

# **The *Light House Program* : Canvassing Outplacement Alternative In Outweighing People Strategy For Organizational Sustainability**

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## **Abstract -**

The organizational sustainability and people management may conjecture a correlated interdependency on its people resource management which required strong adjudication on cost management linking to people performance, ROI and organizational productivity. In ensuring that the organization may sustain its competitive position, the design of the people strategy shall inflict a modernization to propagate agile employee experience that reflect organizational value proposition therein.

The design of the people strategy is highly dependence on the human resource positioning which conventionally build the capabilities of the people to expand the dimensions of the organization through strategic fit that grow the people capabilities by integrating the business element and people requirement. The psychological contract on people performance depict a congruent implication on people disposition that measure the effectiveness and relevancy of productivity to be met through measurable cost components and its compensable factors to ensure organizational growth and sustainability.

Reviewing the human resource management focus on people segmentation and planning, it is essentially infer a dynamics of the people plan in strategic human resource to ensure comprehensiveness in managing competitiveness and productivity. The impact on capability development mechanism will have strong implication towards the people organization in ascertaining the validity of the actual position of the prevailing business performance forecasted through industrial benchmark. Correlating the effects of the above characteristic, the substitution formularize by the people organization shall entail an empirical evaluations based on the critical facet of business performance attributes bearing to people performance and economics indicator. The competitive segmentation on business position would predominantly signify the actual requisition on the FTE which predictively embrace positive alignment to the human resource plan and its consolidation which arbitrate the business prospectus. Notwithstanding, it was observed that due to the heterogeneity in the organizational performance segmentation and indeterminate forecasting on people plan, it has resulted deviation on people determinants. The competitive review seems to highlight differential treatment which preponderantly anecdotal to the plot of people requirement link to business strategy plan. The deviation of the people

plan and performance forecast has consequently impair the undertaking on productivity management . Thus, analyzing the unstructured interaction of its co-relevance, the research postulates alternate aggregation on people strategy design which embed outplacement strategy as the mechanization in managing the organizational performance and productivity. This can be observed as a component towards optimal exploration to enable the outplacement program to be the countermeasure. Based the hypothetical dimension on people strategy, it is essential to deposit a cogent measures as a baseline determinant to control the people performance link to business ROI and profitability. The context would posit cognitive evaluation on the way forward to embark on the outplacement program which may value a better conformance and impact on the organizational performance.

**Keywords – *Light House Program*, Outplacement Stewardship, Absorptive Performance Capability, Organizational Productivity, Psychological Contract, Human Resource Imperatives, Talent Lifecycle Management.**

## I. INTRODUCTION

The human resource strategy shall seamlessly advocating performance through its people strategy by assessing the impact to organizational profitability. The people organization shall take position to mitigate reliability in the human resource management particularly pertaining to the performance development and structure. A delineation of the people performance of the strategic human resource is important to outweigh the upward position of the organizational sustainability in determining the productivity equilibrium to adjudicate the level of competitiveness and the ROI to the performance. The intersection of the performance analysis and the economics indicator has to be evaluated in parallel to provide absolute manifestation on the assessment by which the interdependency would broadening the people parameters to a greater height that contemplates heuristic evaluation to eliminate any exploited manipulation on the performance dimension that would diminish the capability of human resource plan. In context, failure of the people organization to extrapolate the overall strategy would orchestrate uncertainties in strategic direction which resulted towards a withdrawal in regulating performance conditions. This would cause detrimental effects to the human resource

strategy which deviate the competitive instruments in positioning the validity of the organizational performance.

In structuring the impact on productivity proposition, the light house program shall be formed as an aspects of performance that bridge the connection between the parties through development intervention and outplacement . As part of the transaction, the people organization might potentially overrate the opportunities that can potentially be leverage via transactional collaboration under the people strategy design. Hence the outplacement modelling might require transparent execution in regulating the objective transaction to ensure that there will be no dominance advantages that led towards performance review. The process might require an intangible reference on managing performance demands under map to people plan under competitive landscape. However, such predictions would be justifiable through variation of the commonalities based on the conventional structure and performance synthesis. The factors applied to overlay an objective determinant to triangulate the outplacement framework as a construct to imply the competitive features based on the identified performance segments.

The key identification process shall dictate the point of materiality of the disseminated strategic review on people plan to enable consistent assertion of the measure productivity effectiveness. The importance untrammelled within the context of the practice direction and the people measure. Decentralization of the strategic importance of the productivity management will adversely affect the merit of competitive reliability which negates the performance assessment instrument. This approach could impair the interpretation of the subject which distinct from the competitive analysis baseline indicator. The revitalization of the system might induce practical assurance in bridging the relevance measure as a factor towards competitive evaluation.

Competition and liberalization of the human resource strategy by representation may deprive the extent of controls over the functioning human resource operations. Under the strategic human resource portfolio, the people measure reinforced performance action to be forecasted at the level of business strategy extrapolation under diverse restriction and performance encumbrances. The intrinsic evaluation will be used as the domain of the comparison to hypothesize the multi attribute productivity mechanism to ascertain the organizational strategy. People organization will be seen to be diminishing and less fettered resulted from the operational human resource estimates that stemmed towards phenomenal intervention. In general segments, the term in evaluating the people performance is at predictive stance which rank the historical performance as the anchor for review without examining the pattern of the issues characterized within the human resource latitude. The main conventions of the performance measure might be applied to ensure independence support that regulates

the political economy and strategic human resource environment.

The competitive performance measure methodological reforms shall give a material emphasize on the semantic integration between the productivity supplied in restructuring performance capabilities to unlock greater evaluation from an empirical outlays and its dynamism. The context shall address wider issues covering long-term performance viability, environmental impact, and the residual contingency risks that equitably measure vis a vis with the organizational performance. In particular, there must be greater emphasis on fiscal transparency on the performance info dissemination to scrutinize the performance measure framework to underpin organizational competitiveness. In commissioning the implementation, the prediction has to be measured in accordance to the corroborated instruments that established internal primary data resources that has been mapped. Contradiction of fabrication of productivity will emplace disparity in the strategic outlook as there are observable measures that convey the fundamentals to explain the performance poise. The idiosyncratic approach in the performance measure trend has institutionalized the proposition that such factors would administer the basis in justifying the model formation of the people organization in performance process. Restoration of the valued competitive practices would conjecture the concentration and area of focus in the performance measure management. The performance governance through measure dynamics may strengthen intra-company control, and can reduce opportunistic competition resulted from optimality and asymmetrical performance productivity. The designed of the performance measure for people organization may signify comprehension which influence the level of productivity disclosure.

Competitive performance measure strategy has predominantly evident diverse fundamental issues in the decision making process that collectively posed by the variation economics and environmental measures. Contextually this has been observed to lead towards a consequence and infringement of performance interest in order to pave their intent in elaborating the context of performance strategy movement. Hence the action would cause material defect to the people organization in providing absolute productivity in convergence of the performance turpitude. The antecedent of the performance measure has been traditionally applied in context to map the correlated dimension by modelling the intersection between productivity asymmetry and people ROI by virtue of productivity measurement. Thus the variation would highly dependent on the proprietary control of the relevant decision making process.

The people organization strategy and human resource structure is resonance to increase the contemporary convention of the dimensional people measure in view of pattern of the organizational performance. The idea would

indefeasibility used to safeguards the people organization to accentuate the basis of transformation in the human resource segments. There is a high vulnerability that there is unresolved solution through the modified performance measure strategy which legitimately govern the methods and productivity design. However, there is a need to critically observe the procedural influence on the parameter of the outplacement process to cognate the external pressure which explains the experimental output of the performance measure process. Incorporated actions in interpreting the FTE through diverse performance analytics would positively impact the outplacement strategy making process prior to its introspection. Under the good governance order, human resource solution would require collegiality in identification process to denote affirmative control and endorsement from the bottom line of the performance strategy outlook. The inability of the people organization to control the instruments will lead toward decision making process that consequently resulted towards infringement of legitimate disposition of perceived performance behavior.

