



# Human Resource Management in Improving the Quality of Superior Potential

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## ABSTRACT

Organizations in the digital era face increasing pressure to develop superior human resources as a source of sustainable competitive advantage; however, many organizations still implement Human Resource Management (HRM) practices in a fragmented and non-integrated manner, resulting in suboptimal organizational performance. This study aims to analyze the strategic role of integrated HRM practices in building superior human resource potential within organizations. A qualitative literature review method was employed, utilizing content analysis of 20 indexed journal articles published between 2015–2025, sourced from Google Scholar, Sinta, and Garuda databases, with inclusion criteria covering relevance, publication recency, and indexing quality. Findings reveal that integrated HRM best practices encompassing competency development, performance-based compensation, transformational leadership, and digital technology utilization consistently outperform contingency and configuration approaches in enhancing superior organizational potential. This study contributes theoretically by reinforcing the Resource-Based View (RBV) framework, demonstrating that strategically integrated HRM practices constitute an inimitable source of competitive advantage, and practically recommends organizations adopt holistic HRM systems aligned with digital-era demands to sustain long-term organizational excellence.

**Keywords:** Competitive Advantage, Human Resource Management, Human Resource Quality, Organizational Performance, Potential Development.



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## 1. INTRODUCTION

Human Resource Management has evolved into one of the fundamental pillars determining the direction and success of organizations amidst the increasingly competitive and uncertain dynamics of the business environment. In the digital era, characterized by technological disruption, economic globalization, and rapid changes in consumer behavior, an organization's ability to survive and grow is largely determined by the quality of its human resources [1]. Human resources are no longer viewed merely as a factor of production, but as a strategic asset or human capital that provides sustainable added value and is difficult for competitors to imitate. The concept of superior potential in this context refers to the individual and collective capacity of an organization to continuously innovate, adapt, and demonstrate consistently excellent performance, which goes beyond mere technical skills (hard skills) and includes aspects of leadership, collaboration, and continuous learning. The Resource-Based View (RBV) theory asserts that sustainable competitive advantage does not only come from external factors such as market position, but primarily from unique, rare, inimitable, and well-organized internal resources [2]. However, there remains a research gap regarding how integrated and holistic HRM practices can build sustainable superior organizational potential, particularly in the context of the digital era and global competition. This study aims to fill that gap [3].

Furthermore [4] emphasize that planned and systematic HR training and development are main instruments in improving employee competencies, both for short-term needs and long-term career preparation. Without adequate investment in capacity development, organizations will experience stagnation and lose competitiveness [4] On the other hand, [5].found that transformational leadership style plays a vital role in directing and empowering employees to achieve

performance beyond expectations, especially through the dimensions of inspiration, intellectual stimulation, and individual consideration. Transformational leaders are able to create a shared vision and build strong commitment from all members of the organization [5].

In addition, work experience also significantly contributes to employee performance. Research confirms that employees with long work experience tend to have a deeper understanding of operational procedures, better problem-solving abilities, and wider networks, all of which contribute to increased productivity and quality of work output. However, work experience alone is insufficient if not accompanied by continuous updating of knowledge and skills. Therefore, organizations must be able to create an ecosystem that supports lifelong learning as part of developing superior potential [6]. Despite the extensive body of literature on Human Resource Management, existing studies tend to examine HRM dimensions in isolation focusing singularly on compensation, leadership, or competency development without integrating these elements into a unified analytical framework. Furthermore, prior studies rarely address how the interplay between best HRM practices, digital transformation, and generational workforce dynamics collectively shapes superior organizational potential. This study addresses that gap by offering a comprehensive integrative synthesis that connects seven interconnected HRM dimensions competency development, compensation and motivation, transformational leadership, work experience, digital technology utilization, work environment, and communication within a single conceptual framework grounded in Resource-Based View (RBV) theory. The novelty of this study lies in three contributions: first, the systematic comparison of best practices, contingency, and configuration approaches specifically in the context of superior potential development; second, the integration of digital-era challenges including reskilling, upskilling, and generational learning preferences into the HRM framework; and third, the synthesis of empirical evidence across multiple sectors hospitality, transportation, tourism, and education to generate cross-sectoral practical implications that are broadly applicable to Indonesian organizations navigating the demands of Industry 4.0. Based on the description of the background above, this study aims to analyze in depth the role of human resource management in improving the quality of an organization's superior potential. This study will examine various dimensions of HRM, ranging from strategic planning, competency development, compensation and motivation systems, to leadership and technology utilization, and how all these elements are integrated to create a sustainable competitive advantage.

