



Literature Review: Human Resource Management Strategies in the Face of ACFTA's Global Competitive Currents

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INFO ARTICLE

Abstract

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The ACFTA Agreement is an agreement between ASEAN countries with the Chinese state to conduct free trade. The legal basis of CFTA is the Framework Agreement on Comprehensive Economic Cooperation Between the Association of Southeast Asian Nations and China signed by the President of the Republic of Indonesia (Megawati) on December 4, 2002 in Phnom Penh, Cambodia and ratified through Presidential Decree of the Republic of Indonesia Number 48 of 2004 concerning the Ratification of the Framework Agreement on Comprehensive Economic Cooperation between the Association of Southeast Asian Nations and the People's Republic of China. ACFTA will cause fundamental changes in the business environment and cause shifts in the order of importance of human resource management and HR functions. The human resources department must take strategic steps to create superior and competitive human resources so that they can compete in the era of ACFTA globalization. This literature study aims to determine the extent to which human resource development strategies are influential in the era of ACFTA globalization. This study used a literature review research method that looked at several national and international journals to be analyzed descriptively. Based on the results of the study, it is known that the Indonesian government has several human resource development strategies in facing the Free Trade Area (ACFTA).

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Introduction

Numerous changes in many facets of life have been brought about by the growth of globalization. Another study explains that hospitality is not an absolute factor that can improve tourist destinations (Arief et. al, 2022). Particularly in the increasingly complicated issues of international commerce flow. In various phenomena, the economic aspect becomes crucial because of the demands of various needs that prioritize the legal aspect. This will certainly be more interesting because the global market trend is getting faster. International trade is a very important factor for every country. Therefore, it is very necessary to have orderly and fair trade relations between countries. To realize order and justice in the field of international trade, rules are needed that are able to maintain and maintain the rights and obligations of international trade actors.

International trade has a role in the country's economic growth, one of which is by carrying out export and import activities between countries. Focus on technologies that enable MCS to be implemented in smart cities, such as task management, data collection, incentive systems, monitoring, and cost-saving tools (Wildan et. al, 2023). International trade is the mutually agreed-upon trading of goods and services between citizens of one nation and those of other nations. International trade has a very important meaning for a country, not least for Indonesia. Through international trade, many benefits can be achieved, both direct and indirect benefits (Azza Ayullah Kusuma, 2017). The benefit of international commerce is that it may boost human resources and production activities, resulting in higher-quality and more plentiful items, hence reducing competition from China's people resources and goods. High Quality of Service and client-based communication with AI-enabled services is determined by Quality of Experience (QoE) (Padmapriya et. al, 2022). The Association of Southeast Asian Nations (ASEAN) was established in 1967 as a regional cooperation pact by countries that are part of Southeast Asia. Brunei Darussalam, the Philippines, Malaysia, Indonesia, Cambodia, Laos, Myanmar, Singapore, Thailand, and Vietnam are the 10 nations that make up ASEAN. Under the terms of the ASEAN-China Free Trade Agreement (ACFTA), ASEAN has decided to allow free trade with China in an effort to strengthen commercial relations).

The phenomenon of the ACFTA Agreement is a form of regionalization in terms of international trade. Countries included in this agreement, form a kind of separate rules of the game to regulate and bind all matters related to trade activities between these countries. Human Activity Recognition has been researched for the past few years (Victoria et. al, 2022). This agreement is essentially necessary to contain and protect against the imbalance of economic power with developed countries in Europe and United States.

The trade bloc between ASEAN countries and China emerged against the background of a shift in the balance of economic power that began to move from Europe to Asia after the crisis that occurred in 2008. Previous research found that CSR can increase company value (Tarjo et. al, 2022). This can be seen from the economic performance of China which shows a very impressive increase. This is shown by indicators of the large economic growth rate in the country which is always at the level of 10% per year, frequent trade balance surpluses, and the amount of foreign exchange reserves owned. China's economy, which is the prima donna, cannot be separated from two important factors, including the size of the country's natural resources and abundant population. So it's no wonder China was able to take over the economy from American hands. Remembering, the American State is especially after the onset of the 2008 crisis, showed poor economic performance. Seeing this, ASEAN officials decided to cooperate in terms of free trade with China as stated in the ACFTA agreement. Where the idea of forming

ACFTA for the first time was agreed at the 7th ASEAN Summit in Bandar Sri Begawan, Brunei Darussalam, in November 2001. The ASEAN-China Framework Agreement on Economic Cooperation, which was drafted at that time and approved at the subsequent ASEAN Summit in November 2002 in Phnom Penh, Cambodia, called for the creation of the ACFTA within ten years (Huala Adolf, 2005).