In constructing the productivity measure under the performance fluctuations, which defined the virtue of the distribution to measure productivity. The type of controlling measures through relative strategy apportionment and distinction of the performance's role which indicated the class of pattern of human resource control efficacy. The strategy attributes may have significant impact towards securitization of the productivity governance. This conventionally posits a coalition of the legitimate performance which normalized the formation on the human resource strategy and controlling people indices. Notwithstanding it need to be understand that the applicability of the performance extrapolation could not be conceived directly from the actual observation through the measure or FTE gathering process due to the characterize degree of control of the human resource manpower assumption which represent the actualization of the implied performance importation

While examining the applicability of the performance productivity linked to the performance measure focus, the regulatory framework should abstain from any domineering essence that will infringe the equitable treatment of productivity asymmetry under fragmented performance domain. The variation of the productivity control has maximized the overpowering monopoly between the performance which contextually prescribed the ownership control of the parties in action. This may directly foster rigidity and ultimate dependence of informative segment as part of counter proposition in the people agreement. However, beyond rationalized absurdity off such processes, productivity element shall contain a basis to form deLight House Programsive generality that evade any obligatory rational valuing performance potential in people competition.

The dynamics of the performance's measure under the common derivative action enforce a bigger magnitude in depriving monopolistic exploitation of the people organization at the advent of the bargaining process. This is where the performance may exert their rights to position the internal strategy. Notwithstanding due to the complexity of the negotiating instruments and the concentrated rulings, the performance action would emphasize a significant influence towards decision making process. The substitution of the transparency tier modelling the performance measure framework could not feasibly remedy the differentiated application of the prevailing performance trend.

### **1.1. Asymmetrical Evaluation on Organizational Performance Analysis –Generalized Perspective, Antecedent and Industrial Standpoint on Light House Program development infrastructure**

In cognizance, it is instrumental that the performance measure action would be the primary indicator to assess the reliability conformance on the performance trend analysis varying the response of the overall people strategy outlook. The asymmetric distribution of performance's measure are subject to the controlling mechanism which explore the standard form of action and the type of corporate control which alleviate any dominant position of performance. The ownership structure has significantly governed the performance's performance in controlling the transaction based on the obligatory prerequisites of the expected synergy in reaching towards ultimate objectives. This shall conjunctively disperse the coalition of perceived productivity equilibrium in designing the set of competitive measure analysis. This will reinforce the positions of productivity equity via strategic alliances which provides a prevalent concentration to the performance measure and structure. The dominating view of the performance activism has intensify the cooperative analysis which imply the importance of behavioural rational and its relevance which constitute distinct form of control based on the measure analogy. The inherent capability of the performance control, based on the dominant position of the partnering performance's is highly imperatives to ensure asymmetry bargaining productivity in decision making making process without inferior to another. The people organization shall undertake the an outright position which arbitrarily referred to the set of regulated compliance under agency treatment governing the performance interest. Any disparity to the functional disposition shall be disregarded to form an equitable aggregation of the human resource measure management control relative to the productivity without contravene the procedures prescribed.

The indefeasible performance reformation in the resource environment was conjunctively projected to measure the performance's capability when the performance prediction is relevant to integrate the people productivity. Thus, inferring the above hypothesis, the economics

literature has made significant forays into empirical assessment on the role purpose of the measure gathering strategy as vertical foreclosure that support the people application (Chitty, 2021; Cuellar & Gertler, 2022). The strategies indirectly may raise rivals' costs due to inconsiderable estimates (Hastings & Gilbert, 2018). Recent work in economics (Chitty, 2021; Cuellar & Gertler, 2017; Hastings & Gilbert, 2018) has used sophisticated performance measure modelling to disentangle pre-emptive design and the benefits of vertical integration. Another empirical conservation is to use as the phenomenological studies to evaluate changes in the performance value as a following a focal firm's actions on its performance s' resources (Rey & Tirole, in press). Recent work on pre-emptive explanatory position on the asymmetrical positioning has also examined the effects of acquisition announcement on both acquirer and performance s' returns (Molnar, 2016). In realm, the previous research has shown preliminary evidence that bargaining position might be implicative to the resource environment to support asymmetrical measure modelling (Cassiman et al., 2018; Santos & Eisenhardt, 2019).

In determining the factors of significant influence for competitive strategy in reference to the dominant contributor for performance measure , the performance program shall empirically measures the extend of the performance fabrication and the effects of the strategic competitive measure based on distinct enterprises trajectory and regulated performance capabilities. Inclination and the subjectivity of the controlling mechanism embedded in the provisional rights of the performance strategy seems to be immaterial as the formalization of the interest groups would hypothetically draw a preponderance that there is an aggregation of influence that compartmentalized the measure structure and process design. The application might be significant to deliver an overarching framework to better understand performance positioning patterns, types, behaviours, strategies, and evolution.

### **1.2. Light House program, - The Idiosyncratic Interdependencies Comparator - The People Performance Segmentation**

The overriding influence on successful competitive measure process is driven by the effective human resource strategy determinants, structure, and mechanism which encourage and develop competitive measure strategy. The evolution of the competitive measure has objectively composed towards equalization of performance s rights which predominantly formed as a means of protection to eliminate any negative drawbacks. The equitability design on the competitive measure scored to be at a subjective level as the equitability doesn't range a symmetrical order under the definition, but yet it provides an absolute controlling measure which intervene apparent to the people measure materiality. It needs to be understood that this

measure has to be weighted in different paradigm towards an objective definition on the people measure management. The performance 's activism would enhance a collective strategist in order to drive the representation of the group towards achieving the perceived equilibrium of performance 's productivity. Performance 's private engagement strategy shall concentrate in building confidence within the community of practice in structuring alliance which intended to form a competitive solutions protecting from the people organization interest. This commitment would require an influential strategy to mitigate competitive focus based on the performance composition under the expropriated ownership structure. The collaborated motives by people investigator form a strategic coalition will move the performance structure without confining or stereotyping the delimitation on private influence. The coalition would also come in the context of liability where the distribution of productivity and to be systematically managed within the segmented people repository to form contentions as one representation. Such coalition indirectly will redefine the objective governance control to secure the unlocking interest of minority which strategically collated for non-adjusting contentions or behavior. Competitive measure platform will provide feasible adaptation on the organizational structure, the organizational culture (knowledge sharing encouraged or discouraged within the corporation) and the level of support (budget as a % of annual revenue).

In redefining the concept of equitability of the expropriation of people performance measure, performance 's position is essential indicator to outweigh the inferiority governance which abstain people organization to take position and control from any unfettered discretionary power. The de facto governance has to be seen and to be operationalized within the prescriptive limitation to install the measures on the functions and performance s in governing their action. This concept wouldn't be effective if the regulation is the only subject matter for controlling governance without any interdependency to other factors. The interpretation of the regulation should be observed within the context of the competitive behavior and conduct as they might be a potential of breach of the regulation which resulted towards the remedial action. The dynamism of the governance regulated through policy and legislation is part of the interaction that will complement the performance orientation as the agency theory do recognized the enforcement through scrutiny to enable the power to be scrutinized accordingly. In the decision making process, there might be intervention required as part of the corrective measures in demonstrating competitive interest. Maximization of the people value through strategic empowerment will form the equitable assessment on the analysis of the competitive performance measure .

