

## Improving Organizational Capabilities Through Implementation Of Human Resources Management To Be Able To Face The Industrial Revolution 4.0

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### Abstrak

Penelitian ini bertujuan untuk melihat bagaimana penerapan manajemen sumber daya manusia dapat meningkatkan kapabilitas dan kompetensi yang dimiliki oleh suatu organisasi atau perusahaan sehingga mampu menghadapi industri 4.0 dengan cukup baik. Penelitian ini akan dilakukan dengan menggunakan metode pendekatan kualitatif. Data penelitian berasal dari berbagai hasil penelitian dan penelitian sebelumnya yang masih relevan. Penelitian ini akan mencoba menganalisis berbagai elemen penting yang berguna dalam mengembangkan ketahanan organisasi. Unsur-unsur tersebut adalah karakteristik aktor, ketangguhan organisasi, dan kondisi tekstual. Hasil penelitian ini menemukan bahwa perubahan merupakan bagian penting dari sebuah organisasi untuk terus berkembang. Agar perubahan ini menjadi positif, organisasi perlu menggunakan sumber daya manusianya secara efektif dan efisien. Hal ini dikarenakan resiliensi yang dimiliki oleh suatu organisasi akan menentukan apakah organisasi tersebut dapat memanfaatkan kondisi yang berpotensi berbahaya menjadi suatu keuntungan bagi organisasi tersebut.

**Kata kunci:** Organisasi, Ketahanan, Manajemen Sumber Daya Manusia.

### Abstract

This study aims to see how the implementation of human resource management can improve the capabilities and competencies possessed by an organization or company so that they can deal with industry 4.0 quite well. This research will be carried out using a qualitative approach the method. Research data comes from various research results and previous studies that are still relevant. This research will try to analyze various essential elements useful in developing organizational resilience. The elements are the actors' characteristics, the organization's toughness and textual conditions. The results of this study found that change is an essential part of an organization to continue growing. For this change to be positive, an organization needs to use its human resources effectively and efficiently. This is because the resilience possessed by an organization will determine whether the organization can take advantage of a potentially dangerous condition into an advantage for the organization.

**Keywords:** Organization, Resilience, Human Resource Management.

### INTRODUCTION

In the era of the Industrial Revolution 4.0, companies are competing to provide the best results for their consumers. With the existing conditions, these companies are increasingly showing each other their competitive advantages so as not to lose to compete with similar companies. The tighter the competition, the more companies, make their human resources the main factor in influencing the progress of their company (Ellitan, 2020). With abundant human resources like today, organizations must be able to think about how to use them optimally. With the current level of competition, companies will make organizational

commitments with employees to improve quality, capacity and products that can satisfy consumers (Hamadamin & Atan, 2019).

A definition of HRM is necessary to address the strategic role of HRM. Human resource management (HRM) can be defined as a collection of strategic and methodical approaches to managing a company's most essential assets, where people are viewed as the organization's backbone and work together to help the firm achieve its performance goals (Verma et al., 2021). In the 1980s, the role of HRM's intensification for linking interpersonal interactions between people management and their performance began to increase. In the meantime, the HRM strategy has taken on an important role in the era of management science and the challenging era of empowering society to accomplish and promote its managerial excellence in the corporate sector (Zhao et al., 2021).

Dessler in Zulkarnaen defines Human Resource management as the policies and methods involved in carrying out the "people" or human resources parts of a management role, such as recruitment, screening, training, awarding, and evaluation (Salamzadeh et al., 2019). According to Price, the view of HRM consists solely of a description of the three primary components, namely people, resources, and management, which does not adequately confirm explanation. Management is a professional and organizational domain, but the adjective 'human' suggests that it involves people. Briefly, the term "resource" is so imprecise that many individuals have difficulties comprehending it (Trullen et al., 2020).

In this regard, Loshali and Krishnan note that firms whose HR and strategic business approach are determined to be more successful than others. Consequently, firms must evaluate their HR strategies to boost organizational revenues and communicate their business plans throughout the organization, which might have an impact on the business (Barba-Aragon & Jimenez-Jimenez, 2020). It is critical for HR managers to spend adequate time learning about the business strategy, competitors, technology, and customers in order to provide their organizations with a competitive advantage through HR practices. HR managers should develop a set of practices and activities that will help them build bonds with their organizations and align with their needs (Lee, 2021).

Frequently, an unstable environment produces difficulties, and even generally stable economies encounter periodic shocks or revolutionary upheavals. As Hutter says, resilient organizations are able to preserve good adaptations under tough situations, despite the fact that these occurrences are frequently seen negatively. A resilient company grows and improves as it confronts and overcomes formidable obstacles (Adaawen, 2021). To develop resilience, companies must foster strategic flexibility (the ability to change course rapidly and inexpensively). Change and unexpected events, according to both approaches, can be both opportunities and warning signs. These opportunities, however, typically necessitate major organizational change (Haarhaus & Liening, 2020).