## **2. METHOD**

This research uses a literature review approach. This method was chosen because it allows researchers to explore, synthesize, and critically interpret various theories and empirical findings from previous studies to build a comprehensive conceptual understanding of HRM's role in enhancing superior potential [7] (Permata et al., 2025). This approach is also suitable for identifying research gaps and formulating practical recommendations based on evidence from existing literature [8]. The literature search was conducted systematically through three primary academic databases: Google Scholar, Sinta (Science and Technology Index), and Garuda (Garba Rujukan Digital), using the following keywords: "human resource management," "superior potential," "competitive advantage," "organizational performance," "transformational leadership," "compensation," "work motivation," and "digital era." The inclusion criteria applied in this study were as follows: articles published between 2015 and 2025 to ensure timeliness and relevance; written in either Indonesian or English; indexed in Sinta minimum Sinta 3, Scopus, or Web of Science; and directly relevant to the themes of HRM practices, organizational performance, and superior potential development. Conversely, exclusion criteria comprised non-peer-reviewed publications, textbooks, grey literature, and articles lacking methodological transparency. From an initial pool of 47 identified articles, a total of 20 articles satisfied all inclusion criteria and were subsequently selected as the primary data sources for this study. To ensure the credibility and quality of selected sources, each article was evaluated based on four parameters: journal indexing status, citation count, methodological clarity of the original study, and relevance to the research focus. Potential selection bias was minimized by deliberately incorporating literature presenting diverse and, in some cases, contrasting findings, thereby ensuring a balanced and representative synthesis of the existing evidence base.

The data sources in this study come from a review of relevant literature specifically provided by the researchers, including national and international scientific journals, HRM textbooks, and published research articles. Literature inclusion criteria included: relevance to the topics of HRM, organizational performance, superior potential development, and competitive advantage; publication within the last 10 years to ensure timeliness; and originating from credible and indexed sources. The data analysis technique used is qualitative content analysis with an interactive approach, which includes three main activities: data reduction (selecting and simplifying information), data display (organizing information into narrative and matrix forms), and conclusion drawing (verifying findings based on evidence from the literature). To ensure the validity and reliability of the findings, this study employed several quality assurance measures throughout the literature review process. First, source validity was established by prioritizing peer-reviewed articles from indexed journals, with particular emphasis on publications indexed in Sinta minimum Sinta 3, Scopus, and Web of Science, thereby ensuring that all synthesized evidence met recognized academic quality standards. Second, construct validity was maintained by consistently aligning the selected literature with the core constructs examined in this study namely competency development, compensation, work motivation, transformational leadership, work experience, digital technology utilization, and work environment ensuring that all incorporated sources directly contributed to the conceptual framework grounded in Resource-Based View (RBV) theory. Third, internal reliability was strengthened through a systematic triangulation process, wherein findings from multiple independent sources across diverse sectoral contexts including hospitality [9], transportation infrastructure [5], tourism [9], and Islamic education [10] were cross-examined to identify consistent patterns and corroborating evidence. Fourth, to minimize interpretive bias, the data synthesis process

followed a structured analytical framework comprising three sequential stages: data reduction, data display, and conclusion drawing, as established in qualitative content analysis methodology. Collectively, these measures strengthen the trustworthiness of the study's findings and enhance the credibility of the conclusions drawn from the synthesized literature.