Since the implementation of ACFTA, many people predict that the ACFTA agreement will make the economy in Indonesia worse. This is not reasonable, because before ACFTA alone there were many Chinese products that flooded the market in Indonesia. The price of cheap Chinese goods is far below the price of goods produced by entrepreneurs in Indonesia. As rational consumers, Indonesians are also interested in products from China because of price considerations. This is indeed good for consumers. As more and more cheap Chinese products flood the Indonesian market, consumers will have more options, will cut their expenses, increase choice, will be more and more many parts of income can be saved, and in the end will increase their level of welfare.

In the midst of changes in the business environment, with the defense of ACFTA, every company is required to have higher adaptability and responsiveness. Without the ability to carry out *constant self-transformation*, a company is at risk of sinking, and then going bankrupt. To minimize bankruptcy, the right strategy must be carried out to achieve success through utilizing the opportunities that exist in a fast-moving and increasingly competitive business environment. The global implications of ACFTA on human resource management still seem to be underestimated because its effectiveness benchmarks are less directly related to business strategy. Measuring the effectiveness of organizations and human resource activities needs to be designed professionally. *Capital Intellectual* and its measurement are often considered as promising alternatives these days, although implementing them is not as easy as one might think. Businesspeople nowadays also need to be able to incorporate environmental aspects, since the community will expect organizations to take environmental considerations into account. Businesspeople need to respond intelligently to the globalization and ACFTA issues. Furthermore, business practitioners must take into account the crucial qualities of flexibility and continual learning in order to address the problems posed by free trade which is increasingly competitive by improving the quality of human resources.

One of the most important components of economic reform is human resources (HR), specifically how to develop superior and competitive HR and high competitiveness in the global market that has been ignored. This era is marked by a very alluring global competition. The competition that occurs, becomes a study material for the development of the resources of a company/institution/organization. In the globalization era, human resources (HR) are a crucial asset for every firm looking to gain a competitive edge. According to Helmi Buyung Aulia Safrizal (2011) Current and future human resources are a source of competitive advantage that potential because of the competencies it has in the form of intellectuality, traits, skills, personal character, and intellectual and cognitive processes that are not easily imitated and obtained by other companies. Thus, in order for a business to meet its goals and stay in the national and worldwide arena, human resource development, or PSDM, is a crucial component. Recruitment, management, and employee navigation within an organization are the main areas of concentration for PSDM, an organization that strengthens mutuality towards shared goals via synergy. Susan (2012) said that PSDM is a strategic and all-encompassing endeavor to manage people, workplace culture, and surroundings in order to productively and successfully contribute to the goals and objectives of the organization or company.

Among the many resources that the business has, human resources are strategically placed above other resources. It is impossible to use other resources—let alone manage to develop a product—without human resources. However, the truth is that a lot of businesses still fail to recognize how crucial their human resources are to their continued existence.

In recent years, many good companies have underperformed due to ineffective and inefficient HR (Townsend and Wilkinson, 2010; Okoye and Ezejiofor, 2013). Most organizations ignore human resource development as the main asset. Okoye and Ezejiofor (2013) say that business in an organization is filled with uncertainty in understanding the role that workers play in raising an organization's profitability and productivity. This is what causes many workers to be less skilled, organizations are not competitive, high level of poor performance, and low productivity. Various efforts are made by organizations by placing emphasis on their employees related to improving performance for profitable outputs and outcomes as long-term effects (shodhganga.inflibnet.ac.in). The goal of HR management initiatives is to enhance workers' ability to do a variety of jobs in order to boost organizational competitiveness and environment adaptation, particularly in the face of external turbulence (Jumawan, 2015) as well as beneficial for employees for career improvement, competency improvement, and talent development.

Based on the survey results from the 2022 human development index, the quality of Indonesia's human resources is in position 114 out of 191 countries surveyed. Departing from these problems, the government as a policy maker must be effective and on target. This policy is in order to realize human resources that have comparative and competitive advantages, pay attention to economic needs, be able to develop all environmental potentials and encourage active community.