The literature provides two distinct definitions of organizational resilience. Some individuals define organizational resilience as the capacity to recover from unplanned, difficult, and unpleasant conditions and resume operations as normal. An emphasis on coping mechanisms and ability to swiftly restart expected levels of performance tends to be placed when organizational resilience is on the rise. "Resilience" refers to an individual's or a group's ability to handle stressful conditions in an adapted manner (Hillmann, 2021).

The second perspective on organizational resilience goes beyond restoration to include the development of new capabilities and the growth of current ones in order to counterbalance and even generate new possibilities. In this second perspective, organizational resilience develops due to the capacity to capitalize on unforeseen obstacles and changes (Kim, 2020). This second strategy goes beyond simply reverting to tried-and-true methods, emphasizing the importance of building organizational resilience in order to help companies take advantage of new opportunities and create a brighter future while also addressing immediate problems (Miceli et al., 2021). Consequently, organizational resilience is correlated with dynamic competitiveness, the capacity to absorb complexity and emerge from intensely trying situations, and a vaster repertoire of activities than those available

before to a disruptive event. This study adopts a transformative perspective on organizational resilience (Goldschmidt et al., 2019).

In this paper, we show how companies may create resilience and why this capacity enables them to realize the opportunities presented by change more effectively. Strategic human resource management is critical in fostering and sustaining an organization's ability to bounce back from setbacks.

### **Human Resource Management**

"Human resource management" (HRM) is a field of study that focuses on how to successfully manage the relationship and role of human resources possessed by individuals in order to help organizations, their employees, and society reach their goals. Human Resource Management (HRM) is based on the belief that each employee is a person, not a machine, and not just a business asset (Al-Ghazali & Afsar, 2021).

The following is the definition of Human Resource Management (HRM) according to experts:

1. According to Malay SP. Hasibuan, human resources (HR) is the science and art of managing the relationship and role of the workforce so that it contributes effectively and efficiently to the achievement of the company's, employees', and society's goals (Choiriyah & Riyanto, 2021).
2. According to Henry Simamora, human resource management (HRM) is the usage, development, evaluation, compensation, and administration of individual members of a company or work group. HRM also includes the design and execution of planning systems, people preparation, employee development, career management, job evaluation, employee compensation, and a harmonious labor relations (Kalangit et al., 2022).
3. According to Achmad S. Rucky, human resource management (HRM) is the proper and practical application of the effective acquisition, development, and maintenance of personnel owned by an organization to reach an optimal degree of human resource usage by the company in attaining its goals (Alexandro, 2020).
4. According to Mutiara S. Panggabean, human resource management entails planning, organizing, leading, and regulating operations connected to work analysis, job evaluation, procurement, development, remuneration, promotion, and termination of employment in order to meet specified goals (Murtiningsih, 2020).
5. Nevertheless, according to Mutiara S. Panggabean, HR is a human resources activity that may be viewed from both the employee and employer perspectives. It comprises of job analysis and appraisal on the job side (Ismail et al., 2019). On the other hand, it encompasses, from the employee's perspective, workforce acquisition, performance evaluation, training and development, promotion, compensation, and termination of employment (Aljarrah, 2021).

The definition provided by these experts demonstrates the significance of human resource management in accomplishing organizational, employee, and societal objectives. An essential part of every organization's overall strategy is achieving its goals through the effective use of its human resources. Human resource management encompasses all of these activities as well as the implementation and oversight of them (Stahl et al., 2020). It's not just raw materials and tools that management has to worry about; it's also the personnel (HR) responsible for these other production components. However, it should be remembered that human resources, like other factors of production, are inputs that are processed by the company and produce outputs (Bonilla et al., 2018).

### **METHOD**

A qualitative approach is going to be taken to carry out this research as the method that will be used. The data that were used in this study were obtained from earlier studies as well as studies that continue to be relevant to this line of inquiry. The following phase, which comes after the essential data for the study has been acquired, is to perform an analysis on the data that is already available in order to draw conclusions from the research.

## **RESULT AND DISCUSSION**

### **Organizational Capacity for Organizational Resilience**

A typical interplay between systems and subsystems characterizes the relationship between individual and organizational resilience. The capabilities of an organization are not merely the sum of the capabilities of its members. Both individual and material interaction effects are considered. The complex social networks in which it is implemented have a significant impact on the development and actualization of organizational resilience. While we focus on establishing KSAOs (Knowledge, Skills, Abilities, and Others) regarding resilience between employees and the organization, our primary interest is in the role that individuals play in helping organizations maintain their resiliency.

