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RECONCILING DYNAMIC CAPABILITIES WITH INSTITUTIONAL FRICTION: A STRATEGIC HUMAN RESOURCE MANAGEMENT FRAMEWORK FOR COMPETITIVE ADVANTAGE IN SERVICE CONGLOMERATES

MENYELARASKAN KAPABILITAS DINAMIS DENGAN GESEKAN INSTITUSIONAL: KERANGKA MANAJEMEN SUMBER DAYA MANUSIA STRATEGIS UNTUK KEUNGGULAN KOMPETITIF DALAM KONGLOMERASI JASA

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ABSTRACT
Service conglomerates operating across aviation, hospitality, catering, and logistics face a strategic tension between the need for organizational agility and the persistence of bureaucratic and functional boundaries. This study develops and illustrates a structural model explaining how strategic human resource management (SHRM) capabilities can be translated into sustainable competitive advantage through cross-functional collaboration and work environment quality. The model integrates the resource-based view and dynamic capabilities perspective and examines transformational leadership efficacy, competency framework alignment, and motivational architecture as organizational inputs. Cross-functional collaboration and work environment quality are specified as mediating mechanisms, while sustainable competitive advantage is the focal outcome. To demonstrate the proposed empirical design, a simulated dataset of 312 service employees is analyzed using partial least squares structural equation modeling (PLS-SEM) with 5,000 bootstrap resamples. The simulated results indicate positive and statistically significant relationships from transformational leadership efficacy to cross-functional collaboration and work environment quality, from competency framework alignment to cross-functional collaboration, and from motivational architecture to work environment quality. Both mediators are positively associated with sustainable competitive advantage, while transformational leadership also retains a positive direct association with the outcome. The simulated indirect effects are consistent with complementary mediation. The article contributes to a theoretically integrated framework in which human capital is treated not merely as an administrative input but as a dynamic organizational resource that enables coordination, adaptation, and service differentiation. Because the numerical evidence is simulated, the findings should be interpreted as an analytical demonstration rather than empirical evidence.
Keywords: strategic human resource management; dynamic capabilities; resource-based view; transformational leadership; competency alignment; motivational architecture; cross-functional collaboration; work environment quality; sustainable competitive advantage; Aerowisata.

ABSTRAK
Konglomerasi jasa yang beroperasi pada sektor penerbangan, perhotelan, katering, dan logistik menghadapi ketegangan strategis antara kebutuhan akan kelincahan organisasi dan keberadaan struktur birokrasi serta batas-batas fungsional. Artikel ini mengembangkan dan mengilustrasikan model struktural yang menjelaskan bagaimana kapabilitas strategic human resource management (SHRM) dapat diterjemahkan menjadi keunggulan kompetitif berkelanjutan melalui kolaborasi lintas fungsi dan kualitas lingkungan kerja. Model mengintegrasikan resource-based view dan dynamic capabilities dengan menempatkan efektivitas kepemimpinan transformasional, keselarasan kerangka kompetensi, dan arsitektur motivasi sebagai input organisasi. Kolaborasi lintas fungsi dan kualitas lingkungan kerja ditetapkan sebagai mekanisme mediasi, sedangkan keunggulan kompetitif berkelanjutan menjadi variabel keluaran. Untuk mendemonstrasikan rancangan empiris, digunakan dataset simulasi sebanyak 312 karyawan jasa dan dianalisis menggunakan partial least squares structural equation modeling (PLS-SEM) dengan 5.000 bootstrap resamples. Hasil simulasi menunjukkan hubungan positif dan signifikan antara efektivitas kepemimpinan transformasional dengan kolaborasi lintas fungsi dan kualitas

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lingkungan kerja, antara keselarasan kompetensi dengan kolaborasi lintas fungsi, serta antara arsitektur motivasi dengan kualitas lingkungan kerja. Kedua mediator berhubungan positif dengan keunggulan kompetitif berkelanjutan, sementara kepemimpinan transformasional tetap memiliki hubungan langsung positif dengan variabel keluaran. Efek tidak langsung simulasi konsisten dengan pola mediasi komplementer. Artikel ini memberikan kontribusi konseptual melalui integrasi human capital sebagai sumber daya dinamis yang memungkinkan koordinasi, adaptasi, dan diferensiasi jasa. Karena bukti numerik bersifat simulasi, hasil tidak boleh ditafsirkan sebagai bukti empiris aktual.
Kata kunci: manajemen sumber daya manusia strategis; kapabilitas dinamis; resource-based view; kepemimpinan transformasional; keselarasan kompetensi; arsitektur motivasi; kolaborasi lintas fungsi; kualitas lingkungan kerja; keunggulan kompetitif berkelanjutan; Aerowisata.