### 3. RESULT AND DISCUSSIONS

The results of the systematic literature review are presented through a thematic synthesis of 20 selected articles, organized across six interrelated HRM dimensions that collectively contribute to the development of superior organizational potential. To provide a structured and transparent overview of the evidence base, Table 1 presents a synthesis matrix summarizing the key findings from the reviewed literature in relation to the central constructs of this study.

**Table 1.** Literature Synthesis Matrix: HRM Practices and Superior Organizational Potential

Author (Year)	Hrm Dimension	Key Finding	Relevance To Superior Potential	Sector
Sulastri et al. (2025)	Work Experience & Communication	Work experience, communication, and self-efficacy simultaneously and significantly affect employee performance	High	Hospitality
Sayuti & Fira (2024)	Transformational Leadership	Transformational leadership positively influences employee performance through inspiration and intellectual stimulation	High	Transportation
Kelvin et al. (2025)	Compensation	Fair and competitive compensation directly improves employee performance and retention	High	General
Rizky (2022)	Work Motivation	Leadership style, job satisfaction, and organizational culture significantly influence work motivation	High	General
Sabrina (2021)	Best HRM Practices	HRM in Industry 4.0 demands creativity and innovation in managing employee potential, especially in digital mastery	High	General
Rismawan (2017)	Digital Technology (HRIS)	HRIS utilization significantly improves competitive advantage through automation and predictive workforce planning	High	General
Iswandi (2021)	Reward System	A transparent and merit-based reward system significantly impacts employee performance and motivation	High	General
Bahri & Abdillah (2022)	HR Potential Development	Developing HR potential in tourism requires collaboration between organizations, government, and educational institutions	Medium	Tourism
Sapu et al. (2023)	Work Environment	A conducive physical and non-physical work environment improves employee discipline and performance	Medium	General
Burhan et al. (2022)	Communication & Discipline	Effective communication and work discipline improve performance through job satisfaction as an intervening variable	High	General
Gustiana et al. (2022)	Training & Development	Planned and systematic HR training is a primary instrument for improving both short-term and long-term competencies	High	General
Aji & Mala (2024)	Digital Era Challenges	Reskilling and upskilling are essential strategies to maintain workforce relev	High	General

Firjatullah & Ahmadi (2025)	Employee Development	Employee development plays a critical role in improving performance in the digital era	High	General
Manikam et al. (2025)	Strategic HRM	Strategic HRM manages organizational change to achieve alignment between HR practices and business strategy	High	General
Anwar & Herlina (2022)	Strategic HRM Impact	Strategic HRM practices positively contribute to organizational performance and competitive advantage	High	General
Rosdiawan & Chaerudin (2025)	HR Performance Management	HR performance management strategies significantly improve organizational effectiveness	High	General
Pahira & Rinaldy (2023)	HRM Importance	Effective HRM is fundamental in improving organizational performance across sectors	High	General
Mubarok (2020)	Cross-Sectoral HRM	Effective HR management is an absolute requirement for quality achievement even in non-profit organizations	Medium	Education
Bahri & Abdillah (2022)	Tourism HR Potential	HR quality gap in tourism destination areas requires ecosystem-level collaboration	Medium	Tourism
Yasmin (2025)	HR Management Education	HR management in educational institutions requires alignment between strategy and operational practice	Medium	Education

### 3.1 The Strategic Role of Human Resource Management in Modern Organizations

Human resource management can no longer be viewed merely as a supportive administrative function; it has transformed into a strategic partner that determines organizational policy direction [10]. HRM plays a role in bridging the organization's vision and mission with the capacity and potential of the individuals working within it. Research explains that work motivation, which is one of HRM's main focuses, is significantly influenced by leadership style, job satisfaction, and organizational culture. Therefore, HRM's role includes creating a work environment that is not only productive but also conducive to the growth of employees' intrinsic motivation. In the context of enhancing superior potential, HRM must be able to carry out workforce planning that is adaptive to changes in the external environment while being responsive to employees' internal development needs [11]. Furthermore, [12] asserts that even in Islamic educational institutions, effective HR management is an absolute requirement for achieving quality educational goals. This indicates that the strategic role of HRM is cross-sectoral, applicable to both for-profit and non-profit organizations. Superior potential can only be achieved if there is alignment between organizational strategy and HRM practices, such as competency-based recruitment, objective performance appraisal systems, and clear career paths. Without this alignment, investment in HR development will lose direction and will not have an optimal impact on overall organizational performance [13].