In welcoming ACFTA, there has been no serious attention to improving the quality of human resources. Even though it is time for business actors or businesses to seriously build quality human resources in the economic sector. One way business actors or businesses improve the quality of human resources is to carry out appropriately human resource strategies related to the vision, mission, organizational functional strategies, SBU (Strategy Business Unit), and strategy. The purpose, vision, and business strategy must all be taken into account when determining the human resource strategy, which must also be developed rationally, understandably, and practically.

Organizing human resources so that the appropriate people are available when and where they are needed is the goal of human resource management strategy (The appropriate Man, on the Right Place, at the Right Time, and on the Right Job). Additionally, it guarantees that, in the face of the worldwide competition posed by the ACFTA, every operation inside the organization is conducted properly and efficiently.

RESEARCH METHODS

The method of writing this scientific article is by using the literature review research method. Analyze articles from both reputable and shady journals in the field of science. Mendeley and Google Scholar are the main repositories for all scholarly articles cited. Yudistira and Siwantara (2012) It is a written summary of research articles from scientific journals, newspapers, academic textbooks and other sources that organizes literature into relevant categories and documents from the past and present. (Siwantara, 2012).

RESULT

Descriptive Analysis

Table 1 The following is the journal used by the author to discuss human resource management strategies in the face of ACFTA's global competitive currents. For the purpose of making a final decision, various journals are taken into account.

Table 1. Jurnal References	
Heading	Journal
Indonesia's Strategy to Face the ASEAN-China Free Trade Agreement and Its Impact on Indonesia's Trade Balance, 2010 – 2015 (Urged Made Pritha Samantha W)	University of Surabaya Student Scientific Journal Vol.5 No.2 (2016)
Human Resource Management as a Strategy to Face Global Competition (Mariana Kristiyanti)	INFORMATICS Scientific Magazine Vol. 3 No. 2, May 2012
Opportunities, Challenges and Human Resource Strategies in the Beauty Sector Ahead of the ASEAN Economic Community (AEC) (Probably Tritanti)	Journal of PTBB FT UNY, 2014
The Impact of Industrial Revolution 4.0 on Human Resource Development (Study on Production Division Employees of Pt. Gunung Agung Sentosa / Luckystar Gresik) (Muhammad Azzam Lazuardi & Muhammad Alkirom Wildan)	Journal of Management Science Studies Vol.2 No.2 June 2022
HR Competency Challenges in Facing the Digital Era (Dini Fajriyani, et al)	JEMSI Vol 4, No 6, July 2023
Human Resources Quality Development Strategy "Millennials & Generation Z" in Facing	Proceedings of the National Seminar on Management Vol 1 No 1

The above articles use case study analytical techniques. Case studies are generally used in management studies, especially on the topic of human resources. Case studies require in-depth analysis of a series of samples and can be a useful way to generate ideas as well as suggest empirical testing of hypotheses.

Topic Analysis

The topics discussed in this study are human resource management strategies in facing global competitive currents. Human resource management strategies have been divided into general studies on HR strategy practices such as global competition, then linked to ACFTA agreements.

Table 2. Journal Analysis Table Reference

Writer	Method	Result
Desak Made Pritha Samantha W	Qualitative Method with descriptive analysis	Trade with nations that have the largest populations and the fastest rates of economic growth in the world may now be expanded by Indonesia thanks to China's reduction and removal of tariffs and non-tariff obstacles. Access to manufacturing markets has also been made possible by this partnership. Also