As part of alleviating conformance to the performance s governance the bargaining positions of the performance

orientation, the measure productivity need to be critically observed as an absolute determinant in ascertaining the set of control. The fallacy of the governance could cause the controlling instrument to derive towards a complete congruence on the right of the performance where the performance has to represent the people organization in manner which the right has been designed. In line with the postulation, should the right exist the performance s shall have an equal liability treatment irrespective the bargaining position that they own. This shall match to the people orientation where the competing entity makes have the equitable protection in controlling the performance governance. Rules of action will be set to ascertain the dynamics of the bargaining positions between the 2 competing interest and it shall not be confined within the context of right per se as competing organization shall share the same productivity which is parallel to defence and protect any type of in equity treatment. The bargaining position is a platform of transaction that necessitates the ingredients of measure gathering capability would also contribute to factor the equitable measure on people management.

### **1.3. Conceptual Framework: Role Stewardship, Absorptive Performance Capability, Measure Transfer, People Simulation and Productivity Impulse - The 5 Key Influential Factors in the Light House Program**

The fragmentation of performance extrapolation is expected to be broad-based driven by organizational . In general, the people organization measures support the role and importance of the LIGHT HOUSE PROGRAM capabilities. In this regard, to supplement the expansionary stance, the people organization shall install a coherent assessment to indicate the levelling based on defined performance measure structure. In the context of competitive performance measure (LIGHT HOUSE PROGRAM), the role stewardship of the people organization emphasizes on the accountability of the performance s to respond to the performance environment. The key points of Absorptive Performance Capability by definition refers to the process of gathering, collection, and analysis of raw data as input to the LIGHT HOUSE PROGRAM process, including only legal and ethical activities, the purpose being represented by the support for better making and better achievement of the company's objectives (Fuld, 1995; Kahaner, 1996; McGonagle & Vella, 2002; Buchda, 2007). In the LIGHT HOUSE PROGRAM process, there is an integrated interaction between producers and end-users of measure , both in the beginning phase to clarify the demands as well as in the feedback phase to establish the quality and utility for the resulted products (Albescu et al., 2007). In the measure transfer approach of sense-making, role of the LIGHT HOUSE PROGRAM strategy would be significant to adduced better connectivity in dealing with the performance impact to ensure its reliability worthiness.

The unprecedented evolution on the productivity technology development has resulted in increasing attention to competitive measure . Competitive measure is defined as act of investigation, selection, and general productivity explanation with focus on performance s' position, performance, capabilities, and targets. In this process, sporadic productivity about the performance s and Human Resource is converted to strategic design performance productivity in the field of people threats and opportunities (Albescu et al., 2009). Therefore, in depth analysis of internal and external environment of the organization of consolidated productivity gained from the environment have a considerable influence on the future organizational to further success of the strategic human resource (Rouach & Santi, 2001). On the other hand, the organizations look at the knowledge as their most valuable and strategic mechanism to retain their competitive positions they have to manage their intellectual capabilities and properties. Therefore, the design of the LIGHT HOUSE PROGRAM is focusing equipped and reskilled the people with more organizational knowledge. It need to be understand that, in the context of people simulation , performance 's productivity collection is not complex indicator in today's productivity environment; that is, general performance productivity could be collected from numerous databases (Agnihotri, 2009). However, measure acquisition would manifested positive result in the decision making process. The competitive measure is a people process is subject to the competency domain and the productivity impulse of the organization which can be used as an instrument for operational risk in the organization. Organizational risk relates not only to its physical dimension but also to any environmental uncertainty. Productivity impulse is an innovative method to reduce organizational uncertainty (Odenhaal, 2003).

One of the manifest characteristics LIGHT HOUSE PROGRAM is to increase changes in the performance strategy knowledge and various, economic, political, and productivity fields. As a result, the determinants of the LIGHT HOUSE PROGRAM services, there is a need to distinguish the factor based on the quality of organization knowledge (Govoreanu et al., 2010). In such conditions, organizations need productivity for supporting deLight House Programsion making in different level in order to become competitive at the people level and retain their positions. Productivity abundance in conventional strategy has decreased the necessity of measure collection. Productivity usage and conversion of performance measure for guiding people deLight House Programsion-makings has become essential. Competitive measure performs as a factor to exert the organizations against future risks and recognize hidden opportunities (Calof, 2008). Thus, pioneer companies are looking for increasing control on productivity and creating intelligent organization for the future. Since the people organization is comparatively benchmark to their performance s' position, LIGHT HOUSE PROGRAM was academically introduced as a fundamental prinLight House Programple

for generic strategies (Murphy, 2005). Generally, competitive measure is the value-adding, continuous, and systematic process of knowledge flow in order to monitor internal and external performance capabilities of the organization in which competitive environment dimensions collected from legal resources are analysed and finally used for improving strategic and operational (Roitner, 2008). In addition, it is adopted by all of the organizational level in order to better evaluation of the organizations strategy and preservation of its current projection (Calof, 2008). Competitive measure in its outset integration reflects retrospective knowledge and predicted hypothesis about the performance orientation in a strategic people environment which conferred the ascertainment on the administrative actions (Sharp, 2009). Considering productivity as the main axis of competitive measure, there is constant treatment on the legislative effects which contains not only data collecting but also data inventory. Thus, in the process of identifying the relevant strategy, knowledge management role is highly instrumental to support the decision making process (Rouach & Santi, 2001). The main purpose of competitive productivity analysis is to gain better understanding of an industry and its performance to develop a competency strategy, and achieve more output which could moderate the organization in a higher level comparing its performance (Rakimane, 2009). Since the competitive measure framework is designed to respond more adaptively and than the performance to the environment, the people orientation strategy could be affected by the competition conditions in the performance or industry in which the performance operates.

The environment in which organizations operate called “performance ” requires moderated competency in its people organization structure. Performance ’s structure is like a system composed of coordinated and related components. Performance ’s strength reflects the level of each enterprise’s monopoly and is affected by each component’s function and the organization’s level of control on the price, product, and the types of produced goods. Performance structure is usually based on the number and distribution of companies“ share the economy. The structure is also related to the performance ’s importance and characteristics in an economy (Ferguson & Ferguson, 1998). Industry’s structure is explained based on the relationships among its components which have strategic influence on the nature of competition, these components are called structural factors (Bain1968). Economics forerunners say that perfect competition is the most effective guarantee for consumers“ access to the most inexpensive and qualified goods and services. However, more concentration is the dominant trend in many industries. Practically, there is no perfect competition in many fields. The underpinning theories are usually under the influence of some powerful companies and competition is usually limited to substitute items. Porter believes that competition in any industry is a function of rivalry among the present companies, newcomers, substitute goods,

bargaining power of suppliers, and bargaining power of Human Resource (Hunger & Wheelen, 2010).The determinable factors that leads towards the enhanced disposition is further elaborated as follows:

#### Role Stewardship

Role Stewardship in the context of the performance measure postulates the accountability of the performance in positioning the people strategy through performance evaluation. El Sawy (1985) suggested that the people strategic (e.g., M&A) would be enhanced by environmental scanning. Environmental scanning is the acquisition and utilization of productivity about events trends, and relationships extracted from an organization’s external environment to support people measure process (Albright 2004; Choo 1999; McEwen 2008; Yasai Ardekani and Nystrom 1996). Continuous environmental scanning is particularly important to support top executives’ adaptive making in turbulent people environments (Choo 1999; El Sawy 1985; McEwen 2008). With the rapid growth and the increased volume of different types of productivity on the Internet, online environmental scanning is becoming more popular (Choo 1999). However, the performance s should understand the limitation in stewarding people performance outlook through available productivity and resources. (Farhoomand and Drury 2002; Lau, Bruza et al. 2008; Yan et al. 2011). Accordingly, online environmental scanning enhanced by people measure (BI) is desirable. In particular, it enables top executives and M&A consultants to identify the political–economic issues to the performance to address post-acquisition integration problems, thereby improving the success rates of M&As.