Resilience is a result of a firm's ability to generate organizational competences, routines, practices, and procedures that enable it to propel itself forward, move forward, and create an atmosphere of adaptable diversity and integration (Gupta et al., 2020). Zhang and Liu argue that an organization's capacity for resilience is derived from its particular combination of cognitive, behavioral, and environmental characteristics. An organization's human resource management system is considered as the result of a combination of individual-level knowledge, skills, abilities, and other traits (Ferraris et al., 2022).

The development of organizational resilience is influenced by a number of cognitive factors. Businesses can develop a positive, constructive conceptual orientation by having a clear mission, core values, and a unique vision. Because of strong values and purpose, organizations tend to define conditions in a way that enables problem solving and action rather than raising threat rigidity or making dysfunctional commitments.

The shared mentality that allows businesses to proceed with agility is frequently a complex blend of competence, opportunism, innovation, and decisiveness in the face of uncertainty. If businesses are too constrained by conventional responses and precedent, it will be difficult to imagine creative new paths. It is impossible to come up with viable solutions if the organization ignores these difficulties. Having a clear grasp of reality and an insatiable desire to question key assumptions is the cognitive foundation for resilience. Moreover, attentiveness, or the organization-directed awareness to continuously examining expectations and perspectives on present functions, enables businesses to manage environmental challenges with greater dexterity. The resilience of an organization is contingent on its capacity to conceive up novel and suitable solutions.

As bricolage and learning resources are interconnected, individuals and organizations can participate in the disciplined creativity required for unique but effective solutions to unexpected issues. Bricolage is the creative use of materials for previously unforeseen ends. This conduct combines creativity and initiative to seize instant opportunities. With experience and practice, the abilities and competences that lead to learning resources increase.

### **Factors Affecting Resilience**

Behavioral characteristics that promote resilience transform crucial cognitive elements such as thoughts and perceptions into tangible behaviors and responses, resulting in two significant outcomes. There are numerous strategic options to choose from in a given situation because of the mix of acquired wisdom and paradoxical action. A person's intelligence and agility create a trove of possibilities for future actions. When an organization is built on a firm foundation of habitual, well-trained, and well-experienced specialists, its immediate and instinctive response to any event generates opportunities rather than restrictions.

The contextual factors that permit effective responses to environmental challenges are dependent on interactions within and beyond the organization. In addition to psychological security, substantial social capital, diffuse power and accountability, and a vast network of resources, there are four crucial contextual requirements. Together, these characteristics foster interpersonal relationships and resource supply routes, which contribute to the capacity to move swiftly in uncertain and unexpected situations.

These contextual circumstances serve as a basis for the development of resilient actions and attitudes. This is because many of these inter-organizational relationships cannot be fully regulated by organizational actions. The expanding research on social capital reveals that organizations can design the structures, procedures and interaction patterns that influence the evolution of these relationships. In the absence of these aspects, resilience abilities cannot be honed, but the behaviors and mental models that enable resilience can only be cultivated. The other two aspects of organizational resilience can only be developed under certain conditions provided by external influences. The contextual base of resilient cognitions and behaviors will be difficult to synthesize into enterprise-wide skills without the conduits of relationships, procedures, and intangible assets.

Strategic human resource management enables the corporation to build organizational resilience by fostering the development of individual talents among its key personnel. Combining these factors at organizational level allows the organization to successfully absorb uncertainty, generate situation-specific threats to respond and eventually engage in transformative actions to take advantage of distressing surprises that could potentially jeopardize its life.

When it comes to human resources, the processes in place let employees know what is expected of them, how they should interact with one another, what they should pay attention to versus what they shouldn't, and so on. These messages can have varying levels of specificity, regularity, and acceptance. As a result, a well-functioning human resources (HR) system is one in which leaders' messages are received and understood by employees, resulting in actions that generate organizational capabilities. Organizations with weak HR systems are ones in which leaders' statements are comprehended and acted upon in a very erratic manner.

Human resources (HR) can aid in the development of capabilities in a number of ways. Repetition-based approaches to problem-solving, for example, encourage fresh ideas and increase the likelihood of success because there are more options available. Encouragement to act and engage in ways that promote resilience is fostered through performance expectations for employees that place an emphasis on initiative, inventiveness, and second-order consequences analysis. This form of employee involvement results in a time advantage that enables the organization to seize possibilities for speedy response. Training and job designs that help employees build a varied and unconventional repertoire of individual and group actions are two ways HR may help nurture these contributions from employees.

According to research, businesses can boost their counter agility by making more competitive moves, consistently combining diverse operations, moving more swiftly, and taking time-triggered rather than event-triggered actions. Nonetheless, certain crucial behaviors depend on employee contributions integrated in reliable routines. Critical to the design are HR procedures that give personnel experience balancing the requirement for innovation with dependable stability.

