



Human Resource Development: Adaptation and Innovation for Business Sustainability in the Digital Era.

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INFO ARTIKEL

Abstract

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In the continuously evolving digital era, companies face increasingly complex challenges in maintaining their business sustainability. Digital transformation has reshaped the business landscape, compelling companies to adapt and innovate to remain relevant. One crucial aspect of this adaptation is Human Resource Development (HRD). This article discusses the vital role of adaptation and innovation in HRD to support a company's sustainability in the digital era. The digital era has led to dramatic changes in how companies operate, communicate, and interact with customers. The rapidly evolving role of information technology and communication is crucial in understanding the changing HRD needs. Companies must engage HRD in continuous learning and skill enhancement processes to respond to these digital challenges. The research method used is a systematic literature review, involving a critical search and evaluation of HRD-related studies from 2010 to 2023. Data were collected from academic sources, scientific journals, and relevant industry reports. After identifying relevant sources, the analysis considered HR adaptation strategies to digital changes, the implementation of technology in competency development, and its impact measurement on organizational performance. Practical implications of these findings are also discussed to provide guidance for organizational leaders and HR practitioners in preparing the workforce for an increasingly digital future. With this holistic approach, companies can ensure that their HRD is ready to face the challenges of the digital era and become agents of sustainable innovation. In order to achieve business sustainability in an uncertain and ever-evolving digital era, adaptive and innovative HRD is a necessity. HRD plays a crucial role in addressing change and offers practical guidance to achieve these goals. Consequently, companies can remain competitive and sustainable in the continuously evolving digital era.

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Introduction

The advancement of technology has fundamentally revolutionized industries and societies, cumulatively impacting companies' capabilities to achieve business goals (Ismail, 2014). In this digital era, technology has transformed many aspects of life, including the business and organizational realms. The challenges of human resource planning in the digital era for the business sector are a crucial consideration for companies. Firms must align human resource needs with the rapid evolution of technology and market trends, harnessing technology to enhance efficiency and productivity (Nabilla, 2023). Sustainable growth necessitates having knowledgeable, skilled, and competent human resources to operate effectively in dynamic and increasingly complex environments (Fareed et al., 2016).

In this context, the role of human resources in any organization is increasingly pivotal in enhancing company performance (Ghazi Umar, 2023). This is due to the expanding role of human resources as a primary driver within the company. On the other hand, the challenges of digital-era human resource competencies are becoming more intricate and diverse. Many employees lack sufficient digital skills, such as data processing, project management, and proficiency in specific software. Tasks that were previously manual have now been automated or aided by technology. Consequently, employees need to learn how to work with new technology and adapt their roles and tasks. Furthermore, new technological developments may replace some human tasks, requiring employees to acquire new skills to remain relevant in an increasingly competitive job market.

Furthermore, companies must adapt quickly to remain relevant, competitive, and increasingly competitive. Therefore, the competency of human resources in the digital era is a fundamental aspect that organizations must focus on to stay competitive and survive in this dynamically evolving market (Siti Jamilah, 2023). Companies must also consider the impact of technology on their employees and ensure that they have the necessary skills to operate in an increasingly sophisticated environment.

Damingun (2017) explains that alongside the demands of global business competition, particularly in the management of human resources, the current trend shows that employee performance is optimized when employees have competence and expertise in their respective fields. Competency development in terms of soft skills, hard skills, social skills, and mental skills is a support for individual and organizational performance in the era of global competition. One of the organizational strategies is the development and training of human resources, which must be promptly addressed by companies as a means of optimizing employee competence (Apriliana S.D and Nawangsari, E.R., 2021)

So, human resource development in the digital era is the key to staying relevant and competitive in an ever-changing market. Adaptive and innovative human resource development strategies will help companies address complex technological changes, competition, and threats. With the right human resource development strategies, companies can remain relevant, competitive, and successful in the continuously evolving digital era (Rilly Lesnussa, 2023).

The goal is to provide valuable insights to readers about the importance of adaptation and innovation in human resource development and its impact on business sustainability in the face of technological advancements in the digital era.