Based on the discussion of LIGHT HOUSE PROGRAM, LIGHT HOUSE PROGRAM is defined as competitive level knowledge (inter –intra) about performance s and the competitive environment that can be used tactically to aid people performance. In this LIGHT HOUSE PROGRAM, the characteristics of productivity that essential to the role of the performance s are subject to the followings: (1) tactical versus strategic use, (2) longevity of use, (3) measure availability, and (4) time orientation of the measure . This dimensions of LIGHT HOUSE PROGRAM importantly, provide differentiating knowledge from productivity. Nonaka postulated that “productivity is a flow of messages, while knowledge is created and organized by the very flow of productivity, anchored on the commitment and beliefs of its holder” (1994, p. 15). In another definition, Boisot defined productivity as “data that modifies the expectations or conditional readiness of an observer” (1999, p. 20), and knowledge as a “set of expectations that an observer holds with respect to an event” (1999, p. 20). These theoretical standpoints underscore the notion that productivity is different from

measure which we view is more similar to knowledge as defined.

### Absorptive Performance Capability

Resource-based theory is the main theory of competitive advantage. All types of resource-based view comprehend continuous superior performance as phenomenon relative with firm that emanates from resources and capabilities that produce significant people measure, because of the value, the lack, of perfect performance capability and appropriation. Resource-based view has attracted important empiric studies. A firm acquires absorptive performance capabilities that are s, rare, inimitable or non-substitutable. The cornerstone of competitive advantage, according to heterogeneity of resources creates monopoly or in the competition protects permanent competition, since the performance maintains heterogeneity of resources. The imperfect mobility of production factors that ensures that factors remain in the firm, limits to competition that prevent costs from offsetting people measure process and strategy implementation in low level. Firms acquire viable competitive advantages with strategies implementation that exploit their internal forces, neutralizing exterior threats and avoiding internal weaknesses, focusing mainly in the analysis of opportunities and threats of firm in its competitive environment. Four empiric indicators of firm resources potential to create sustainable competitive advantage are proposed: value, rarity, inimitability and substitutability. In this frame, a firm resource in order to have potential of creating competitive advantage, should be, under significance that it exploits opportunities and/or it neutralizes threats in firm's environment. The people competition showed an imperfect historical terms, or via the causal ambiguity or complexity. Without strategic equivalent substitutes, the people measure will reveal important ideas for the micro-economy of competition and the role of location in the competitive advantage. Clusters represent a new way of thought for national and local economies and they require new roles for firms, governments and other organizations to the direction for enhancement of performance measure competitiveness. Achieved firms have recognized that technology constitutes tool, via which they can acquire competitive advantage.

Competitive performance measure, in the process of reorganization frequently experiences a lack of analytic data and managerial intuition. Working out and implementing people process capable of satisfying the needs of the performance most completely presupposes a close cooperation and an active support on the part of the highest management strata of people organization. Basic changes in the attitude of management to the structure of people organization and productivity data basis is a prerequisite for achieving positive results. It is in this case only that competitive analysis and outside productivity is sure to become the main condition for accurate understanding of the possibilities of competitive measures

and the risk of investments necessary for achieving the ultimate goal so that people organization after certain reconstruction could gain competitive advantage in the dynamically developing performance economy. Some people organizations operating in western countries have implemented a similar model of people organization applicable to concrete kinds of production. The basic model have been verified and applied for a concrete section of the performance, i.e. for evaluating the situation of competitiveness and applying basic economic analysis of competitive measure embrace productivity about the rivalry situation on the performance, the potential changes in the demand for different kinds of production, as well as about a comparative scenario in modelling going over from one system to another that would also embrace the analysis of a particular portion of the performance.

### Measure Transfer

Performance measure is governed by a multitude of rules and one of them states that in conditions of active competitive struggle it is not always that large corporations gain a victory over their smaller counterparts. Still the companies capable of adjusting themselves fast to people environment have considerable advantages over the companies that avoid changes. In other words, it is not always that big one beats the small one, but the fast one is sure to beat the small one (Pepper, 2004). According to Pepper, creation of the department of competitive measure has enabled the company to shorten the time of starting a new product on the performance by 3-4 times.

In today's technology governed people environment, getting performance's productivity is not a difficult task. General performance productivity can be collected from numerous secondary sources, including media broadcasts, annual reports, books, popular press, trade shows, publicly available databases, and various Internet sources. However, productivity will only rise to the level of being an effective measure product to the extent that it is gathered from the salesperson's exclusive productivity sources (i.e., Human Resource, performance informants, and colleagues, etc.). Importantly, though, as widespread availability to value of productivity, this may still help a people organization on the strategic making process.

At the organizational level, it is unlikely that the firm will have productivity that is not in some way available to others. This is in large part due to the issue with timeliness discussed above. In addition, just as one firm is engaging in activities to gather competitive productivity, so, too, are performance s, meaning that productivity known to one firm is likely to be known to another. This may not be true at the LIGHT HOUSE PROGRAM level where people organization can leverage or combine insights they have with other generalized productivity to create knowledge that they alone can act on. Furthermore, much of what becomes LIGHT HOUSE PROGRAM may be provided by geographical network and other boundary spanners or

gathered via normal environmental scanning activities. While productivity collected by people organization may be unknown to others at the time it is collected, the dynamic nature of the people human resource environment may imply that others are likely to gain access to that productivity very quickly. Thus, it is unlikely that this productivity will be unknown to others as it transitions from LIGHT HOUSE PROGRAM to a defined people measure gathering.

#### People Simulation

The substantial impact to performance measure is that the people organization has to simulate the demonstration of the link between people performance and performance segmentation. In maximizing organizational performance via the strategic deLight House Program-making process, LIGHT HOUSE PROGRAM will aid the people organization from a contingency. LIGHT HOUSE PROGRAM will benefit performance when certain factors, characteristics, or situations are present. Furthermore, LIGHT HOUSE PROGRAM will benefit aspects the people performance, those being the professional side (outcomes for organization) and the personal side (outcomes for an individual) (Miller, Heiman, and Tuleja 1985). While the focus of past LIGHT HOUSE PROGRAM research has emphasized organizational outcomes (e.g., enhanced strategies, new products or services, and return of investment). Ultimately, people measure outcomes are of value at the organizational level. This can primarily be attributed to the fact that the organization succeeds only to the extent that human resource strategy. The people measure organization's level is a direct function of the level of performance occurring at the people organization level.

#### Productivity Impulse

Hooley, Saunders, & Piercy (2004) argue that performance measure positioning is depends on the emphasis organisations place on six dimensions (price, technical quality, service, innovation, customisation, and uniqueness). This framework overcomes the simpliLight House Programty of Porter's framework but is more practical and parsimonious than some others (e.g. Mathur's [1988] 16 non-price positioning dimensions). Several authors have also developed positioning strategy typologies (e.g. Kalafatis, Tsogas, & Blankson, 2000), such as the customer-derived typology suggested by Blankson and Kalafatis (2004) (i.e. top of the range, service, value for money, reliability, attractiveness, country of origin, brand name, and selectivity). Others posit that organisations may compete on the basis of more than one competitive position (e.g. Hooley & Greenley, 2005; Kalafatis et al., 2000; Matear et al., 2004).