1. INTRODUCTION

Service conglomerates compete in environments in which customer experience depends on the coordinated execution of multiple activities rather than on a single product or functional unit. Aviation-related hospitality, catering, ground services, travel, and logistics illustrate this condition particularly clearly. The uploaded manuscript identifies Aerowisata Group, a subsidiary within the Garuda Indonesia ecosystem, as a relevant organizational setting and frames its central problem as the tension between commercial agility and institutional rigidity. It specifically identifies leadership efficacy, competency matching, and motivational structures as organizational inputs that may be translated through behavioral mechanisms into sustainable competitive advantage.

The strategic significance of human resources follows from the resource-based view (RBV), which conceptualizes valuable, rare, difficult-to-imitate, and non-substitutable resources as potential sources of sustained competitive advantage (Barney, 1991). Human capital becomes strategically consequential when knowledge, routines, leadership processes, and coordination mechanisms are embedded in organizational systems and are difficult for competitors to replicate. Dynamic capabilities extend this argument by emphasizing the organizational processes through which firms integrate, reconfigure, and renew resources in changing environments (Teece et al., 1997; Eisenhardt & Martin, 2000).

Strategic human resource management (SHRM) provides a bridge between resource characteristics and organizational processes. Wright and McMahan (1992) positioned SHRM as a theoretically grounded field concerned with the strategic determinants and consequences of HR practices. Subsequent evidence suggests that HR systems influence organizational outcomes through multiple mechanisms, including human capital, employee motivation, turnover, operational outcomes, and financial outcomes (Jiang et al., 2012). At the same time, the HRM-performance relationship cannot be reduced to a simple universal effect; Guest (2011) emphasizes unresolved theoretical and methodological questions concerning the mechanisms connecting HR practices and performance.

The hospitality literature reinforces the importance of leadership and employee-related processes in high-contact service environments. Recent evidence has linked transformational leadership with service employees' outcomes, while research in hospitality settings has also examined service climate, trust, work engagement, and productivity as mechanisms connecting leadership to employee and organizational outcomes (Kim et al., 2023; Teoh & Wider, 2022). Cross-functional collaboration is similarly relevant because service delivery frequently requires information exchange and coordination across organizational boundaries. Hoai et al. (2021), for example, show how cross-functional cooperation can be connected to organizational performance through an information-processing mechanism.

Despite these developments, an integrative model connecting transformational leadership efficacy, competency alignment, motivational architecture, cross-functional collaboration, work environment quality, and sustainable competitive advantage remains useful for service conglomerates operating in emerging-market institutional contexts. The

uploaded manuscript proposes precisely this architecture but does not provide a complete empirical measurement and results section.

Accordingly, the purpose of this article is to formalize and empirically illustrate the proposed framework. The study addresses three questions: (1) how organizational SHRM inputs relate to cross-functional collaboration and work environment quality; (2) whether these process variables are associated with sustainable competitive advantage; and (3) whether the mediators transmit the effects of organizational inputs to sustainable competitive advantage. The contribution is therefore both theoretical and methodological: theoretically, the model reconciles RBV and dynamic capabilities with SHRM; methodologically, it demonstrates a coherent PLS-SEM specification that can later be replaced with genuine field data.

2. LITERATURE REVIEW

2.1 Resource-Based View, Dynamic Capabilities, and SHRM

RBV argues that heterogeneity in strategically relevant resources can generate sustained differences in competitive position when resources possess characteristics that make them valuable and difficult to duplicate (Barney, 1991). In service firms, employee knowledge and organizational routines are particularly consequential because service quality is produced through interactions among people, processes, and customers. SHRM is therefore not limited to administrative personnel management; it becomes strategic when HR architecture supports organizational capabilities and competitive priorities (Wright & McMahan, 1992).

Dynamic capabilities complement RBV by explaining how resources are mobilized and transformed when environments change. Teece et al. (1997) emphasize processes of coordination and reconfiguration, while Eisenhardt and Martin (2000) conceptualize dynamic capabilities as identifiable organizational processes whose usefulness varies with environmental velocity. In the present model, transformational leadership represents a mechanism for mobilizing people around strategic change; competency alignment supports the deployment of appropriate human capital; and motivational architecture supports sustained employee effort. Their effects should therefore appear not only in individual attitudes but also in collective coordination and the work environment.

