project's broader goals.

Tracking/Coaching

Create and install a robust tracking and coaching system that collects, analyzes, and presents job performance data in an easily digestible format for management reviews and decision-making.

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Measurability

Make sure performance data is measured accurately, particularly technical advancement in comparison to schedule and budget.

Signing-On

To properly understand the task objectives, the specific assignment, and personal commitment, the process of signing on personnel during the early stages of the job or each task appears to be of utmost importance.

Interesting Work

When negotiating their tasks, managers should make an effort to take into account the desires and professional interests of supporting personnel. The manager's capacity to produce intellectually challenging and engaging work is what determines how well the task is done. This results in greater engagement, improved communication, less conflict, and greater commitment.

Communication

For productive work, effective communication is crucial. The task leaders, and eventually the manager, are in charge of offering the proper systems, tools, and methods for communication. These tools include objective statements and specifications in addition to status meetings, reviews, schedules, and reporting systems.

Minimize Threats

The workplace needs to be free of interpersonal conflicts, power battles, surprises, and unreasonable expectations. For the staff to discuss difficulties and concerns honestly and promptly, a climate of mutual trust is required.

Design a Personal Appraisal and Reward System

This means treating employees with respect, compensating them fairly or even generously, and even attempting to instill responsibility and trust. It should also be congruent with the employee's obligations.

CHALLENGES OF MANAGERS TO DISTINGUISH BETWEEN GOOD, AVERAGE AND POOR PERFORMANCE

What do good, mediocre, and poor performance management look like, and how can one guarantee that a firm have good performance management at every time and in every facet of a crucial procedure?

On one level, it is simple to distinguish between effective and poor performance management. You can tell how committed an organization is to performance management just by walking into it. Why you only need to inquire about someone's most recent appraisal. If employees have regular meetings with their manager, they will be able to give you a certain date or week when they were last evaluated. As an alternative, you may inquire about their most recent team briefing.They would understand what you were saying and be able to define what a team briefing is. Then they would say they had it last Friday, the final Friday of the previous month, or whenever it was. People who don't receive regular team briefings or evaluations will stare at you in confusion and inquire as to what you're saying. It serves as a very basic litmus test.

According to Bethke-Langegger (2012), it is essential that regular organizational feedback be the norm for good performance management. It is not a topic up for debate. It is essential. Every person needs to be aware of how they are feeling and whether or not they are okay psychologically. They feel good if they know their supervisor and organization are satisfied with them. The person in that situation is aware of their responsibilities. They receive regular feedback that their organizational work is satisfactory and fits into the larger corporate culture. Good performance involves relationships on at least three levels: those between the employee and their employer, their team, and the larger company they work for. At each of these levels, the feedback mechanisms and communication procedures must be organized and seamlessly integrated. A second essential component of good performance is. It is wonderful to publicly acknowledge and applaud someone for their hard work. You can compliment a worker on a job well done by letting other coworkers and the organization know what that individual contributed and why it was important.That is attainable. But you should never publicly disparage someone. If a leader or manager needs to provide constructive criticism to one of their subordinates or coworkers, they should do so in private. Why? Because the effects of any boss abusing their positional power are, at best, inappropriate and unfair, and, at worst, bullying. Significant repercussions will result from this behavior.

So let's take a closer look at what makes up effective performance management. Goals that have been agreed upon by the individual employee and their employer should be clarified as the first step in the performance management process. This refers to goals that have been set in agreement by both parties, as opposed to goals that were presumptively agreed upon by the employer and put down. There are two reasons why this is important. The person must first understand how their work fits into the goals of their supervisor, their team, and the overall business. Second, and no less important, it enables the manager to assess the employee's performance.

Giving input is crucial, as we've stated. How frequently should feedback be offered in ideal workplace environments? Because it is difficult to establish criteria where everyone should receive feedback on this basis, it is very situational. It may be suitable to have weekly meetings, or it may be appropriate to have conversations every quarter, year, or six months. It might involve providing the employee comments on their work, but it could also just be a matter of checking in.The phrase coaching is a very recent addition to our lexicon. Having a chat with the person that is limited to simply asking how they are might be quite beneficial. The boss is willing to do that, even if it's simply to check in with someone on the front lines by phone or to see them in person to see how they're doing, because it is such an essential part of effective performance management. This is due to the fact that hearing someone's voice or looking them in the eye allows you to accurately gauge how they are doing. When there are problems, they will be identified early in a good partnership like that.The employer will eventually determine that it's time for a bit more formal appraisal conversation.

