

Managing Organizational Capital in the Digital Age: A Study of Technology Adoption as a Competitive Advantage in Private Higher Institutions in South Sumatera

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Article Info

Article history:

Received Feb, 2024

Revised Aug, 2024

Accepted Aug, 2024

Keywords:

Competitive Advantage

Organizational Capital

Private Higher Institutions

Resource orchestration theory (ROT)

Technology Adoption

ABSTRACT

This study investigates the management of organizational capital within the context of private higher institutions in South Sumatera, focusing on the adoption of technology as a means to gain a competitive advantage in the digital age. In today's rapidly evolving technological landscape, organizations are compelled to adopt digital innovations to enhance their operational efficiency, educational delivery, and overall performance. Using a qualitative research approach, this study explores the strategies and challenges faced by private higher institutions in South Sumatera as they navigate the complexities of technology adoption. The findings shed light on the various factors influencing the adoption of technology, including organizational culture, leadership support, resource availability, and external pressures. Moreover, the study examines how effective technology adoption contributes to organizational capital enhancement, enabling institutions to differentiate themselves and maintain competitiveness in the dynamic higher education sector. The insights derived from this research provide valuable implications for private higher institutions in South Sumatera and beyond, offering guidance on optimizing technology adoption strategies to harness the full potential of digital tools as a competitive advantage in the contemporary educational landscape.

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1. INTRODUCTION

The world and the way we teach continue to change rapidly. How can teaching frameworks be adapted to prioritize learner-centered approaches while keeping up with the needs of the 21st century? Higher education around the world has undergone major changes due to technological developments and the shift towards digitalization [1].

In the context of the Internet Plus era, it is important to research whether digital platforms can enhance the competitive advantage of companies, as well as understand the internal mechanisms of this relationship. Human resource development is essential in all sectors of the digital economy, including in universities, to achieve new technologies. Therefore, the focus on new technologies in the digital economy education paradigm is urgent, especially considering the latest trends. The technological component includes software selection, services for video conferencing, online meetings, distance learning, equipment purchase, and technical support for teachers and students in the daily educational process [2].

The variables that drive organization's efforts to make advanced changes can be diverse, such as increased customer engagement and satisfaction, untapped opportunities in the market, and competitive pressures. However, the success of a digital strategy is highly dependent on a variety of factors, both technological and non-technological in nature [3]. These include organizational culture, facilities, resistance to change, resource and budget constraints, legal and regulatory implications, understanding customer behavior, and lack of data, digital security skills and understanding of security.

Students increasingly expect improvements in the quality of the platforms they use, including digitization of administrative processes and 24-hour access to all information and services across digital platforms or programs. Therefore, choosing the right digital approach to meet student

needs is critical to improving one of the key factors in digital transformation, the student experience [4].

The need to accelerate digital transformation (DT) is now a top priority. Digital transformation is not only about technology, although technology plays a role as an enabler and driver in this process. The arrangement, use and combination of technology elements vary according to the characteristics and activities of each organization. Technology adoption will not be transformational unless it affects an organization's overall strategy, systems, culture, mindset and community, and drives the evolution of its overall business model [5].

The value of the process, the use of technology in the firm, the actual performance of the firm, and the integration of process performance into the achievement of productivity goals are important aspects to be considered. Relational capital, which is another part of intellectual capital, includes associative relationships between the firm and its partners, such as reliable and high-quality suppliers and satisfied customers. Many companies implement customer relationship management (CRM) as a mechanism to support this process. The higher the client capital, the longer the period of the company's competitive advantage in management [6].

Intellectual Capital (IC) according to [7] human capital consists of a combination of human capital, structural capital, and relationship capital. Human capital includes the knowledge, skills, abilities, and capacity to develop and innovate possessed by individuals in a given context. It is critical to supporting creativity and innovation, which includes knowledge, leadership skills, problem-solving ability and risk-taking. Meanwhile, structural capital includes organizational processes and systems, databases and software, business processes and brands. The support provided by the organization to each employee in performing their duties is also included in this structural capital.

Organizational capital is a combination of explicit and implicit knowledge, as well as formal and informal knowledge that effectively and efficiently governs and develops the organizational activities of the firm. It includes culture-implicit and informal knowledge; structure-explicit and informal knowledge; and organizational educational capital-implicit and explicit knowledge processes, both formal and informal [8].