### 3.2 Best HRM Practices in Developing Superior Potential

Based on a synthesis of the various literature reviewed, the best practices approach was found to be the most effective approach for developing superior potential compared to contingency or configuration approaches. [14] (Sabrina, 2021) emphasized that HRM in the era of the Industrial Revolution 4.0 demands that organizations excel, be creative, and be innovative in managing employee potential, especially in mastering digital technology. Best practices include the implementation of High-Performance Work Systems (HPWS) that integrate rigorous selection, extensive training, results-based performance evaluation, and competitive compensation. Research by [15] revealed that the utilization of a Human Resources Information System (HRIS) is a significant best practice for improving a company's competitive advantage. HRIS enables the automation of personnel administration processes, data accuracy, and predictive analysis for workforce planning needs. With this technology, organizations can identify potential talents (talent mapping) earlier and design targeted development programs. The implementation of technology in HRM is no longer an option but a necessity for organizations that wish to maintain their relevance in the digital era [16]. A central analytical argument of this study concerns the comparative superiority of the best practices approach over contingency and configuration approaches in the context of developing superior organizational potential. To substantiate this claim beyond a normative assertion, the following comparative analysis draws systematically from the empirical and theoretical evidence synthesized across the reviewed literature.

**Table 2.** Comparative Analysis of HRM Approaches in the Context of Superior Potential Development

Dimension	Best Practices Approach	Contingency Approach	Configuration Approach
Core Assumption	Universal HRM practices consistently produce superior outcomes regardless of context	HRM effectiveness depends on alignment with specific organizational and environmental factors	Optimal HRM outcomes result from internally consistent bundles of mutually reinforcing practices
Theoretical Basis	Resource-Based View (RBV); High-Performance Work Systems (HPWS)	Fit theory; Situational leadership theory	Systems theory; Organizational configuration theory
Key Practices	Competency-based recruitment, performance appraisal, competitive compensation, transformational leadership, HRIS utilization	Context-specific selection of HRM practices based on organizational size, sector, and strategy	Integrated bundles of HRM practices designed to achieve internal and external fit simultaneously
Strengths	Provides clear, measurable, and replicable guidance; broadly applicable across sectors	Highly responsive to contextual variations; avoids one-size-fits-all limitations	Captures synergistic effects of combined HRM practices; holistic in nature
Limitations	May overlook contextual differences across sectors and organizational sizes	Difficult to operationalize and measure systematically; lacks universal applicability	Highly complex to implement and replicate; requires extensive organizational resources
Evidence from Reviewed Literature	Sabrina (2021); Rismawan (2017); Kelvin et al. (2025); Iswandi (2021); Gustiana et al. (2022)	Sayuti & Fira (2024); Sapu et al. (2023); Mubarak (2020)	Manikam et al. (2025); Anwar & Herlina (2022); Rosdiawan & Chaerudin (2025)
Effectiveness for Superior Potential	Highest — consistent empirical support across multiple sectors	Moderate — effective within specific contexts but limited in generalizability	Moderate-High — effective but resource-intensive and diffi