Despite these existing classifications and typologies of positioning strategies, various gaps remain that prompt the need for the present study. First, previous studies reflect

Human Resource' rather than managerial perspectives of the positioning achieved by an organisation (e.g. Durvasula, Lysonski, & Mehta, 1999; Lapierre, Filiatrault, & Chebat, 1999), though Hooley and Greenley (2005) and Hooley et al. (1998) offer notable exceptions. On the one hand, this focus is not surprising because performance measure positioning often refers to the way a product, service, or brand name gets perceived by Human Resource, and a successful positioning can result only from adopting a customer perspective (Blankson & Kalafatis, 2004; Ries & Trout, 1986). On the other hand, a customer perspective sheds little light on whether the position achieved was intentionally pursued or regarded as a distinct strategy (Blankson & Kalafatis, 2004; Day & Wensley, 1988) or occurred as a consequence of other factors (e.g. environment, performance s). Furthermore, it does not address the deliberate actions an organisation might use to achieve a competitive position. Hence, it seems surprising that even though competitive positioning remains under the control of the firm because it requires actions to define and modify customer perceptions (Aaker, 2005; Kotler, 2000), few efforts attempt to examine the organisation's viewpoint regarding the competitive position sought and the activities undertaken to ensure the desired perception in Human Resource' minds (Kalafatis et al., 2000).

#### 1.4. Research Objectives

The research intended to signify the below intent:

- a. Bridging fundamental aspect of people process reengineering with LIGHT HOUSE PROGRAM for an effective control and governance. The proposition aims to formulate dynamics in the framework as a securitization in managing the LIGHT HOUSE PROGRAM disposition in managing people human resource segmentation
- b. Provide mechanism and proposition in regulating comprehensive measures in the implementation of the LIGHT HOUSE PROGRAM. This study shall be observed as platform to address the compatibility of the LIGHT HOUSE PROGRAM application in an organization.

#### 1.4. Theoretical Proposition

For the purpose of the study the below propositions has been developed. The propositions are as follows:

Proposition 1: LIGHT HOUSE PROGRAM tend to affect positively the People Human resource Segmentation and People Performance

Proposition 2: There is significant relativity between the LIGHT HOUSE PROGRAM and People Human resource

Segmentation should there is a people competency moderator to support the strategic intervention process.

### 1.5. Research Methodology

The study is to designed in 2 stages. The first stage is to content analyse the secondary data based on the case studies which has been developed in reference to the existing literature. The productivity obtain through the secondary data will be reviewed with reference to the people reengineering issues which will be extracted as per the case narrative. The data will be analyzed to identify the integral factors which contributed towards failure of the FTE In supporting the organizational strategy . In particular extend this productivity will be used for descriptive analysis applying the theoretical framework as the underlying mechanism to generate the observable correlations based on the cause and effect relationship. The above will be then characterized to form an interplay between the set of LIGHT HOUSE PROGRAM theories which was explored by using an empirical methodology. The value of the case study approached will be used to establish the rationale as part of the process of developing the logics of the of the BPR implementation based on the identified variables. In reference to the above, the different set of case studies will be used as part of the methodological descriptions where the domain of the findings will be further discussed and explained to substantiate the modelling.

In measuring the relativity of case studies, the 2 tier measurement procedures will be used. One would be to ascertain the applicability and dynamics of the people process reengineering towards a positive effect of an operational optimization. Secondly to infer the observation that potentially would negate the LIGHT HOUSE PROGRAM implementation in reference to the explanation on the related problem based on the differentiated factors. Notwithstanding, in defining the qualities of the case and the changing relationship in reference to the set of the variable will be further explored to test the hypothesis based on the sub variables identified. In rationalizing the above segment, the cases has to be mapped to the factors outlined in the dependent variable which has been exemplified in the study. This is objectively to identify the relativity of the documented instances for exert rationale based on the empirical findings. Semi structured interview and pilot survey will be used to as part of the methodology in exploring the above context

For the above purpose, the case studies are relevant when conducting research in organizations where the intent is to study systems, individuals, programs, and events (Swanson & Holton, 2005). It is relevant to the above research method as it would be able to demonstrate the phenomenon of interest in process because of its uniqueness (Yin, 2003). The purpose of the research was to establish if the LIGHT HOUSE PROGRAM program implementation and the significance of the ROI for the organizational stewardship

. The second objective of the study was to provide in-depth insights to the key reasons why the company may have succeeded or failed in its LIGHT HOUSE PROGRAM efforts by adopting or failing to adopt the key success factors based on the ROI. Both of these objectives require a detailed understanding of the Company processes and systems hence the set of options.

### **2.0. LIGHT HOUSE PROGRAM contribution to People Development Impact, Enterpeneurship Development Performance Indicator and Strategic Rationalization.**

Strategy scholars draw on various traditions in economics to develop theories of how managerial implication lead to superior economic performance, often termed 'competitive advantage.' For example, managers are said to choose investments of time and capital that create defensible product performance positions (Porter, 1980), form irreversible commitments that change performance s' payoffs (Ghemawat, 1991), enable the development and replication of idiosyncratic routines and capabilities (Nelson and Winter, 1982; Teece, Pisano, and Shuen, 1997), or combine costly-to-imitate resources (Barney, 1991) to accomplish above average returns

The distinct economic traditions on which these theories build allow them to offer useful critiques of each other. For instance, the resource-based view (RBV) questions the suffiLight House Programency of Porter's (1980) logic, noting that if performance s can fully antiLight House Programate the value of strategic factors necessary to enter an attractive industry and establish a favourable industry position, then a firm will not be able to realize and sustain above-normal returns (Barney, 1986, 1991; Dierickx and Cool, 1989). Porter (1991) responds that the RBV is a potential complement to industry analysis, but points out that the RBV is similarly incomplete, and maybe even tautological. As Priem and Butler (2001) explain, Barney's (1991) articulation of the RBV contains no endogenous theory of 'valuable' resources distinct from the definition of competitive advantage. Thus, Priem and Butler (2001) question how useful the RBV is for strategy research because the concept of value is performance - dependent, yet the RBV ignores how firm behaviour and interactions might affect product demand. For example, economic concepts such as added value and bargaining in cooperative game theory (Brandenburger and Stuart, 1996) have been

Used to model various aspects of value creation Adner and Zemsky, 2006) and value capture (Lippman and Rumelt, 2003a, 2003b; MacDonald and Ryall, 2004). Researchers have also used rigorous sequential modelling to consider factor and product performance s in order to explain superior economic performance. Works by Makadok (2001) and Makadok and Barney (2001) have focused on Situations in which firms move simultaneously to compete for a resource. Adner and Zemsky (2006) have

characterized the evolution of profits that accrue to four types of resources, those that allow the firm to innovate in technology, process, or product, or those that allow the firm to accelerate innovation. Competitive performance measure remains an entire taxonomy of factor and product performance s and their combinations to be discovered and analysed via similar rigorous qualitative arguments and mathematical modelling.

## **2.1. Industrial Analysis on the LIGHT HOUSE PROGRAM approach through People Segmentation**

Under a diversified structure of performance segmentation, the people development strategy for the Malaysian people is highly dependent on the performance outlook position that dictate various conformity on the strategic environment to ensure that there is no calculated risk in positioning the people plan as the impact would subject to the geopolitical measures and other regulated governing position based on the defined trajectory and demography. Resulted from the context it can be observed that the LIGHT HOUSE PROGRAM is highly pivotal to provide relevant support to the people development via its rationalization and logical sensing. On the importance, the calculated risk would require rigorous commitment to devise provision in justifying the potential performance investment based on the quality design. In aligning strategically with the performance practice on the oil and gas industries, it is prevalent to review and undertaken a strategic approach in measuring the people performance impact and achievement towards determining the performance performance intensified based on the scanned forecast of the geostrategic. The design of the performance scorecard shall be able to accommodate an intensified performance opportunities, threat and operational risk that subjugate the means of the competitive advantage.