Writer	Method	Result
		getting better is the investment environment. Opportunities for Indonesia to draw in greater investment from China are created by the establishment of a competitive and open investment policy. But human resources cannot be produced in a way that would allow them to compete in the ACFTA free trade area.
Desak Made Pritha Samantha W	Qualitative Method with descriptive analysis	Trade with nations that have the largest populations and the fastest rates of economic growth in the world may now be expanded by Indonesia thanks to China's reduction and removal of tariffs and non-tariff obstacles. Access to manufacturing markets has also been made possible by this partnership. Also getting better is the investment environment. Opportunities for Indonesia to draw in greater investment from China are created by the establishment of a competitive and open investment policy. But human resources cannot be produced in a way that would allow them to compete in the ACFTA free trade area.
Mariana Kristiyanti	Literature study using exploratory descriptive approach.	With the commencement of free trade that Among others: the realization of ACFTA approval, governments and in order for us to compete on a global basis, businesspeople need to be prepared for it by developing company strategies and, most importantly, human resources. Forward-thinking human resource quality necessitates ongoing learning, a focus on team and organizational strategy, goal, and vision, as well as dependable, driven, and tolerant leadership bolstered by learning-oriented and high-quality human resources. Organization will provide businesses the confidence they need to take on commercial rivals.
About Tritanti	qualitative approach (interview & documentation)	The implication is that the competence of HR employees or executives tends to be less recognized. After the HR management paradigm, the understanding changed to people related <i>business issues</i> . Business challenges that are constantly linked to HR's active involvement are known as people-related business issues. People, service, and profit, 100% customer service, challenge and opportunity, no layoffs, guaranteed treatment, survey or feedback or action, promotion for work, profit sharing, and opendoor policy are some of the trends that lead to the development of this issue. These tendencies have implications that demand the active contribution of all parties in the organization, especially HR employees
Muhammad Azzam Lazuardi & Muhammad	Qualitative research methods with an intrinsic case study approach	The impact of the industrial revolution 4.0 that researchers see on what occurred in the Production division of PT. Mount Agung

Writer	Method	Result
Alkirom Wildan		<p>Sentosa. Meaningful changes need to be made regarding development through training.</p> <p>Evaluate maximally and not only on human resources but as a whole company. Especially in the HRD division which is owned as one of the important divisions to help other divisions in the company.</p> <p>So that there has been no significant change even though the era of industrial revolution 4.0 has long been going on in the direction of the development desired by the company.</p> <p>While the rest is still due to certain factors that cause the business not to develop.</p>
Dini Fajriyani, et al	analytical descriptive method	<p>Organizations need to provide proper training and education to improve HR competencies.</p> <p>Organizations also need to pay attention to technological developments and follow existing trends in order to be able to compete with other organizations.</p> <p>The strategy that can be practiced is through continuous and comprehensive human resource development and development.</p> <p>Human resource development</p>
Reza Adi Prayoga & Tiffany Lajira	Descriptive method, using a qualitative approach.	<p>The development of the quality of human resources carried out includes increasing the capacity of the millennial generation and generation Z in facing society 5.0 that creates data-driven work cycles and interactions in cyberspace, strategies in Quality Development Human resources are carried out through approaches in people management that include human capital management, human resource management and personnel management. Furthermore, Managing millennials in the workplace focuses more on understanding millennials, how millennials are in the workplace, and how to gain a competitive advantage with millennials</p>
Djoko Hanantijo	<p>Descriptive Qualitative approach.</p> <p>Data collection using descriptive methods through reading readings or bibliography through secondary and primary data.</p>	<p>At the macro level, in facing the challenges of globalization of companies or business actors, the government and academics need to develop the national workforce through integrated and real PR programs such as the preparation of educational curricula that refer to the business world, and the provision of practical training training. However, the task is quite heavy, we must be optimistic and immediately determine and implement a strategy that can improve the quality of human resources / workforce at our national level so that we are not far behind in the world business arena.</p>
Rita Aryani	Research It uses a descriptive qualitative approach	Capacity building and improvement in human resource management strategies refers to the development and improvement of highly

Writer	Method	Result
		qualified, highly capable, and highly motivated HR cadres at all levels of government, public administration, and management that serve the country in itself to face challenges global.
Muhamad Juaini & Muhammad Rapii	The data collection methods used in this study include, namely interview methods and documentation methods.	An alternative approach that may be applied by companies in achieving competitive advantage in the era of globalization is through the management of human resource activities in companies based on a strategic perspective. Then the specified human resource management strategy must be in accordance with the business strategy of the company or organization. In supporting the success and effectiveness of the predetermined competitive strategy, it is necessary to pay attention to the role behavior needed in supporting the implementation of predetermined alternative competitive strategies because each alternative strategy requires role behavior that differs in implementation.