Literatur Review

Human Resource Development

Human resource development is a process aimed at enhancing the capabilities of human resources to contribute to the achievement of organizational goals (Bangun, 2006). The skills of employees within a company can be improved through training and education programs. Employee training is provided to those who are deemed less skilled in their tasks, while employee education focuses on individuals who are perceived to have inadequate knowledge in their roles (Bangun, 2012).

Human resource development programs bring benefits to both the organization and the employees themselves. The company gains advantages such as increased productivity, stability, and adaptability to a constantly changing environment. For employees, it leads to skill and knowledge enhancement in their respective roles. Human resource development serves as the foundation for individuals to move into higher positions within the company or be transferred to different roles (reassignment) as it is a requirement and an expectation for everyone within the organization (Bangun & Wilson, 2011).

To achieve their goals, companies conduct analyses that lead managers to formulate broader organizational strategies and establish appropriate systems for developing their employees. Human resource development must be aligned with strategic planning, as companies need to develop the talents possessed by their employees according to job requirements. Company managers can successfully fulfill their role in human resource development when executed in a planned manner (Dessler & Gary, 2011).

Adaptif

According to Safiri 2022, adaptive behavior is an individual's social and personal ability to adapt to the norms or standards prevailing in their environment, measured using a scale of adaptive behavior that includes aspects of communication, occupation, self-direction, socialization, and locomotion. Possessing adaptive behavior greatly aids in completing tasks expected when facing various situations, provided that one is willing to train their skills by adjusting to the situation. According to Rahayu (2010), adaptive behavior is an individual's ability to adapt to the norms or standards prevailing in their environment.

Behavior is the entire vital manifestation of an individual's interaction with the environment, from the most visible to the invisible, from the felt to the unfelt (Okviana, 2015). According to McShane & Von Glinow (2010), adaptive work is the organizational culture in which employees embrace change. An adaptive culture is a flexible and outward-focused culture that promotes a sense of psychological well-being combined with the motivation to achieve peak performance.

Innovative

David Albury (2003) defines innovation as closely related to new ideas that are beneficial, and their novelty should have value. The novelty of innovation means nothing if it is not accompanied by its utility and the presence of which every individual has an equal opportunity to excel in their respective fields.

Individuals who work well always master the details, techniques, processes, and issues. Mastery leads to competence. Competence usually goes hand in hand with quality. According to Kauffman & Pullen (2009), it is the level of one's ability or effectiveness in meeting personal independence and social responsibility standards.

Every individual must continuously enhance their insights, broaden references, and perspectives to further develop their knowledge and open up their minds.

Bussines Sustainability

According to Handayani (2007), business sustainability is a state or condition of a business in which there are ways to maintain, develop, and protect resources and meet the needs within a business (industry). These methods are drawn from one's own experience, others, and are based on the economic conditions prevailing in the business world. Business sustainability is a form of consistency in the business's condition, where this sustainability is a continuous process encompassing growth, development, strategies to maintain the business's continuity and business expansion, all of which ultimately lead to business sustainability and existence. The sustainability of a business is supported by several factors (Ligthelm, 2010). These factors are strong contributors to a business's ability to endure, including the compilation of a business plan, regular updating of the business plan, regular analysis of competitors, ease of venturing into a new business, and the ability to calculate or assess risks without a problem.

Formulation of the Problem

1. What are the company's strategies for developing its human resources to adapt and innovate in the digital era?
2. What is the impact of developing adaptive and innovative human resources on company performance?
3. What is the impact of human resource development on the sustainability of the company?

RESEARCH METHODS

The method used in this research involves secondary data with a qualitative descriptive approach, utilizing a literature review approach. According to Zed (2008), literature review confines its activities to library collections without the need for field research. It relies on the use of Library Research, sourced from online applications such as Google Scholar, Mendeley, and other online platforms. This Literature Review article pertains to the field of International Business Economics and Human Resource Management. In qualitative research, literature review should be consistently employed in line with methodological assumptions. This means it should be used inductively, avoiding the direction of questions posed by the researcher. One of the primary reasons for conducting qualitative research is its exploratory nature (Ali & Limakrisna, 2013).