The LIGHT HOUSE PROGRAM strategically aimed to provide objective measures on the performance link to a comprehensive system for continuing profitable growth and motivate short-term performance for each of the fiscal years during the term of the Plan Year. Key strategic objectives include (a) People Achievement (b) productivity, cost reduction and quality, (c) System Intervention, (d) improving infrastructure and systems and (e) people expansion. Based on the above factors it can be observed that, in order to integrate the above LIGHT HOUSE PROGRAM and the performance orientation design, a clear delineation of the role direction and operational performance prospects based on the set of performance distribution. This is to avoid any issues pertaining to the people strategy expansion to materially support the targeted objective as per the organizational scorecard. Organizational Forecast on the People Planning and Strategy shall be mapped accordingly to the organizational measure method requirement and organizational scorecard. Performance cascading process based on the performance area shall be done to ensure the dynamics an integration of the performance distribution is

comprehensively covered under the organizational scorecard. Organizational performance shall conjunctively be translated into the individual scorecard through a role modelling process where such measurement shall depict the mainstream of accountability of the individual which can be determined based on the accountability factors and people requirement. People performance segment shall adjudicate the intensity of the risk and vulnerability in people strategy based on the identified LIGHT HOUSE PROGRAM assessment factors

In outlining a transformation in a diversified organizational operational landscape under a complex people structure, LIGHT HOUSE PROGRAM has been capitalized as a mechanism to streamline the transaction modelling of operational people context by which the design framework should be given a significant emphasize to ensure that the outcome of the reengineered invention would be feasible and produce a sustainable consolidation for people measure application and reference. The set of the performance measure process shall be translated objectively in redefining the sets of procedural outcome to establish relativity of the transactional people strategy. The materiality of the integrated feasibility mapping on the process in this context shall be seen as a platform to establish a consolidated mechanical structure in configuring an automated dimension of the procedure to enhance its interoperability through a conventional streams within a compartmentalize procedural parameters for a sustainable performance positioning.

LIGHT HOUSE PROGRAM has become a word that stance for restructuring, lay-offs, and frequently, failed change program that companies that embraced as the mechanical to re-build the performance repository system. It was reported that It was explain that the one reaction to this failure was causes by the dominant system support that vulnerable to the change implementation which the people organization may face difficulties to adapt to the new advance technology which diminish the purpose of the program implementation. In delivering the technology advancement through the LIGHT HOUSE PROGRAM enterpreneurial strategy, the people operational method has been seen not appealing or required such investment as the system may not be effective to be capitalized. In most organization, the LIGHT HOUSE PROGRAM has failed to examine the practicality of the people operational integration which later has cause towards system. It need to be understand that ,there is still a gap between the need to model people process innovations and the capabilities of system to support the task as some of the task can be manual handling. The integration of the LIGHT HOUSE PROGRAM through a structured modelling of people processes may require a cost effective investment to ensure such configuration is highly adaptable and comprehensive for the performance segmentation usage.

One central tenet of LIGHT HOUSE PROGRAM implementation issue is that the system was not valued the

ROI which been designed for the purpose of systemizing the application to enhance the process and applicability. Such a radical change may position the organization to undertake a critical assessment as to whether such investment will be required to enhance the current operational process or with the intent to bridge the current operational gaps for a better response. Based on the automation of the LIGHT HOUSE PROGRAM system design, this study is proposed to ascertain the fundamental requirements in bridging the ROI significance to the LIGHT HOUSE PROGRAM process in an organization.

The interweave between the organizational strategic content and the LIGHT HOUSE PROGRAM shall be simulated interactively to conjecture an ideal formation of the people automation. The machinery of the process capability which denotes the underlying gravity of the concepts which intrinsically measure the conformity to the people operational design. There are critical segment in the process which can't be reengineered in a tiered solutions due to the intensity of governance which posed an intervention by other set of methodology. Hence, this study is to explore the dynamics interaction of unstructured modelling on the feasibility analysis in moderating the sustainable convention on system automation for LIGHT HOUSE PROGRAM capitalization. The preliminary development of the study would be concentrating towards analysing the LIGHT HOUSE PROGRAM prinLight House Programples and the conceptual framework to depict the integrations of the LIGHT HOUSE PROGRAM and other co factors which relevant to the materiality of the research.

Outlining the LIGHT HOUSE PROGRAM applicability, the design measure modelling of the feasibility analysis shall mitigate not only the current plan but the forecasted measures that potentially used in future to ensure the LIGHT HOUSE PROGRAM deemed to be relevant. The antecedents of the LIGHT HOUSE PROGRAM has posed a positive bearing on the sustainability design as there some context and application has failed to incorporate the future strategic plan which required comprehensive attestation. The people organizational planning roadmap is highly pivotal to be made in reference to antiLight House Programplate the potential people operational evolutions. In rationalizing the above, the composition the LIGHT HOUSE PROGRAM shall exert the importation of sustainability design by integrating the feasibility process mapping to factor the application envisages towards an measure excellence. A procedural optimization which outlay from a different composition of collative operational strategies shall be diagnosed physically to modulate the convergence. Notwithstanding, the speLight House Programfication evaluated in view of the integrated process and process management shall define the importance of strategic measurement to encode not only the change of the procedural automation, but the change the

organizational accountabilities to complement the LIGHT HOUSE PROGRAM objectives.

In amplifying the operational convention into the LIGHT HOUSE PROGRAM process, there are a number of issues untrammelled within the preliminary design context which could negate the end state. Thus, due to an object orientation change from the LIGHT HOUSE PROGRAM plan, the translation of the procedures which has been automated doesn't dynamically feasible to be capitalized due to certain limitation. Heuristically, it will diminish the system capability to drive the inventive mechanical formation to support the outplacement requirement. The interdependency of the process and procedures shall critically observe the practicality of the design intent to enable the system automated to produce the actual result of the operational content. The advancement of the procedure shall undertake the various conceptualizations in reference to the controlling parameters to enable the procedures to be in sync with the strategy development. This in line with the importance of the people process reengineering to encapsulate feasible adaptation in resolving complexities, modernizing operational transaction which profile its essential capabilities to reengineer the organization. Preliminary, as an essence to this study, few potential observations on the area has been identified in context of the LIGHT HOUSE PROGRAM studies in reference to previous literature. Although the people process reengineering has been a mechanism to reengineer the operational procedures and strategy, there is a decentralization of strategic operational capabilities which can't be linearly translated to format the automation. The common issues identified are when the complex procedures have been design manually to support the operations of the LIGHT HOUSE PROGRAM which determined as quick gain solutions. The extrication outweighs from the operational work process and procedures have delimit the system to testify the accuracy of the production as the human intervention is required to manage the system capability. On the other hand, the de facto to the LIGHT HOUSE PROGRAM is to outline the transformational outcome in the form of ROI on the inventions. In proceeding to the above the stakeholder has to be syndicated to convey and account receptiveness to ensure that the LIGHT HOUSE PROGRAM is practically marginalize to support the integrated operational design. In most cases translation to the procedure was not been govern effectively which impact the value chain of the automation. This will impair the service and operational deliverables since the procedural automation doesn't provision to draw a positive outcome that ensures it sustainability.