2.2 Transformational Leadership Efficacy and Cross-Functional Collaboration

Transformational leadership can facilitate coordination by communicating a shared direction, encouraging participation, and stimulating employees to transcend narrow functional interests. In hospitality, leadership is particularly important because frontline service depends on discretionary employee behavior and coordination across service interfaces (Kim et al., 2023). A leader who communicates strategic priorities and involves operational employees in decision making can reduce interpretive differences across units and increase willingness to exchange information.

H1: Transformational leadership efficacy has a positive and significant effect on cross-functional collaboration.

2.3 Competency Framework Alignment and Cross-Functional Collaboration

Competency alignment concerns the fit between job requirements and employees' knowledge, skills, and abilities. When roles are aligned with competencies, employees are better positioned to interpret interdependent tasks and coordinate with other functions. Misalignment can generate handoff errors, duplicated work, and dependence on informal workarounds. Because service conglomerates combine specialized activities, competency alignment should strengthen the organization's ability to integrate expertise across boundaries.

H2: Competency framework alignment has a positive and significant effect on cross-functional collaboration.

2.4 Motivational Architecture and Work Environment Quality

Motivational architecture refers to the combined design of recognition, career progression, and equitable extrinsic rewards. Jiang et al. (2012) demonstrate that motivation-enhancing HR practices are linked to organizational outcomes through employee motivation and subsequent operational mechanisms. A credible motivational architecture can improve perceptions of fairness and organizational support, while unclear advancement and inequitable rewards can undermine the perceived quality of the work environment.

H3: Motivational architecture has a positive and significant effect on work environment quality.

2.5 Transformational Leadership Efficacy and Work Environment Quality

Leadership also shapes the psychosocial context in which work is performed. Transformational leaders can establish shared purpose, facilitate voice, and model interpersonal respect. Psychological safety is particularly relevant because employees who perceive their team as safe for interpersonal risk taking are more likely to engage in learning behaviors, which are connected to team performance (Edmondson, 1999). Accordingly, leadership efficacy should contribute to a more enabling work environment.

H4: Transformational leadership efficacy has a positive and significant effect on work environment quality.

2.6 Cross-Functional Collaboration and Sustainable Competitive Advantage

Cross-functional collaboration allows specialized knowledge to be combined across organizational boundaries. This is consistent with dynamic capabilities because coordination and knowledge integration are organizational processes through which resources are recombined. Empirical research also indicates that cross-functional cooperation can be linked to organizational performance through information and coordination mechanisms (Hoai et al., 2021).

H5: Cross-functional collaboration has a positive and significant effect on sustainable competitive advantage.

2.7 Work Environment Quality and Sustainable Competitive Advantage

A high-quality work environment can support continuity, learning, psychological safety, and employee capacity to execute service processes. These conditions are strategically relevant in service organizations because competitive advantage depends on consistent delivery rather than physical assets alone. HRM research similarly suggests that employee-related mechanisms can transmit HR-system effects toward operational and financial outcomes (Jiang et al., 2012).

H6: Work environment quality has a positive and significant effect on sustainable competitive advantage.

2.8 Mediating Mechanisms and Direct Leadership Effect

The model specifies cross-functional collaboration and work environment quality as process mechanisms rather than merely additional predictors. This follows the logic that organizational inputs affect competitive outcomes partly through intermediate behavioral and organizational processes. The uploaded manuscript explicitly formulates a mediation structure in which organizational inputs are translated through the two mediators into sustainable competitive advantage.

H7: Cross-functional collaboration and work environment quality jointly mediate the relationships between organizational SHRM inputs and sustainable competitive advantage.

The structural specification in the source manuscript also includes a direct path from transformational leadership efficacy to sustainable competitive advantage. This permits

assessment of whether leadership influences competitive advantage beyond its mediated effects.

H8: Transformational leadership efficacy has a positive and significant direct effect on sustainable competitive advantage.

3. METHODS

3.1 Research Design and Analytical Strategy

The study is structured as a quantitative explanatory study using PLS-SEM. The original manuscript describes an exploratory single-case context and proposes SEM as the formal analytical framework. The present article converts that conceptual specification into a survey-based measurement model suitable for empirical testing. For illustration only, a simulated cross-sectional dataset of 312 employees is used. The simulated sample is designed to represent employees working across hospitality, catering, travel, and logistics functions.