Organizational capital refers to the elements that make up company's capital, including its culture, structure, and organizational learning, including its culture, structure, and organizational learning. It can provide a company with a competitive advantage for a firm due to its unique characteristics and the value it brings to the business. According to McKinsey, companies spend about one-third of their revenue on human and organizational capital. These investments can be made more productive to achieve a competitive advantage. The research shows that companies that focus on human capital and have a more complex and stronger organizational culture have much to gain. They can increase their financial returns, improve consistency, sustainability, talent retention, employee loyalty, and reputation. The knowledge economy has given every company the opportunities to replace expensive physical assets with cost-effective ones.

Good human capital management can create a competitive advantage. Companies with better human capital management results derive a greater share of their revenue from innovation. This means that effective talent management gives these companies a competitive advantage to maximize the potential of organizational capital, companies should invest in areas such as employee support programs, long-term incentives, and employee turnover management. For example, flexible working hours and home offices can be beneficial. Long term incentive programs linked to employee performance can also be beneficial. Finally, effective management of employee

turnover is critical, especially during in times of high volatility.

Competitive advantage emphasizes the long-term concepts of dimensions, including cost advantage, differential advantage, and efficiency, which are associated with competitors to achieve advantage. It takes into account the various advantage of multitasking.

In the context of private universities in South Sumatra, these elements of IC play a significant role in building their competitive advantage. The use of technology, which is part of structural capital, can provide a significant competitive advantage if it is effectively. The institutional knowledge that organizations have institutional capital, can be stored in databases, manuals, etc., and can contribute significantly to their competitive advantage. However, the progressive movement towards a rapid changing and intensive economy with technology-based technologies and investment in human resources has become essential in order to maintain the competitive position of an organization and to establish the continuity in the future, Therefore, the development of human resource based on intellectual capital-based is urgently needed to achieve local competitive advantage [9].

To gain competitive advantage, a company can analyze the internal and external factors that contribute to its achievements. Internal factors which determine a company's competitive advantage are critical to get success. The concept of competitive advantage through appropriate management actions when managing an organization's structure, processes, culture and people in organization. Companies can identify and improve their competitive advantage by analyzing their resources, capabilities, and core competencies to develop strategies that make their strengths to create value for customers. and gain a competitive advantage over your competitors [10].

RBV theory ignores business strategy when studying firm performance and competitive advantage [11]. It is a subset of competition theory that, in addition to RBV,

also involves dynamic capability theory and knowledge-based theory, all of which focus on internal factors of a firm's economic efficiency. RBV argues that a firm's success is determined by the proper selection and combination of resources. Resource Orchestration Theory (ROT) pays attention to strategy in determining sustainable competitive advantage [12]. ROT examines how managers' actions in organizing, combining and utilizing firm resources can expand the understanding of RBV. Firm-level strategy is considered important in explaining variations in organizational profitability [13]. This study adds value to the intellectual capital, knowledge management, innovation, differentiation strategy, and competitive advantage literatures and integrates these elements into a single study that was previously neglected by other researchers [14]–[16].

Using technology to manage Institutional Capital in the Digital age: A Study on Technology Adoption as a Competitive Advantage in Private Higher Education Institutions in South Sumatra" focusing on integrating technology strategies to effectively manage on organizational capital in private higher education institutions in the South Sumatra. This research delves into the contemporary challenges and opportunities these organizations face in leveraging technology to improve their competitive advantage in the digital age.

One of the most common problems with digital strategy by using technology adoption is the temptation to implement digital initiatives in through technology-centric approaches. It is able to lead to competition for scarce resources, leading to inefficiency and conflict [17]. Integrated implementation of digital focus therefore a big challenge and will only be successful if a framework exists for management. Indonesia's education landscape, we cannot ignore how Indonesia has seen significant growth in the higher education sector, driven by growing demand and government effort to expand access. Besides public universities,

private institutions play an important role especially South Sumatra.

2. LITERATURE REVIEW

2.1 *Organizational Capital*

Organizational capital refers to the intangible assets and resources within an organization that contribute to its overall performance, competitive advantage, and ability to adapt to changing environments. It encompasses various elements such as knowledge, skills, culture, structures, systems, and relationships that are embedded within the organization and shape its capabilities. Components of Organizational Capital

- a) Human Capital includes knowledge, skills, expertise, and capabilities of the employees within an organization. This component focuses on the individual and collective competencies that contribute to organizational success. Human capital development through training, recruitment, and retention strategies can enhance the capability of organization to innovate, solve problems, and answer effectively to challenges.
- b) Structural Capital: Structural capital represents the infrastructure, processes, systems, and intellectual property within an organization. It encompasses organizational structures, procedures, databases, patents, trademarks, and other tangible and intangible assets that facilitate knowledge sharing, collaboration, and effective decision-making. Structural capital enables organizations to leverage their collective knowledge and experiences to create value and achieve competitive advantage.
- c) Relational Capital: Relational capital refers to the network of relationships and connections that organizations maintain with stakeholders such as customers, suppliers, partners, and communities. This component emphasizes the importance of trust, reputation, and collaboration in enhancing organizational performance. Building

strong relationships and networks can provide access to resources, information, market insights, and opportunities for innovation and growth.