### 3.3 Competence, Compensation, and Motivation as Pillars of Superior Potential

Superior potential will not be realized without three interconnected main pillars: competence, compensation, and motivation. Competence is a fundamental characteristic inherent in an individual and is a strong predictor of superior performance. Competence is defined as motives, personal traits, self-concept, knowledge, or skills that distinguish a high performer from an average performer. Organizations that wish to develop superior potential must systematically conduct competency mapping for each job position, then design training and development programs based on identified competency gaps [17]. [18] and [19] collectively demonstrate that compensation and motivation function as two complementary dimensions of a unified performance system: compensation provides external incentives that attract and retain high-performing employees, while motivation cultivates intrinsic drive that sustains behavioral engagement over time. It is the strategic integration of both elements rather than the partial or isolated application of either that constitutes the foundational key to building sustainable superior organizational potential. Findings from [20] further strengthen this argument by showing that the reward system has a significant relationship and impact on efforts to improve employee performance and motivation. A reward system that is transparent, consistent, and merit-based will create a healthy competitive climate as well as a sense of fairness among employees. When employees feel that their efforts and contributions are appreciated proportionally, they will be motivated to continuously improve the quality of their work. Thus, the integration of competency development, fair compensation, and the creation of intrinsic motivation are essential recipes for building organizational superior potential.

### 3.4 Work Experience, Leadership, and Work Environment as Supporting Factors

In addition to the three main pillars above, supporting factors such as work experience, leadership style, and work environment also play a significant role in shaping superior potential. [19], in their empirical research in the hospitality sector, proved that work experience, work communication, and self-efficacy simultaneously have a positive and significant effect on employee performance. Long work experience enables employees to develop tacit knowledge that is not easily documented or taught formally. Effective work communication, on the other hand, minimizes misunderstandings and improves coordination between work units. Meanwhile, self-efficacy, or an individual's belief in their own abilities, becomes a source of strong internal motivation when facing complex work challenges. Research in the transportation infrastructure division found that transformational leadership style positively affects employee performance, although the effect was relatively weak, indicating that other factors also play a role. However, the leader's

role in inspiring, motivating, and providing intellectual stimulation cannot be ignored. Transformational leaders are able to create a sense of belonging and affective commitment from employees towards the organization. Meanwhile, [14] added that a conducive work environment, both physically (lighting, cleanliness, safety) and non-physically (interpersonal relationships, supervisor support), contributes to improving employee discipline and performance. A positive work environment will reduce work stress and increase comfort, which in turn allows employees to concentrate and work optimally. Findings from research in the tourism sector by [10] indicate that developing HR potential must be carried out by strengthening formal and non-formal educational institutions as well as skills training that aligns with industry needs. In priority tourism destination areas like Labuan Bajo, the gap between infrastructure availability and HR quality is a serious challenge. This suggests that developing superior potential is not only the internal responsibility of the organization but also requires support from a broader ecosystem, including the government, educational institutions, and industry associations [10].

### *3.5 Challenges and Strategies for Developing Superior Potential in the Digital Era*

The digital era and the Industrial Revolution 4.0 bring several new challenges to developing superior potential. [9] identified that the skills gap between what the current workforce possesses and what the digital industry requires is a major obstacle. Therefore, adaptive and sustainable development strategies are essential. Organizations must proactively conduct reskilling (enhancing skills for the same job) and upskilling (enhancing skills for higher-level jobs) to ensure employees remain relevant to the demands of the times [13]. Furthermore, literature emphasizes that strategies for developing HR quality for Millennials and Generation Z must be tailored to their unique characteristics, which include a need for meaning in work, flexibility, rapid feedback, and the use of technology in learning. One-way, top-down development approaches are no longer effective for this generation. Instead, organizations need to adopt learning models that are more collaborative, experience-based, and utilize digital platforms such as microlearning, gamification, and social learning [11]. Other research adds that the development focus should be directed at improving critical thinking, creativity, communication, and collaboration (the 4Cs), as well as complex problem-solving skills that characterize the 21st century [19]. Community empowerment programs show that targeted training and development can significantly improve HR capabilities, especially in managerial and entrepreneurial aspects. These findings are relevant for adoption by both business and public organizations in designing superior potential development programs. Investment in training should not be seen as a cost but as a human capital investment that will provide long-term returns in the form of increased productivity, innovation, and employee loyalty [8]; Furthermore, [7] revealed that effective communication and work discipline are key factors in improving employee performance through job satisfaction as an intervening variable. Organizations with an open and transparent communication culture will find it easier to manage change and overcome employee resistance. High work discipline, on the other hand, reflects employee professionalism and commitment to established operational standards. These two factors need to be continuously developed as part of the effort to create superior potential [17].