PLS-SEM is appropriate for a predictive model containing multiple latent constructs, mediation paths, and a relatively complex organizational mechanism. The analysis is described in two stages: assessment of the measurement model and assessment of the structural model. Bootstrapping with 5,000 resamples is used to estimate standard errors and percentile confidence intervals.

3.2 Constructs and Measurement

The measurement model follows the construct definitions and questionnaire statements in the uploaded manuscript. All constructs are modeled reflectively and measured using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Transformational Leadership Efficacy (TLE), Competency Framework Alignment (CFA), and Motivational Architecture (MA) are exogenous constructs. Cross-Functional Collaboration (CFC) and Work Environment Quality (WEQ) are mediators, and Sustainable Competitive Advantage (SCA) is the endogenous construct. The source manuscript specifies three indicators for each construct, including visionary communication, participative governance, inspirational motivation, KSA optimization, precision recruitment, structural placement, intrinsic recognition, career trajectory, extrinsic equity, silo elimination, information synthesis, service cohesion, psychological safety, infrastructure viability, process continuity, distinctive capabilities, strategic adaptability, and enterprise viability.

3.3 Simulated Sample and Data Screening

The simulated dataset contains 312 valid cases. The illustrative demographic distribution consists of 58.0% operational/frontline employees, 27.6% supervisory employees, and 14.4% managerial employees. Tenure is simulated as 38.1% below five years, 36.5% between five and ten years, and 25.4% above ten years. These distributions are intentionally illustrative and do not describe the actual workforce composition of Aerowisata Group.

Characteristic	Category	n	%
Position	Operational/frontline	181	58.0
Position	Supervisor	86	27.6
Position	Managerial	45	14.4
Tenure	< 5 years	119	38.1
Tenure	5–10 years	114	36.5
Tenure	> 10 years	79	25.4

The simulated dataset was screened for missing values, response-pattern anomalies, and multivariate outliers. No missing values were retained in the final illustrative dataset. The

purpose of this screening description is to demonstrate the reporting structure that should be used when genuine survey data become available.

4. RESULTS

4.1 Measurement Model

The simulated measurement model satisfies conventional reliability and convergent-validity criteria. All standardized indicator loadings exceed 0.70, composite reliability values exceed 0.70, Cronbach's alpha values exceed 0.70, and AVE values exceed 0.50. These values indicate that the simulated indicators provide an internally consistent representation of their respective latent constructs.

Construct	Items	Loading range	Cronbach's α	CR	AVE
Transformational Leadership Efficacy (TLE)	3	0.806–0.884	0.817	0.891	0.732
Competency Framework Alignment (CFA)	3	0.791–0.873	0.794	0.878	0.706
Motivational Architecture (MA)	3	0.778–0.882	0.803	0.885	0.720
Cross-Functional Collaboration (CFC)	3	0.804–0.901	0.837	0.899	0.748
Work Environment Quality (WEQ)	3	0.781–0.892	0.816	0.889	0.727
Sustainable Competitive Advantage (SCA)	3	0.818–0.909	0.847	0.909	0.769

Discriminant validity was assessed using the heterotrait–monotrait ratio (HTMT). The simulated HTMT values range from 0.43 to 0.79, remaining below the conservative 0.85 threshold. The highest simulated HTMT value occurs between TLE and WEQ (0.79), suggesting empirical distinctiveness despite their conceptual relationship.

Construct Pair	HTMT
TLE–CFA	0.68
TLE–MA	0.61
TLE–CFC	0.74
TLE–WEQ	0.79
TLE–SCA	0.76
CFA–MA	0.57
CFA–CFC	0.71
CFA–WEQ	0.63
CFA–SCA	0.69
MA–CFC	0.59

MA–WEQ	0.72
MA–SCA	0.66
CFC–WEQ	0.75
CFC–SCA	0.77
WEQ–SCA	0.78

4.2 Structural Model

The simulated structural model shows acceptable explanatory power. R^2 is 0.432 for cross-functional collaboration, 0.371 for work environment quality, and 0.612 for sustainable competitive advantage. The simulated standardized root mean square residual (SRMR) is 0.071, and the normed fit index (NFI) is 0.913. All inner VIF values are below 2.60, indicating no material multicollinearity in the simulated specification.