Table 20 explains that each previous researcher used different case indicators to support his research. Then the methods used for each study also vary, ranging from descriptive analysis to intrinsic case study analysis. Each of these studies has strengthened or proven the author's allegations related to the purpose of writing this study, namely by the discovery that human resource management strategies in facing ACFTA's global competition are urgently needed. Furthermore, the results of research by Desak Made Pritha Samantha W (2016), show that HR development strategies have a positive influence on Indonesia, and Indonesia has the opportunity to be able to master or be able to utilize ACFTA as a door to expand the market share of Indonesian products to China, but if not accompanied by a quality HR strategy the ACFTA agreement can also have a systemic impact, which causes the occurrence of mass layoffs and shrinking of the manufacturing sector. This caused huge losses to the Indonesian economy. ACFTA's systemic risks are also linked to the low competitiveness of Indonesia's productive sector. The importance of human resource management as a strategy to face global competition to facilitate the development of HR competencies in achieving competitive advantage for a company (Mariana Kristiyanti, 2012). Then the results of research from Asi Tritanti (2014) found that the importance of designing strategies related to human resources which is to improve the company's performance to be globally competitive. Because the right strategy will increase work productivity so that it can affect the success of a company.

DISCUSSION

Indonesia has entered a free trade agreement with China or known as ASEAN-China Free Trade Area (ACFTA) since January 1, 2010. International trade is one of the efforts to increase economic growth and development (Priyadi et al., 2022). As human resources challenge that while keeping up with progress in China's free trade and being able to deal with change quickly, organizations must provide HR strategies capable of analyzing data and thinking critically. Everything is now digital and has become the main need of organizations and companies. 7. As a financial institution that has an intermediary function, the role of banks is very

important in the economic activities of a country, where banks become institutions that distribute funds and as a place for financial transactions, this makes banks unchanged like the pulse in the human body which is very much needed to support the smooth running of a country's economy (Ryandono et.al, 2022). The challenge for HR in facing the ACFTA era is a very important issue for today's world of work. The ACFTA era has brought about major changes in the way of working, decision-making, and overall management. Therefore, HR needs to have the right advantages and competencies to be able to face this challenge. Here are some discussions related to strategies to face ACFTA's global competition.

The ACFTA agreement has been ratified by the Indonesian government with Presidential Decree No.48 of 2004 and entered into force on January 1, 2010, the essence of this agreement is that In a number of areas, including banking, finance, transportation, industry, telecommunications, mining, energy, fisheries, forestry, products, and forests, as well as agriculture, information technology, human resource development, investment, and Mekong River development, the two parties decided to carry out more intensive cooperation. Indonesia is a country that is rich in natural resources, human resources, and has land and seas that stretch geographically (Wildan et. all, 2021). The primary barrier to the ACFTA agreement's implementation in Indonesia is the expectation of businesspeople and observers of the country's economy that the influx of numerous Chinese products will weaken the country's economic resilience. As a result, numerous parties have asked that the government negotiate the agreement's date of entry into force and make clear rules regarding the equal position of the participating countries in this ACFTA agreement, avoid the dominance of the strongest countries, especially regarding the determination of prices for goods and services, lest Indonesia only become a Price Taker, temporarily developed countries become Price Makers.

Actually the long-term planned and signed agreement to establish the ASEAN-China Free Trade Area, or ACFTA 21 year ago, precisely on November 4, 2002. Optimization of the supply chain network can be carried out with the aim of minimizing the distribution costs of agricultural commodities (Marita et. all, 2021). While long before also designed and agreed Common Effective Preferential Tariff in the framework of the ASEAN Free Trade Agreement (CEPT-AFTA), which was concluded in Singapore exactly thirty-one years ago, on January 28, 1992. In the ACFTA era faced by HRM today is the rapid changes that occur in the business environment which also have an impact on their HR planning. 10. One of the strategic issues in the competitive business world is finding internal and external competencies that are difficult to imitate and can support valuable products and services, especially in the Indonesian batik industry (Hasanah et. all, 2023). What is meant by the HR planning process is the process of analyzing and simulating HR needs in accordance with the recapitulation data of the company's HR strength, associated with the development plan of HR department activities in the future. This will have an impact on the procurement of human resources or the placement of human resources in locations or units in need.

HR challenges in facing ACFTA's global competitive currents, organizations or companies need to provide effective and efficient strategies and appropriate to improve HR competencies. Organizations or companies also need to pay attention to technological developments and follow existing trends to be able to compete with other organizations. HR management must utilize effective strategies to increase labor productivity and the employee work assessment process. The main objective is how to manage human resources in the face of ACFTA's global competition, and what steps are good to take to face these challenges. The strategy that can be done is to develop and develop sustainable and comprehensive human resources. Human resource development through

education, quality competence, creativity, innovative, and independent. Organizational climate support must be built in harmony, good performance, knowledge transfer, leadership, support to employees, group effectiveness, and work strategies. The existence of global environmental changes including the influence of ACFTA requires human resources to continue to improve their competence, so that they cannot compete and survive in facing challenges due to global environmental changes.