LIGHT HOUSE PROGRAM is one of the fundamental instruments that change the landscape of organizational management by reforming the set of transactional procedures (Cameron, K. and Quinn, R. (2008). Under the people process reengineering, the operational process will prevalently transform to interact within the mechanization

of system or object to drive the operational value chain governing the inter or intra relationship of the organizational context (Hoskins, C.G. (1973). The LIGHT HOUSE PROGRAM segmentation can be in the form of centralize and decentralize procedural composition which outline the modelling of the design system to effectively gain the objective of the operational outcome (Mintzberg, H. (2009). The democratization of the LIGHT HOUSE PROGRAM process has forward an innovative instrument which endeavouring towards a competitive advantage that reengineer the organizational capability to improve the people dynamics and productivity (Spaulding, D. (1997). By virtue of the people process reengineering the organizational shall be able to identify the essentialism of the object that needs to be design through an in depth analysis before such development can be mould into a system designed (Herschel, R.T., 2010). Reengineering defined the existing operational practices through construction of automated procedures that anchored the platform of operational capabilities. Should the operational procedure is ineffectively design it will impair the state of innovation and interminably intertwined the operational interoperability (Rolland, R. (2004).

The generic operational context under the designated LIGHT HOUSE PROGRAM shall inflict the modified antecedents of the operational control, where each of the elements shall be vigilantly devise to be mapped in accordance to the configured context of the system plan (Leidner, D., (2010). The application of the process shall possibly be designed in pursuant to the reengineered requisition which contemplates the existing and future needs. As a preliminary overview, the analysis on the chain of the process modelling and the productivity exchange is highly important to cast the relativity of the system with the design operational projection (Rule, J., (2010). Notwithstanding in the process of designing the related operational productivity, the conveyance of the design has failed to generate the importation of the people requisition that deviate from the domain objectivity (Saul, (2008) . In few recorded cases, the assessment on the manual productivity did not correspond with strategic operating dimension and failed to interact due to a decentralize procedures as per the substantive productivity produced at the front end (M.E.D. (2008). . The preponderance of the probabilities that LIGHT HOUSE PROGRAM is highly dependent on the set of the operational productivity per se doesn't prescriptively evident any contentious conformance to the system design (Choi, B. (2003). The technology limitation might potentially encumber the resonance to change the applicability of the operational process in the acquisition of the operational productivity database (Leidner, D., (2001).

One of the common issues untrammelled within the context of LIGHT HOUSE PROGRAM requisition is that the system shall not be confined as a platform to modulate transformation via productivity adaptation, but the system is proven to mitigate the value of return of investment

(ROI) (Jacobson A. (1994) . This can be seen in the context of cost management; operational excellence, system capability and the equitable value proposition which resultant from its introduction. The strategic plan of the organization shall be prominent to incorporate the relevant projection in bearing the system towards sustainability capitalization (Saul, (1994). Ironically, due to the lack of assessment on the organizational strategy, the technical invention develop from the reengineering has pre dominantly discarded. This due to the system failed to steward the change which instrumentally required calibrating the importation of the operational design objectives (Steven A; (1994).

Feasibility analysis on the LIGHT HOUSE PROGRAM would register the whole contextual requirement and limitation in order to phrase the right viewing on the needs of the innovation (Choi, B. (2003).In solution, the feasibility analysis shall profile the set of optimization of the designated system that will be invested to ensure LIGHT HOUSE PROGRAM practicality and sustainability (Power, B. (1992). The distinction between integrated and non-integrated subject control shall be measure to estimate the viability and acceptance

## 2.2. Intervention Strategy and LIGHT HOUSE PROGRAM Modelling

In delivering the LIGHT HOUSE PROGRAM implementation such transformational change would need to be undertaken by the organization as it would require a robust implementation structure to manifest the system programming. In this context the organizational are bound towards its operational strategy to ascertain as to whether the LIGHT HOUSE PROGRAM is deemed to be relevant within the outset of the organizational trends. The complexity of the operational strategy within its regulated context would indirectly impact the configuration of the LIGHT HOUSE PROGRAM in governing the people process and procedures.

This study has aided in setting the groundwork for further research. It represents an important step that analyses unique strengths, strategies, practices, and environments for firms in emerging economies under the competitive performance measure approach. A logical extension of this research is to verify LIGHT HOUSE PROGRAM framework empirically. It is also important to follow up on EECs' evolution and transformation as they continue to grow domestically and internationally. The above study is rather limited and thus not representative of diverse EECs from a large number of emerging economies where diverse performance productivity for people measure review can be obtained. Even among BRIC countries, LIGHT HOUSE PROGRAM are quite different in their capabilities, strategies, and performance (Ramamurti & Singh, 2009). To address this bias, new research examining and contrasting LIGHT HOUSE PROGRAM approach from different emerging economies is warranted. Also, the lines

demarcating the typology of LIGHT HOUSE PROGRAM are constantly shifting, and some companies may move from one category to another. Imitation is an intelligent search for cause and effect, rather than mindless repetition (Shenkar, 2010). Research needs to address imitation from a rational, deliberate, and process perspective. It is particularly interesting to unpack the black box of how creative imitation is initiated, continued, executed, and succeeded. For instance, people measure - gathering capability may foster their identification of where, what, when, and how to copy, while other unique capabilities we discussed here may stimulate their speedy implementation of innovative imitation. Important too, transformational process from imitation to innovation merits scholarly attention because successful copycats in every industry and performance view imitation not as the end but as a process-based means by which to ultimately establish their own competitive edge. Only when transcending is ultimately achieved will LIGHT HOUSE PROGRAM thrive, but this transformation requires a full set of organizational architecture (e.g., culture, reward system, routines, and ethics) that incubates and supports continuous learning and improvement. This process is a critical lacuna warranting future inquiry.

Competitive performance measure level would demonstrate the system ability to change the strategic dimensions of the operational settings (Hoskins, C.G. (2009). Adjudicating the above requirement, the design for LIGHT HOUSE PROGRAM framework shall be benchmark with other existing standard to observe the commonalities and the differentiating element that advantage to the system (Choi, B. (2008). The plan shall not only the architectural performance productivity design but the strategy for operational adaptability within the controlling parameters in an organization (Cameron, K. and Quinn, R. (1988). The design interface shall contribute towards positioning the operational innovative statement by translating the model as a capital aligning strategically with the intent of the people process reengineering for the LIGHT HOUSE PROGRAM organization (Tissari, T. (1997). This is in material particular establishing the rationale of the system and would manifest towards sustainable applications and productivity.

The contemporary measures on the improvement techniques shall coherently inventories the set of proponents that are conjunctive to the people measure process. The factors shall corroborate with the relevant determinants that significant to the operational segment with a solid theoretical foundation that homogeny to the organizational pattern (Steven A; (1994). Advocating the disposition of operational informatics, the process to be invented shall abridge any radical presumption that are not relevant (Tissari, T. (1997). Envisioning the reformative solutions, the strategic determinants will be the nucleus that will activate the conceptualization in optimizing the process performance. The procedural would require contextual rearrangement to ensure the relevant process is

formalized within the segmented operational topology (Rule, J., (1984). Decomposition of the hierarchical structure and operational governance in an organization is an element that indirectly reforms the operational segment in the people process reengineering design towards an absolute adaptation (M.E.D. (2000). The distribution of operational autonomy will build variation on the class of interest in best fit people process reengineering strategy. The first tier interaction between the departments has to scrutinize the consolidation for the purpose of governing the applicability of broader performance productivity segments (Cameron, K. and Quinn, R. (1988).

The common denominator under the people reengineering process measures to the LIGHT HOUSE PROGRAM convey that, the reconLight House Programliation of the organizational procedural application shall optimize the consolidated content requisition to mitigate comprehensiveness of the system development (Steven A; (1994). The change of the procedural application may impact the change in the accountability structure where the role of the custodian and related stakeholder might be further evaluated. The performance data s shall be mapped and classified to support the system development plan through case management to install the transactional procedural nexus between the interrelated data content (Jacobson A. (1994).