Endogenous Construct	**R^2**	**Q^2**
Cross-Functional Collaboration	0.432	0.301
Work Environment Quality	0.371	0.264
Sustainable Competitive Advantage	0.612	0.456

4.3 Hypothesis Testing

Hypothesis	**Path**	**β**	**t-value**	**p-value**	**95% CI**	**Decision**
H1	TLE → CFC	0.421	7.842	< .001	[0.313, 0.522]	Supported in simulation
H2	CFA → CFC	0.307	5.931	< .001	[0.205, 0.406]	Supported in simulation
H3	MA → WEQ	0.381	7.106	< .001	[0.276, 0.486]	Supported in simulation
H4	TLE → WEQ	0.287	5.344	< .001	[0.181, 0.390]	Supported in simulation
H5	CFC → SCA	0.347	6.482	< .001	[0.243, 0.452]	Supported in simulation
H6	WEQ → SCA	0.409	7.915	< .001	[0.309, 0.510]	Supported in simulation
H8	TLE → SCA	0.169	3.214	0.001	[0.067, 0.273]	Supported in simulation

The simulated coefficients indicate that transformational leadership efficacy is positively associated with both mediators. Competency framework alignment is positively associated with cross-functional collaboration, while motivational architecture is positively associated with work environment quality. Both mediators have positive associations with sustainable competitive advantage. Transformational leadership also retains a smaller direct

association with sustainable competitive advantage, indicating that its overall effect is not exhausted by the two mediating mechanisms.

4.4 Mediation Analysis

Indirect Path	Indirect β	t-value	p-value	95% CI	Interpretation
TLE → CFC → SCA	0.146	4.96	< .001	[0.091, 0.208]	Significant
TLE → WEQ → SCA	0.117	4.61	< .001	[0.072, 0.177]	Significant
CFA → CFC → SCA	0.107	4.35	< .001	[0.063, 0.160]	Significant
MA → WEQ → SCA	0.156	4.89	< .001	[0.101, 0.221]	Significant
Combined TLE mediation	0.263	6.02	< .001	[0.188, 0.345]	Significant

The simulated mediation results indicate that both CFC and WEQ transmit meaningful portions of the effects of the organizational inputs to SCA. For TLE, the direct effect remains positive while the indirect effect is also positive, which is consistent with complementary mediation in the simulated model. H7 is therefore supported as an analytical demonstration.

5. DISCUSSION

5.1 Leadership as a Coordination Capability

The simulated H1 result suggests that leadership efficacy is closely connected with cross-functional collaboration. This pattern is theoretically consistent with the dynamic capabilities view: leadership is not merely an interpersonal attribute but can function as an organizational process that aligns dispersed resources and facilitates coordination. The result also accords with hospitality research emphasizing the role of transformational leadership in shaping employee and service outcomes (Kim et al., 2023; Teoh & Wider, 2022). The mechanism is particularly plausible in service conglomerates because customer-facing processes frequently cross departmental boundaries.

The H4 simulation similarly links leadership efficacy with work environment quality. This is consistent with the idea that leaders influence the psychological and relational conditions under which employees execute service work. Edmondson's (1999) psychological safety framework provides a relevant mechanism: an environment that permits interpersonal risk taking can support learning behavior and team performance. In the present framework, leadership may therefore affect competitive advantage indirectly by shaping the conditions under which coordination and learning occur.

5.2 Competency Alignment as an Enabler of Cross-Functional Integration

The simulated positive relationship between competency framework alignment and cross-functional collaboration supports the proposition that organizational coordination depends partly on having people with appropriate capabilities in appropriate roles. This extends the source manuscript's 'right person, right role' logic from an HR administrative principle into a strategic coordination mechanism.

The theoretical implication is important because competency alignment is not treated as an isolated HR outcome. Instead, it becomes an antecedent of organizational integration. This interpretation is consistent with Jiang et al. (2012), whose meta-analytic model

distinguishes skill-enhancing, motivation-enhancing, and opportunity-enhancing HR systems and connects them to proximal and distal organizational outcomes.

5.3 Motivational Architecture and the Work Environment

The simulated H3 coefficient indicates a substantial association between motivational architecture and work environment quality. Recognition, transparent career pathways, and perceived reward equity may influence employees' interpretation of organizational support and fairness. In service settings, this matters because employee willingness to sustain discretionary effort can affect continuity and service execution.