No.	Penulis (Tahun)	Hasil Penelitian	Persaman	Perbedaan
1.	Lhatifah Kurniawati A F, 2021.	Human resource development is an activity that companies must engage in to ensure that their employees' knowledge, abilities, and skills align with the demands of their jobs.	The importance of human resource development for company performance.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability.
2.	Sufnirayanti dan Zandra S W, 2023.	Human resource management strategies are not only focused on financial management but	Human resource management strategies in enhancing sustainable employee	Identifying the impact of human resource development through adaptation and innovation in the digital

		encompass the overall performance of employees. Additionally, it is crucial to have human resource development programs for sustainable growth. Sustainable growth in the digital era is distinct from previous times, emphasizing the need for employees who are proficient in using technology.	performance in the Digital era.	era for business sustainability
3.	Ridwani, et al, 2023	HR behavior that is open to change and possesses innovative abilities will drive business organizations to continuously adapt and create new solutions. Creative and forward-thinking employees can provide new ideas that have a positive impact on the company's growth and development.	The importance of innovative behavior for company development.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
4.	Umar G dan Yosepha S Y, 2023.	The advent of digitization should be embraced by companies through refreshing or redesigning the quality of their human resources, including their professional roles and various forms of new digital-oriented competency development, to provide sustainability within the organization amidst the dynamic evolution of the digital landscape.	The impact of the digital era's development on corporate behavior.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
5.	Damingun, 2017	Managing human resource competencies begins with planning, organizing, developing, and evaluating these competencies. Human resource competencies need to be prepared to meet new challenges in the future.	Management of human resource competencies.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
6.	Lesnussa R, et al, 2023,	In a rapidly changing digital era, digital technology enables companies to quickly adapt to market changes, alter business strategies, and optimize	The importance of adaptation in the digital era for company development.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability

		operations. Companies that can adapt rapidly and harness digital technology will have a greater competitive advantage.		
7.	Fajriyani D, et al, 2023	The challenges of human resource competencies in the digital era are also becoming increasingly complex and diverse. Many HR lack sufficient digital skills, such as data processing, project management, and mastery of specific software. Jobs that were traditionally done manually are now automated or assisted by technology.	The challenges of human resource competencies in the digital era.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
8.	Sastra O, 2022	In the current digital era, many companies are using technology to enhance productivity, generate more output, and create more flexible employment options.	The impact of adaptation in the digital era on job flexibility.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
9.	Alwy M A, 2022	The role of human resource management in organizations has evolved from a conservative role to a more creative and innovative one, implementing bold initiatives such as competency-based recruitment, innovative compensation, results-oriented performance management, and human resource empowerment.	Human resource management in the digital era.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
10.	Nabilla A F, 2023	By implementing effective human resource planning, companies can optimize their human resource potential, enhance productivity, and achieve their business goals more efficiently and effectively.	Human resource planning and management to optimize work productivity.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
11.	Perdana A K, 2019	The ability to manage human resources in line with the times is an essential trait for visionary companies in the digital era. This is because it is an era	Human Resource Management Strategies in the Digital Era.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability

		where millennials, the younger workforce generation, have a different perspective on the meaning of career and work compared to previous generations.		
12.	Agus A H & Amalia S Z, 2019	From the previous explanations, it can be concluded that the advancement of information technology in the digital era brings many changes in human life in various fields, especially in education. Education in the digital era needs to be packaged in digital formats to align with the tendencies of students who prefer using digital devices in their daily lives.	Implementation of Human Resource Management in the Digital Era.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
13.	Fajriyani D & et al, 2023	In the digital era, the demands for human resource competencies have significantly changed. Traditional skills remain important, but technological abilities like data analytics are becoming increasingly essential. Organizations need to invest in training, certification, and human resource development. Individuals in the workforce also need to actively engage in self-development and technology adaptation.	The Challenges of Human Resource Competencies in Facing the Digital Era.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
14.	Sugiat M A, 2020	Human capital requires a partnership model involving stakeholders such as the industry, educational institutions, and the government to achieve collective and progressive goals. This is part of collaborative strategic management. The recommendation for a collaborative strategic management model is a relatively new phenomenon in the fields of education, industry, and government.	Developing Excellent Human Resources Based on Collaborative Strategic Management.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability

15.	Widyanti, Damayanti, Marwanti. 2017	Financial literacy contributes to the sustainability of micro, small, and medium-sized enterprises .	The Influence of Financial Literacy on Business Sustainability in Jatisari Village's MSMEs.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
16.	Safiri R B, 2022	Training in the application of adaptive behavior in the face of the era of digitalization ASN performance changes are adaptative behaviors to provide satisfaction to the public in the process of public service by the government as a service provider is an important principle, because only by fulfilling the service satisfactorily, the existence of the government can gain legitimacy as well as the confidence of the people of Indonesia.	Training in the application of adaptive behavior in the face of the era of digitalization.	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
17.	Bariqi M D, 2018	HR development can be understood as the determination of individual employees to assume different or higher responsibilities within the organization. Development usually involves the improvement of intellectual or emotional abilities required to perform better jobs.	Training and Human Resource Development	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
18.	Rosidi & Amaria, 2018	Measurement of human resources performance at the Faculty of Agriculture UTM on the Financial (Financial) perspective of 2,8933 (Very Good), from the Research and academic excellence perspective is 2,5066 (Excellent), from Customer perspectives is 2,21733 (Okay), the Internal Business perspective was 2,8869 (Sangat Baik)	Performance Measurement Using Human Resources Scorecard	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability
19.	Ridwani et al, 2023	Human resource behavior plays a crucial role in the success of business organizations in the global era, and organizations need to	The Influence of Human Resource Behavior in the Life of Business Organizations in the Global Era	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability

		implement appropriate strategies in managing such behaviour.		
20.	Sufnirayanti & Zanra, 2023	The challenges faced by the Bengkalis District Revenue Agency in improving employees' digital skills include different levels of technological understanding and skills, adapting to technological changes, related to data protection and security in the digital age, transformation of organizational culture, the need for development of skills and knowledge of SDM in a digital age.	Human development Strategy in Sustainable Employee Performance Improvement in the Digital Age at BPD Bengkalis District Office	Identifying the impact of human resource development through adaptation and innovation in the digital era for business sustainability

RESULT

Human Resources Development (HRD) stands at the forefront of ensuring business sustainability in the digital era through a strategic focus on adaptation and innovation. In the rapidly evolving landscape of technology and globalization, organizations face unprecedented challenges and opportunities. The integration of digital tools, automation, and changing market dynamics necessitates a proactive approach to talent management and skill development.

Adaptation is a cornerstone of HRD in the context of business sustainability. Organizations must be agile and responsive to external shifts, and HR plays a crucial role in fostering a culture of flexibility and resilience. This involves continuously assessing the skills and competencies required in the digital era, anticipating future needs, and aligning workforce development initiatives with strategic business objectives.

Innovation, on the other hand, is not just about technological advancements but also encompasses creative problem-solving, collaboration, and a mindset of continuous improvement. HRD should encourage a culture that values and rewards innovation, providing employees with the tools and resources to explore new ideas and approaches. This can involve implementing training programs that focus on creativity, fostering interdisciplinary collaboration, and recognizing and celebrating innovative contributions.

The digital era brings forth the imperative for upskilling and reskilling the workforce. HRD must spearhead initiatives that equip employees with the necessary digital literacy and technical skills to navigate the evolving technological landscape. This includes investing in training programs, partnering with educational institutions, and leveraging online learning platforms to ensure that employees stay relevant and contribute effectively to the organization's goals.

Furthermore, fostering a learning culture within the organization is essential. HRD should promote continuous learning and development opportunities, encouraging employees to take ownership of their professional growth. This involves

providing access to online courses, mentorship programs, and creating a supportive environment where learning is valued and rewarded.

Employee well-being is another critical dimension of HRD in the digital era. The constant connectivity and pace of change can lead to burnout and stress. HR must prioritize initiatives that promote work-life balance, mental health support, and a positive workplace culture. This not only enhances employee satisfaction and retention but also contributes to long-term organizational sustainability.

In conclusion, HRD is pivotal in steering organizations towards business sustainability in the digital era. By embracing adaptation and innovation, fostering a culture of continuous learning, and prioritizing employee well-being, HR ensures that the workforce is equipped to thrive amidst the challenges and opportunities presented by the dynamic digital landscape. Through strategic HR practices, organizations can build a resilient, agile, and future-ready workforce, positioning themselves for sustained success in the evolving business environment.