### *3.6 Practical Implications for Organizations in Building Superior Potential*

Based on the overall findings of the study, several practical implications can be formulated for organizations that wish to enhance superior potential through HRM. First, organizations must adopt a holistic strategic approach, not focusing only on one or two aspects of HRM, but integrating all HRM functions simultaneously [5]. Second, investment in training and development must be carried out continuously and based on data, by conducting periodic needs analysis and program effectiveness evaluation [4]. Third, compensation and reward systems must be designed fairly, transparently, and based on performance to maintain employee motivation and loyalty [18]. Fourth, the development of transformational leadership at all management levels needs to be a priority, because inspiring and empowering leaders can bring out the best potential in their subordinates [3]. Fifth, organizations must utilize digital technology in HR management, including the use of HRIS, e-learning platforms, and digital collaboration tools to improve process efficiency and effectiveness [15]. Sixth, creating a positive work environment and effective communication will support the creation of an adaptive and innovative work culture [14]. Finally, organizations need to formulate development strategies that suit the characteristics of the younger generation, providing space for creativity, flexibility, and enjoyable learning [14].

Findings from [10] in the tourism sector also provide the valuable lesson that developing superior potential cannot be done instantly, but requires a long process involving various stakeholders. Collaboration between organizations, the government, educational institutions, and communities is key to successfully creating an ecosystem that supports sustainable HR development.

### *3.7 Integrative Discussion: Toward a Holistic HRM Framework for Superior Organizational Potential*

The synthesis of empirical evidence presented across sub-sections 3.1 through 3.6 collectively substantiates the central argument of this study: that superior organizational potential is not an incidental outcome of isolated HRM interventions, but rather the product of a deliberately integrated, strategically aligned, and continuously adaptive HRM system. This integrative discussion critically examines the theoretical and practical implications of the findings, identifies cross-cutting themes, and positions the study's contributions within the broader HRM literature. The findings of this study are fundamentally consistent with the theoretical propositions of the Resource-Based View (RBV), which posits that sustainable competitive advantage derives primarily from internal resources that are valuable, rare, inimitable, and non-substitutable [3]. Human resources, when systematically developed through integrated HRM best practices, embody precisely these characteristics. The convergent evidence from [2], [5], [4], and [3] demonstrates that organizations which invest consistently in competency development, performance-based compensation, transparent reward systems, and

continuous training produce measurably superior organizational outcomes compared to those that apply HRM practices reactively or in isolation. This finding not only reinforces the RBV framework but extends it by demonstrating that the integrative application of HRM practices rather than any single practice in isolation constitutes the most powerful predictor of superior potential. A particularly significant cross-cutting theme emerging from the reviewed literature is the critical mediating role of work motivation and transformational leadership in translating HRM investments into tangible organizational performance outcomes. [11] and [5] collectively demonstrate that even well-designed compensation systems and competency development programs fail to realize their full potential in the absence of motivationally engaging leadership and a psychologically supportive work environment. This finding carries important theoretical implications, suggesting that HRM effectiveness is not solely a function of practice design but is equally contingent upon the quality of leadership through which those practices are implemented and sustained. Organizations that neglect leadership development as an integral component of their HRM strategy risk undermining the effectiveness of all other HRM investments, regardless of their technical quality or financial magnitude. Furthermore, the cross-sectoral evidence synthesized in this study spanning hospitality [9], transportation infrastructure [5], tourism [9], and Islamic education (Mubarok, 2020) reveals that the core determinants of superior potential exhibit remarkable consistency across organizational types and industries. While contextual factors such as sector-specific regulations, organizational size, and workforce demographics inevitably moderate the magnitude of HRM effects, the fundamental mechanisms through which HRM practices build superior potential namely competency enhancement, motivational alignment, leadership empowerment, and technological enablement remain substantively invariant across contexts. This cross-sectoral consistency provides robust empirical support for the generalizability of the best practices approach and challenges the contingency perspective's assertion that HRM effectiveness is inherently context-dependent.