This interpretation should not be overstated. HRM-performance relationships are theoretically contingent and methodologically complex. Guest (2011) cautions that the field has not fully resolved how HR practices produce performance outcomes. The present model responds to that concern by explicitly positioning work environment quality as an intermediate mechanism rather than assuming that HR practices automatically generate competitive advantage.

5.4 Cross-Functional Collaboration and Sustainable Competitive Advantage

The simulated H5 result supports the model's central process argument: collaboration across functions can contribute to competitive advantage when it enables knowledge and operational resources to be combined. This is compatible with cross-functional cooperation research showing that coordination across functions can be connected to performance through information-processing mechanisms (Hoai et al., 2021). The mechanism also reflects dynamic capabilities because the organization must coordinate and reconfigure dispersed knowledge to respond to service demands.

5.5 Work Environment Quality and Sustainable Competitive Advantage

The simulated H6 coefficient is the largest direct path to SCA in the model. This indicates, within the simulated data only, that work environment quality may be a proximal organizational mechanism linking HR architecture with service resilience and differentiation. Such a pattern is theoretically plausible because service delivery is inseparable from employee behavior and operational continuity. However, the magnitude should not be interpreted as an empirical estimate until genuine field data are collected.

5.6 Theoretical Contribution

The model contributes by integrating three theoretical layers. First, RBV explains why human capital and organizational routines can become strategic resources (Barney, 1991). Second, dynamic capabilities explain how these resources are coordinated and reconfigured under changing conditions (Teece et al., 1997; Eisenhardt & Martin, 2000). Third, SHRM specifies organizational practices through which human capabilities are developed and mobilized (Wright & McMahan, 1992; Jiang et al., 2012). Cross-functional collaboration and work environment quality connect these layers to sustainable competitive advantage.

5.7 Managerial Implications

For an eventual empirical application, the model implies that managers should not evaluate leadership, competency systems, and motivation solely through administrative HR metrics. Their strategic relevance should be assessed through their effects on coordination and the work environment. The source manuscript similarly proposes decentralized leadership, competency-based talent management, and the reduction of inter-unit silos as strategic imperatives.

In practical terms, service conglomerates can operationalize the model by linking leadership development to cross-unit decision routines, auditing competency-role fit, creating

transparent recognition and career mechanisms, and establishing formal information-sharing routines across hospitality, catering, travel, and logistics functions. These practices are presented as theoretically derived implications, not as evidence that Aerowisata currently implements or lacks any particular practice.

6. CONCLUSION

This article develops an integrated SHRM framework linking transformational leadership efficacy, competency framework alignment, and motivational architecture with sustainable competitive advantage through cross-functional collaboration and work environment quality. The framework is grounded in RBV and dynamic capabilities and responds to the organizational problem identified in the source manuscript: the tension between dynamic service requirements and institutional friction.

The simulated PLS-SEM analysis demonstrates how the proposed framework can be empirically evaluated. All hypothesized relationships in the illustrative dataset are positive and statistically significant, while mediation results indicate that collaboration and work environment quality can operate as mechanisms linking SHRM inputs to competitive advantage. These numerical findings are strictly illustrative and cannot be cited as evidence about Aerowisata Group.

For a genuine journal submission, the next empirical version should replace every simulated statistic with observations obtained through an approved research protocol, documented sampling frame, informed consent procedures where applicable, and reproducible data analysis. The manuscript's strongest empirical contribution will ultimately depend on whether the proposed mechanisms remain supported when tested against real employees, real organizational units, and appropriate measures of service and competitive outcomes.

7. LIMITATIONS AND FUTURE RESEARCH

First, the present statistical results are simulated and therefore cannot establish causal or empirical claims. Second, the proposed design is cross-sectional, which limits temporal inference. Third, the model relies on perceptual measures of sustainable competitive advantage; future research should triangulate survey responses with objective indicators such as customer retention, service quality metrics, productivity, employee turnover, or unit-level financial performance where access is ethically and institutionally permissible. Fourth, the single organizational context may limit generalizability across service conglomerates.

Future empirical research can address these limitations through multi-wave designs, multi-source data, and multi-group analysis across hospitality, catering, ground services, and logistics units. Researchers may also examine institutional friction as a moderator, thereby testing whether bureaucratic intensity changes the strength of the proposed SHRM-to-capability relationships. This would more directly operationalize the central tension articulated in the original manuscript.

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