The more often these 'checking-in' interactions take place, the less time you need for the more formal feedback sessions. The performance relationship will be healthier the more often you connect in this relationship. If you have weekly check-in points, for instance, the feedback sessions might only continue for fifteen minutes each quarter. The feedback sessions will take longer if you are unable to have that much time for check-ins because both sides will require additional time.It is likely that more employee data will be used properly in an organization that is dedicated to strong performance management. In order to provide adequate rewards for good performance, managers must justify the requests they make of their own team members in light of those individuals' contributions. The better way to approach this is with greater rigor and structure. The manager has to be regularly informed of a person's performance (Duttagupta, 2005).

Good performance management is dependent on whether you have the opportunity to give feedback on a regular basis, whether that's every three months or longer. The opportunity to discuss how to improve on last year's performance, how to keep learning and growing, or how to tackle issues of pay and prospects should be part of a committed process. There are a few things to commit to paper during these sessions, such as what objectives have been agreed for the period and what is going to be discussed next time. It's important to write these things down because it is that evidence that is going to be used by the manager as part of their management and projection to others in the organization of the employee's performance (Barab & Plucker, 2002).

According to Cappelli (2008), bad performance management, on the other hand, doesn't look like that at all. Organizations either aren't bothered, or they've created something that's too complex and too systems-driven to be of use to anybody. Managing people in the workplace is an increasingly difficult job. It is a challenge every day just to hold down a leader/manager role, simply because of the demands the employer will be making of somebody in a job like that. The demands for your attendance at key meetings, whether they are internal or customer, the data coming across your computer screen every day, and meeting deadlines for projects. All of these demand time, the most precious commodity in the workplace for leaders. And if you have complex performance management processes that you don't understand or that you aren't trained for, the likelihood is you ignore them, deadlines, etc.

If it is the prevailing culture that all leaders and managers ignore such processes, then nothing will be done. There are lots of organizations like this that don't do the positive actions mentioned in this article. These companies say they don't have the time or cite some other lame excuse. Performance management is a fundamental process that any leader or manager should commit to. And if they cannot commit, they shouldn't be in that role; it is as basic as that. Some things in work are discretionary and some are fundamental. This is fundamental.

Managers take steps to improve performance management in the organization by looking hard at their processes and seeing if they are fit for the purpose intended. Good performance management is predicated on good relationships, not on the quality of a particular piece of software. Regular checking in is pertinent to the business. It does not have to take long; five or ten minutes once a week or once a fortnight can be enough. It just needs to be regular and consistent, and it needs to let people know what's going on. Once you can do that, short and regular feedback sessions every quarter or every six months are worth their salt. Good performance management processes are essential to cultivating good organizational climates and cultures (Christensen & Rog, 2008).

CONCLUSION

Most organizations have experienced setbacks due to a lack of qualified manpower to champion the goals and objectives of the organization. The business world is highly competitive, and any organization that cannot develop a good strategy to outsmart their competitors in the harsh business world is set for failure. Organizations that want to survive in the business environment need to come up with a competitive strategy in order to gain competitive advantage in the business environment. Competitive advantage cannot be overemphasized, as it paves the way for organizational survival in the harsh business environment, giving them a fighting chance to compete with other organizations in the business world. The study emphasizes the critical role of human resources in establishing and sustaining a competitive advantage for organizations in both public and private sectors. The quality, motivation, and level of job satisfaction of employees directly influence productivity, customer service, reputation, and overall organizational success. By integrating human resource practices into core business strategies, companies can capitalize on their employees' potential and foster a work environment that enhances engagement and performance. The importance of effective recruitment, clear goal-setting, commitment, regular feedback, communication, and a fair appraisal and reward system cannot be overstated. These elements create a culture of accountability and continuous improvement, paving the way for a company to adapt to future challenges and changes in the market. Conversely, neglecting these practices can lead to significant managerial challenges and a decline in performance, ultimately compromising the organization's competitive edge. As businesses strive to distinguish themselves in increasingly competitive markets, prioritizing human capital alongside strategic objectives emerges as a vital strategy. Companies that recognize and harness the potential of their workforce not only improve their internal processes but also enhance their external relationships, which in turn drives customer satisfaction and long-term success. It is clear that in today's fast-paced environment, organizations must invest in people not just as employees but as essential components of their overarching strategy for competitiveness and growth.

RECOMMENDATION

To achieve a competitive advantage through the employees, the following attributes should be available:

1. The firm should use an analytical framework for strategic management.
2. Identification of the relationship between key variables should be analyzed.
3. Assistance of the practitioners to analyze and initiate appropriate policy in their own context.

4. As mentioned earlier technology is an important factor in achieving competitive advantage but is worthless without the knowledge and talent of the operators using it. Therefore, attention should be given to the human resource of the organization.
5. The management should trust their workers and give them responsible and challenging assignments, workers in return will respond with high motivation, high commitment and high performance.

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