The digital transformation dimension introduced in sub-section 3.5 adds a critical temporal layer to the discussion. The findings of [7], [15], and [2] collectively indicate that the capacity of HRM practices to build superior potential is increasingly conditioned by organizations' ability to integrate digital technologies particularly HRIS, e-learning platforms, and data-driven talent analytics into their core HRM processes. Organizations that fail to digitalize their HRM functions risk not only operational inefficiency but also strategic misalignment, as the pace of workforce skill obsolescence in the digital era increasingly outstrips the capacity of traditional, non-digitalized HRM systems to respond effectively. This finding underscores the urgency of positioning digital HRM transformation not as a peripheral technological upgrade but as a fundamental strategic imperative for organizations seeking to sustain superior potential in the long term. Critically, this study also acknowledges several contextual limitations that qualify the generalizability of its findings. The preponderance of evidence synthesized in this study derives from Indonesian organizational contexts, which are characterized by specific cultural, regulatory, and economic conditions that may not be fully transferable to other national or regional settings. Additionally, the literature review methodology, while providing a comprehensive theoretical synthesis, does not permit causal inference regarding the directional relationships between specific HRM practices and superior potential outcomes. Future empirical studies employing longitudinal or experimental designs across diverse national contexts would significantly strengthen the causal foundations of the integrative framework proposed in this study.

#### **4. CONCLUSION**

This study set out to analyze the strategic role of integrated Human Resource Management practices in building superior organizational potential, with particular emphasis on the comparative effectiveness of best practices, contingency, and configuration approaches within the context of the digital era. Through a systematic qualitative literature review of 20 indexed articles published between 2015 and 2025, this study has generated a comprehensive integrative synthesis that advances both theoretical understanding and practical guidance in the field of strategic HRM. The findings consistently demonstrate that superior organizational potential is built through the deliberate and sustained integration of seven interrelated HRM dimensions: competency development, performance-based compensation, work motivation, transformational leadership, work experience, digital technology utilization, and a conducive work environment. Among the three HRM approaches examined, the best practices approach grounded in Resource-Based View (RBV) theory and operationalized through High-Performance Work Systems (HPWS) emerges as the most consistently effective pathway for developing superior potential across diverse sectoral contexts, outperforming both the contingency and configuration approaches in terms of generalizability, measurability, and practical applicability. Critically, however, the superiority of the best practices approach does not preclude contextual sensitivity; rather, best practices provide a universal strategic foundation upon which sector-specific and organizationally adaptive HRM refinements can be systematically layered to maximize effectiveness. This study contributes to the HRM literature in three distinct ways. Theoretically, it extends the Resource-Based View framework by demonstrating that the integrative application of HRM practices rather than any single practice in isolation constitutes the most powerful and sustainable source of organizational competitive advantage. Methodologically, it advances the rigor of qualitative literature review in HRM research by incorporating systematic search protocols, structured inclusion-exclusion criteria, cross-sectoral triangulation, and transparent validity and reliability measures. Practically, it provides Indonesian organizations with a holistic, evidence-based HRM framework that integrates digital transformation imperatives, generational workforce considerations, and cross-sectoral empirical insights into a unified strategic roadmap for superior potential development. Future research is encouraged to empirically validate the integrative framework proposed in this study through longitudinal quantitative or mixed-methods designs, and to extend the analysis to broader international organizational contexts beyond the Indonesian setting examined here.

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