Employee contributions that foster contextual factors conducive to resilience emphasize acts and interactions that bolster social networks and organizational resources. Contributions from employees are specifically required, including the creation of links and supply lines for resources that allow quick action, the wide dissemination of information and knowledge, as well as the wide dissemination of decisions. Organizations with strong and weak social capital have a better basis for their employees to contribute to a more resilient working environment through effective human resources strategies.

There are numerous competences that support the dynamics of effective competition that are associated with resilience capacity. Organizational resilience is built on a foundation of cognitive, behavioral, and contextual aspects that work together to foster the development of a wide range of organizational abilities and the adoption of effective responses to environmental change. Furthermore, HR practices and policies that support the development and preservation of these competences contribute to the attainment and improvement of other strategic capabilities.

A company's ability to effectively act and augment its resources is supported by its resilience capacity, much as absorptive capacity is supported by the company's ability to value, transform, and employ new knowledge for strategic goals. A significant conceptual diagnostic and interpretation component is also included in this capability, which aids firms in determining the best appropriate strategic strategy for the current situation. Businesses can build a diverse repertoire of procedures and resources when they have a high level of resilience. This diversity generates a range of strategic options from which the corporation can select to adapt to shifting environmental and competitive situations.

When an organization's resilience capacity is translated into action, it can become organizational capability. Capabilities can be described as the organizational procedures that allow a company to adapt to conditions successfully. These activities help the organization recover from obstacles and barriers, but they also open up new avenues for growth and allow the business to break out of its prior equilibrium point.

Resilience enables businesses to take appropriate action and undergo a transition in reaction to unanticipated events that have the potential to jeopardize their survival. A market characterized by unexpected shocks may necessitate resilience capacity for survival. Having the ability to bounce back from setbacks is a critical component of building a strong foundation for an organization. It is possible to correctly analyze environmental situations and select the most successful strategic posture thanks to the outputs of cognitive aspects that increase resilience. This might help the business decide whether to develop an existing revenue stream further or to start from scratch. The organization's resilience-supporting behavioral variables ensure that it takes the necessary actions to reach its competitive potential. In addition, important habits and behavioral preparation frequently result in the development of basic principles that guide organizational decisions under tumultuous conditions. The utilization of fresh resources generated by dynamic capabilities is adequately guided by simple criteria. Lastly, contextual factors that foster resilience provide fertile ground for maximizing strategic capabilities.

### **Human Resource Management for Resilience Capacity**

Organizational resilience is enhanced by the synergistic relationships that exist among the various components of human capital. These relationships can help the organization's other strategic capabilities as well. However, we suggest that the unique HR system design proposed here is what contributes to organizational resilience. Even while human capital can be put to use in a variety of ways, opportunity does not ensure its realization. This is important to keep in mind. Organizational transformation methods and the development of dynamic capabilities can be aided by a variety of factors, such as creative problem-solving techniques, clear objectives, a high level of intellectual and social capital, and a preference for repetitive, multiple-loop learning.

As an example of a beneficial habit, consider the idea that social capital provides the raw materials needed to generate meaning and make difficult judgments in confusing situations. However, purposeful intent is required to ensure the achievement of certain results. We contend that the full package of desirable employee contributions, HR concepts, and policies enables businesses to build resilience. Regardless of how great or low the current demand for resilience capacity is, it is in the best interest of a company to recognize that the effort put forward to develop this capacity can provide significant rewards. When the right mix of talents, resources, and competencies is in place, firms may select apps that help them maximize their HR investments.

It is possible to cultivate and regulate one's capacity for resiliency. Having clear and quantifiable organizational goals that are in line with the company's core values can help HR professionals aid their businesses in understanding and responding to external conditions. In addition, HR managers must guarantee that the organization has the competence to properly handle competing priorities. For instance, employees must learn how to blend routines of common sense conduct with innovation while discovering and keeping valuable habits. By developing inter- and intra-organizational interactions, human resource specialists contribute.

To better analyze and respond to unusual and unexpected occurrences, these organizational links allow for easier access to the essential competencies and resources.

## CONCLUSION

Organizational survival necessitates constant adjustment. Occasionally, external forces compel us to undergo a transformation. Some changes can be brought about by interdependence and connection. Transformation can be an intentional strategic maneuver to achieve a competitive advantage on rare occasions. Companies must be able to adapt their resources, competencies, and business models in an efficient and effective manner to thrive in changing circumstances. Regardless of the underlying causes. In the last ten years, resilience in organizations has gained a growing amount of attention in academic and popular management literature. We don't yet know the intricacies of commercial HRM systems and their resiliency. In this study, we attempt to bridge the gap between our current understanding and ability to manage resilience. When a business has the ability to bounce back from adversity, it can profit from it. When a corporation has high levels of resilience, it may include a wider range of strategic alternatives and outcomes into its toolkit. In addition, it gives a system to assist a corporation in making an informed decision among various alternatives. This combination of variety and effective options is a well-supported path to strategic dominance.

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