DISCUSSION

What are the company's strategies for developing its human resources to adapt and innovate in the digital era?

In navigating the challenges of the digital era, companies employ various strategies to enhance the adaptability and innovation of their human resources. First and foremost, digitalization programs should be disseminated widely within the organization, fostering digital literacy among employees and ensuring their alignment with current business developments (Martiningtyas, 2023). Furthermore, emphasis on employee training and development plays a crucial role in elevating workforce quality and propelling business advancement in the digital landscape. This involves not only technical training but also character-based education, underlining the importance of continuous learning and the cultivation of essential digital skills (Triakurnian, 2023). A strategic focus on character education becomes imperative as a cornerstone for confronting the constant changes and disruptions inherent in the digital business environment (Wulandari, 2020). Additionally, companies are advised to invest significantly in technology, directing resources toward training initiatives that empower employees to navigate and adapt to technological shifts. Complementing these efforts is the cultivation of an adaptive organizational culture, one that embraces change and innovation, fostering an environment where employees are encouraged to perpetually learn and adapt. Through the implementation of these multifaceted strategies, companies can ensure the resilience and competitiveness of their human resources in the dynamic landscape of the digital era (Afifah, 2023).

What is the impact of developing adaptive and innovative human resources on company performance?

Developing adaptive and innovative human resources can have a positive impact on company performance. According to a study published in *Sustainability*, innovation-oriented human resource practices have a significant impact on the performance of small and medium enterprises (Aslam et al., 2023). Another study published found that human resource management practices can positively affect turnover, productivity, and corporate financial performance. Additionally, the competitiveness of human resources can affect corporate performance and become a sustainable competitive advantage. A sustainable organizational human resource

management practices, such as training, performance appraisal, job enlargement, employee involvement, and work enrichment, have a favorable influence on the adaptive performance of employees, which can improve organizational efficiency (Cano and Cano, 2006). Finally, Human resources management practices that encourage innovation, such as reward management and open recognition for achieved innovation, can have a positive impact on innovation performance in companies. Overall, developing adaptive and innovative human resources can lead to improved company performance through increased productivity, innovation, and competitiveness (Riana et al,2020).

What is the impact of human resource development on the sustainability of the company?

Human resource development (HRD) has a strong impact on a company's sustainable performance. HRD has been treated as the main fundament of sustainable development for years and an element of sustainable HRM (S-HRM). S-HRM is a popular concept that emerged 35 years ago and is focused on managing human resources in a sustainability-oriented manner (Piwowar-sulej, 2022). HRD is an essential element of S-HRM, and it focuses on issues of ethical behavior and a concern to use scarce resources effectively. Investment in HRD can have a positive impact on a company's sustainable development (Cohen, Taylor, and Muller, 2012). Increasing the knowledge, skills, and employability of workers is crucial to ensuring a positive impact from a sustainable Human resources system. Human resources role in corporate social and environmental sustainability is critical, and it can take a leading role in both developing and implementing sustainability strategy (Garavan and McGuire, 2010). Although studies in the HRD field lack empirical evidence on the linkage between HRD and sustainable development, many studies in the human resources development domain have revealed a strong impact of HRD practices on a company's sustainable performance (Piwowar-sulej and Malik, 2023).

CONCLUSION

Developing adaptive and innovative human resources can have a positive impact on company performance. According to a study published in Sustainability, innovation-oriented human resource practices have a significant impact on the performance of small and medium enterprises. Human resource management practices can positively affect turnover, productivity, and corporate financial performance. Additionally, the competitiveness of human resources can affect corporate performance and become a sustainable competitive advantage. A sustainable organizational human resource management practices, such as training, performance appraisal, job enlargement, employee involvement, and work enrichment, have a favorable influence on the adaptive performance of employees, which can improve organizational efficiency. Finally, Human resources management practices that encourage innovation, such as reward management and open recognition for achieved innovation, can have a positive impact on innovation performance in companies. Overall, developing adaptive and innovative human resources can lead to improved company performance through increased productivity, innovation, and competitiveness.

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