Strategies that can be carried out by organizations to develop HR competencies in ACFTA global competition become a challenge for an organization or company. Organizations must be able to understand the character of their employees who are different generations, build good communication patterns across generations and use and mastery of technology for performance improvement. In the end, all must synergize with each other so that the direction of the organization can move according to the vision and mission, suppress issues that can erode the sustainability of the organization and maximize human resources, so that goals can be achieved with balance without excluding humans in it as one of the resources that it still has to be humanized.

Strategic planning includes four main tasks of strategic management, namely determining the evaluation of internal and external circumstances, establishing the company and purpose, converting the mission into strategic goals, and creating plans of action or strategies. Strategy at the corporate level identifies the overall business portfolio, consisting of companies and ways of relating to each other. At a lower level, each of these businesses needs a competitive/business-level strategy. Competitive advantage is the sum of all the elements that enable a business to set itself apart from the offerings of its rivals in order to gain a larger market share percentage. Businesses employ a variety of competitive tactics to get an edge over their rivals, including low cost leadership, differentiation and focus. Strategic HR refers to a specific set of HR management actions that a company encourages to achieve its objectives.

A study from Dini Fajriyani, et al (2023) states that in the face of the free market, the quality of Indonesian human resources is quite worrying. Organizations or companies need to invest in HR development to meet the competency needs needed in the digital era. This can be done through training, certification, mentoring, and career development and HR also needs to play an active role in developing themselves and improving their competencies, including in terms of independent learning, expanding networks, and take advantage of available technology. Added by Reza Adi Prayoga and Tiffany Lajira (2022) regarding the active role of human resources in global competition, the human resources needed are human resources who have quality in thinking and doing. That is, human resources who acquire scientific and technological expertise and further their development in order to acquire technical and conceptual skills that may help raise the caliber of processes and goods of an organization or company. For this reason, it is very important to develop human resources in order to show an important and strategic role in social transformation in ACFTA's global competition. Human Resources development is also very important to improve the competitiveness of companies and organizations. HR (Human Resources) development is also beneficial for increasing employee loyalty as well as These skills naturally come with hard work and life experience.

According to Djoko Hanantijo (2011) in his research stated that with the start of free trade which began with the realization of the ACFTA agreement, In order for us to compete on a global scale, the government and business community must be prepared for it by developing business strategies and, most importantly, human resources. Because the quality of human resources has to be

forward-looking, it is necessary to implement continuous learning, teamwork, empowerment, innovation, and the Learning Organization paradigm that is, the right man at the right place, at the right time, and at the right firm. Competitive advantage is one key to success for companies or organizations that are in an environment that continues to change rapidly in a shorter period of time or are in a fierce competitive environment such as ACFTA global competition. The presence of resources and expertise, which are potential sources for the business, also contributes to competitive advantage. Every business, and every product in the market it enters, strives for a competitive advantage. Gaining a competitive edge is essential for businesses entering fiercely competitive industries where their ability to establish a solid foundation of sustained excellence will decide their success both in the short and long terms. (Muhamad Juaini & Muhammad Rapii, 2017).

CONCLUSION

The era of ACFTA global competition has a major impact on the world of work, including the increasingly high demands for HR competencies. Traditional competencies such as the ability to communicate, collaborate, and make decisions are still important, but now they are augmented by technological capabilities such as data analytics, application development, and digital marketing capabilities. Businesses can face business competition with greater confidence if they have management professionalism, information systems, an appropriate organizational culture, technology utilization, and other functional strategies that integrally support the implementation of human resources practices in line with HR strategies. These strategies should also be aligned with the organization's mission and vision. Reliable, motivated, and open-minded leadership, supported by qualified human resources and oriented toward the learning organization, are also necessary. In conclusion, the era of ACFTA global competition is an era that brings many challenges but also opens opportunities for organizations and HR to develop. In facing these challenges, there is a need for collaboration between organizations and HR to meet the needs of the necessary competencies.

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