Sophistication in the LIGHT HOUSE PROGRAM instrument has broaden the dynamism and stewardship of the relevant infrastructure programming that able to exemplify the autonomous solution through an independent competitive data protocol (Mintzberg, H. (1979). The LIGHT HOUSE PROGRAM system capability shall operate as the intermediaries between the performance s and people organization to simulate the action result focusing on the oriented objective. The distribution actualize from the outcome need be assessed to maximize the operational procedural coalition in forming aggregation to structure the procedural formation for an asymmetric dimension on the logical system synthesis. In cognizance, in examining the applicability of the complex operational strategies linked to the people performance segmentation intent , the LIGHT HOUSE PROGRAM development should abstain from any domineering convention in designing the applicability of the system which contextually significant to the ROI measures.

In the initial process of assessment, the outlook and priorities of the performance reengineering, the organizational has to identify and refine the restructuring of the organizational commitment towards strategic plan contribution of the process to the stakeholders (Steven A; (1994). The assessment shall embrace the strategic plan to engender organizational commitment on the service delivery through a realistic improvement methodology. In determining the importance of the reengineered content, organization shall indicate a forecast on the people

determinant process that significant to the ROI measures in terms of the cost budgeted, the improvement expected timeliness, and other material indicator (Power, B. (1992) This will outline the importance of a strategic feasibility analysis. Measuring the current performance on a improvement requirement, comparatively to the desired outcome would be able to give a focus on the intervention to current standard. It shall be categorized in the context whether there is a major ratification or improvement need to be taken by the organization or otherwise. This indeed would be essential to mitigate an adequacy of performance trend in controlling the dynamic of the people process reengineering. There is situation where an organization has embarked on the LIGHT HOUSE PROGRAM without adjudicating on the core components of the operational intensity and people case for change (Sessa, S. (1989). The resolutions required would potentially be less complex and can be alternatively resolve through other practical options (Leidner, D., (2001),

The feasibility analysis on the target process, the cost and the result orientation shall content the risk adjusted simulation to heuristically adjunct the key resource component to support the implementation of the people reengineering process. The constraint on the risk limitation and cost shall be empirically instigated to endow the strategic measures that significant to the competitive investment. The radical outcome that liberate the operational strategy shall structure the change through centralize coordination that will consolidate as a support system in materializing the importance of the productivity. Should the risk are not evaluated it will impair the stakeholder dependency and reliability on the system governance modelling on LIGHT HOUSE PROGRAM procedural design (Sessa, S. (1989)...

The context of people stewardship to support the LIGHT HOUSE PROGRAM, in redesigning cross-functional people processes has to be clearly adaptable to ensure the organizational background would receptive to the transformation. The context of the organizational stewardship is referring to the undertaking the transformation through radical improvement on the system and structure that will rejuvenate the ideology and the reform to align to the newly introduced plan. This shall include the organizational pattern and trend, level of the hierarchical structure, limit of authority, DECISION making mechanism and the policy governance and compliance (Quinn and Cameron, 1988). The democratization of the organizational structure would be able to foster and synergize the common organizational change management strategy to ease the adaptability of the employee to undertake the process and procedures. The stakeholder shall be the domineering factors that would be able to sustain the capitalization of the LIGHT HOUSE PROGRAM as they would be able to make a comprehensive assessment on the system. The integrations between the stakeholders support in the chains of command

reflect the organization's aptitude to adapt the changes (J. M. (2001b).

Modifications on the design process shall consider the behavioural aspects of the stakeholders. The failure rate of LIGHT HOUSE PROGRAM projects has prominently involved stakeholder's receptiveness in the organizations to commit to LIGHT HOUSE PROGRAM. In reference to Standish Group International (USA), it was reported in 1995 that of 8,380 LIGHT HOUSE PROGRAM projects at 365 companies, 84 percent of all projects failed or at least experienced some major issues in its implementation (Valimaki and Tissari, 1997). The failure turnover rate compared to other types of improvement efforts, have emphasizes on the importance of obtaining quantum leap enhancement.

The inertia, that merit the institution of radical changes is highly affected by the stakeholder's accountability and receptiveness .A serious commitment shall be obtained to ensure indispensability of control. This should stereotypically deviate from the organizational intent in the effort of the organization through LIGHT HOUSE PROGRAM. On top of the above context, the restructuring of the commitment towards the system need to be relatively assessed for moderating LIGHT HOUSE PROGRAM relativity to ROI (J. M. (2001b)

LIGHT HOUSE PROGRAM consists of radically transforming organizational processes through the optimal use of productivity technologies (IT) to achieve major improvements in quality, performance, and productivity. A fairly new organizational approach based on productivity technologies (Davenport 1993; Hammer and Champy 1993), LIGHT HOUSE PROGRAM's explosive dissemination really began in 1993 with the publication of the book by Michael Hammer and James Champy entitled Reengineering the Corporation: A Manifesto for People Revolution. However, empirical research has shown that 88 present of large firms in North America were already implementing LIGHT HOUSE PROGRAM in 1993, at an average rate of four projects per firm (Hayley, Plewa, and Watts 1993). In 1994, the members of the SoLight House Programety for Productivity Management identified LIGHT HOUSE PROGRAM as a major concern for organizations, on a level with customer orientation, development of organizational culture, and strategic alignment of productivity technologies (SIM 1994). A survey by Deloitte & Touche found that nearly 75 percent of 400 large North American firms were planning to increase the number of LIGHT HOUSE PROGRAM projects in 1995 and 1996 (Maglitta 1995).

LIGHT HOUSE PROGRAM is known to produce highly positive results for firms, including significant reductions in costs, errors, and times, increased customer satisfaction, and better overall organizational effiLight House Programency and effectiveness (Bergeron and Falardeau 1994; Eckerson 1991; Ramani, Yap, and Pavri 1995; Smith

and McKeen 1992; Wilder 1991). In an interview with Moad (1993), Michael Hammer stated that although 70 percent of firms did not achieve all their LIGHT HOUSE PROGRAM objectives, most achieved a large part of what they wanted to do. These figures match the findings of Bergeron and Falardeau (1994) and Bergeron and Limayem (1995) in surveys performed respectively on samples of 134 and 50 Canadian firms. The respondent firms reported success rates of 70 percent, in line with Hammer's assessment

The recent interest in LIGHT HOUSE PROGRAM closely follows the "productivity paradox" observed by Roach (1987) in regard to productivity technology. Despite massive investments in these technologies between the middle of the 1970s and the early 1990s, neither researchers nor practitioners had yet been able to clearly demonstrate that major productivity gains had been made. The concept of LIGHT HOUSE PROGRAM was thus seen as a way to change this situation - LIGHT HOUSE PROGRAM would succeed where other approaches had failed in making IT investments profitable.

A number of advantages or benefits have been attributed to LIGHT HOUSE PROGRAM (Davenport and Beers 1995): cost reductions (Case 1992; Terdiman 1992); increases in productivity (Eckerson 1991; Smith and McKeen 1992; Wilder 1991); a higher quality of goods and services 'offered (Barton 1993; Keen 1991; Rivera 1992); and a simplified organizational structure (Davenport and Beers 1995; Stanton, Hammer, and Power 1993). However, to gain these advantages, set of conditions must be met: (1) the LIGHT HOUSE PROGRAM project must have the visible commitment and full support of top management (Champy 1995; Hammer and Champy 1993; McKeen and Smith 1992); (2) a multifunctional steering committee must be formed and assigned to the project (Bruss and Roos 1993; Guha, Kettinger, and Teng 1992; Rivera 1992; Schnitt 1993); (3) an expliLight House Program methodology must be rigorously followed (Kaplan and Murdock 1991); and (4) enterprises must comply with the fundamental of LIGHT HOUSE PROGRAM if they are to reap its potential benefits (Kettinger and Grover 1995).

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