1. Organizational Capital and Competitive Advantage

Organizational capital plays a crucial role in creating and sustaining competitive advantage for organizations, including private higher institutions. Several studies have highlighted the positive influence between organizational capital and performance outcomes. For example:

- a) Research has shown that private higher institutions with strong human capital, characterized by highly qualified faculty and staff, tend to deliver higher quality education and attract students, thereby gaining a competitive advantage.
- b) The presence of structural capital, such as well-established administrative systems, effective communication channels, and advanced technology infrastructure, can improve operational efficiency, enhance teaching and learning experiences, and contribute to competitiveness.
- c) Relational capital, including partnerships with industries, alumni networks, and community engagement, can provide private higher institutions with access to resources, opportunities for collaborative research, and a positive reputation, which contribute to a competitive advantage.

2. Technology Adoption and Organizational Capital

Harnessing technology has become increasingly important for private higher institutions to enhance their organizational capital and gain a competitive advantage. The adoption and integration of technology can transform organizational processes, facilitate knowledge sharing and

collaboration, and improve operational efficiency. Studies have shown the following:

- 1) Technology can facilitate the acquisition and dissemination of knowledge, allowing private higher institutions to build human capital by providing new learning opportunities, online resources, and distance learning programs.
- 2) The use of technology can enhance structural capital by improving administrative systems, data management, digital resources, and communication channels, leading to streamlined processes and increased productivity.

2.2 Competitive Advantage

In a continually increasing rate of competitive landscape of the high education, institutions are constantly seeking ways to differentiate themselves and attract students, faculty, and funding. Technology adoption has emerged as a key driver of competitive advantage, enabling institutions to enhance educational delivery, administrative efficiency, and student engagement [18].

The Resource Base View (RBV) theory ignores business strategy when evaluating a firm's performance and competitive advantage [11]. However, Resource Orchestration Theory (ROT) pays great attention to strategy in determining sustainable competitive advantage [12]. Firm-level strategy is considered important in explaining variations in organizational profitability [13]. According to RBV theory, the main objective of strategy development is to identify and leverage the pool of resources that can deliver superior performance over competitors. This study adds value to the literature on intellectual capital, knowledge management, innovation, differentiation strategy, and competitive advantage, by

integrating all those elements in one study that has not been given much attention by previous researchers [14]–[16].

Organizational capital refers to the intangible assets within an organization that contribute to its value and competitive advantage. It encompasses factors such as knowledge, skills, culture, and relationships that drive organizational performance (Stewart, 1997). Managing organizational capital involves leveraging these resources effectively to achieve strategic objectives and maintain competitiveness.

Competitive advantage through technology is a research exploring how strategic technology adoption can become the main key of competitive advantage for private higher education institutions. It examines the specific technology tools and platforms that enable these institutions to increase operational efficiency, improve education delivery methods, and differentiate themselves in the marketplace.

2.3 Technology Adoption

The adoption of technology in higher education institutions has gained significant attention in recent years due to its potential to transform teaching, learning, and administrative processes. Various studies have explored factors influencing technology adoption, including institutional readiness, perceived usefulness, ease of use, and faculty attitudes [19].

Technology adoption involves integrating digital tools and platforms into organizational processes to streamline operations, improve communication, and increase efficiency. It includes various technologies such as cloud computing, data analytics, and educational software.

Private higher institutions in South Sumatra need to develop comprehensive strategies for adopting and integrating technology into their

organizational processes. This involves identifying relevant technologies, assessing their potential impact, and implementing them effectively across various departments and functions.

Technology can also support the development of relational capital by fostering online collaboration, industry partnerships, and virtual communities. Technology Adoption as a Competitive Advantage:

- 1) Student Engagement: Technology adoption in higher education enhances student engagement through interactive learning platforms, virtual classrooms, and personalized learning experiences [20].
- 2) Operational Efficiency: Implementing technology-enabled administrative systems improves operational efficiency, reduces administrative burden, and allows institutions to reallocate resources toward core educational activities [21].
- 3) Institutional Reputation: Private higher institutions that effectively integrate technology into their operations and academic programs enhance their reputation as innovative and forward-thinking institutions, attracting students and faculty [22].

3. METHODS

This non-systematic literature review covers key theories and previous research on the topic, based on meta-analyses and review papers from scientific databases and other key studies and reports. The researcher used the Scopus database, which covers a wide range of international journals in the education sector, to collect peer-reviewed academic papers. In addition, a search through Google Scholar was conducted to cover relevant key terms and include studies found in the references of peer-reviewed papers. In this analysis, policy documents and reports from professional and international bodies that provide

explanations of key concepts and recent evidence on technology integration in universities, as well as policy recommendations related to digital transformation in education, were also included.

The methodology used in the study on managing organizational capital in the digital age involves a comparative analysis of human capital management strategies in the context of digitalization of the national economy. The research aims to compare human capital management strategies and specifies several conceptual provisions of the phenomenon of human capital and the polyparadigmatic nature of the study of macro factors on the economic performance of the digital environment.

Additionally, this study explores and investigates how intensity in organizational capital varies across industries based on their digital intensity. The research emphasizes the importance of distinguishing between these components when studying their impact on aggregate economic performance.

These methodological approaches provide a comprehensive understanding of the management of organizational capital in the digital age, particularly in the context of private institution sectors today.

4. RESULTS AND DISCUSSION

As businesses operate in increasingly globalized markets, the private universities can expand its scope to include global perspectives on improving competitive advantage through the application of capital and technology. This could involve comparative studies across different industries and regions, exploring cultural influences on technology adoption and global market strategies especially in education sectors.

It can be inferred that this study can discuss the impact of technology adoption and digital transformation strategies on the competitive advantage of private universities in South Sumatra. The results can highlight the significant effect to intellectual capital and digital transformation strategies on the competitive advantage of these

organizations, while also highlighting the importance of organizational capital management in this era how digital resources to gain competitive advantage.

Research can also examine the meaning of organizational capital, including culture, structure, and learning. Organizational capital, as a source of competitive advantage, is consistent with broader research on the role of organizational capital in enhancing the core competitiveness and value creation processes of companies.

The study emphasizes the importance of managing organizational capital effectively in the digital age to achieve a competitive advantage in private higher institutions. It also highlights the need for continuous innovation and adaptation to remain competitive in the rapidly changing global market and the accessibility of the role of managers in achieving a resource-based competitive advantage by reviewing, contrasting, and integrating the processes included in the higher institution

5. CONCLUSION

Organizational capital is a critical determinant of competitive advantage for private higher institutions. Through the development and leveraging of human, structural, and relational capital, private higher institutions can enhance their performance, reputation, and innovation capabilities. Moreover, technology adoption plays a crucial role in optimizing organizational capital by enabling efficient knowledge sharing, collaboration, and operational effectiveness. Embracing technology as part of organizational strategy can significantly contribute to the private higher institutions' competitive advantage in South Sumatra and beyond.

The use of technology in the higher education sector is shaping the future roadmap toward sustainable education management strategies in organizational capital. This paper aims to develop a qualitative model that advocates how digital transformation in technology adoption can be used as a driver to create competitive advantage for universities as an organizational

evolving concept that is important in strategy formulation. In recent years, especially in the field of education, the concept of creating a competitive advantage is being challenge by global phenomena such as the globalization of digital transformation, information exchange, digitalization and social media in most global industries.

It is widely accepted that all modern organizations need a digital strategy in technology field to achieve their business goals, and universities are no exception. Today, universities are under pressure to deliver new and innovative digital experiences to their stakeholders. Universities therefore need to consider digitalization holistically and transform themselves by applying digital thinking to all their activities. How do we operate our internal processes? and how they accomplish their core mission. In our view, this can only be achieved by using a framework that allows universities to manage all digital initiatives and approaches holistically and in an integrated manner.

The digital age is fundamentally transforming the way organizations operate,

leading to flatter structures and learner decision-making processes. The study emphasizes that the digital age is requiring organizations to develop new ways of thinking about influencing the design of operating models and the role of people management.

The study contributes to understanding the relationship between organizational capital and competitive advantage in the context of digital transformation. It provides valuable insights into the role of technology adoption in enhancing organizational capital and its impact on the competitive advantage of private universities in South Sumatra.

ACKNOWLEDGEMENTS

Author thanks to the private higher institutions in South Sumatera for their cooperation and support in data collection, the research team for their dedication and hard work in conducting this study, The editorial team and reviewers of the journal for their valuable feedback and guidance in improving the quality of this study.

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