

Strategic Development of Human Resource Management as a Key Pillar of Industry in the Digital Era

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Abstract

Technological developments, digitalization of work processes, and changing work patterns require industries to have adaptive, innovative, and highly competitive human resources. The era of globalization has created highly dynamic industrial competition, and human resource (HRM) management plays a strategic role in enhancing industrial competitiveness. This study analyzes effective human resource management (HRM) development strategies to address the challenges of globalization. The research method used was descriptive qualitative, reviewing literature from various relevant sources. The results indicate that human resource development must be carried out comprehensively through competency training, leadership development, and the use of digital technologies, such as HRIS systems. A multinational work culture and reskilling and upskilling strategies are key to maintaining industrial productivity and innovation. The implementation of these strategies is expected to become a key pillar of the digital industry and increase production process efficiency, creating a competent, loyal, and productive workforce in the global era.

Keywords: strategic human resource management, HR development, digital transformation, industrial excellence

1. INTRODUCTION

Technological advancements have significantly changed the way industries operate and maintain competitiveness. These changes require organizations to rely not only on technology but also on human resources (HR) capable of adapting, possessing relevant skills, and engaging in innovative thinking. HR management plays a crucial role. HR management is now experiencing a shift in role, from an administrative function to a strategic element supporting the achievement of industrial goals. Strengthening HR competencies, establishing a digital-based work culture, and adaptive

leadership are crucial aspects in facing the dynamics of the digital era. Strategically developing HR management is a key requirement for industries to continue to grow, innovate, and survive amidst rapid change. Effectively managed HR will be the main foundation for improving industrial performance and competitiveness in the digital era.

2. LITERATURE REVIEW

According to (Hasibuan, 2016:10), HR is the science and art of managing relationships and roles of the workforce to be effective and efficient in helping to achieve industrial goals. (Robbins & Coulter, 2016) HR includes a series of planning, development, compensation, and work relations activities, all of which are aimed at creating competitive advantages in the industry.

According to (Wibowo, 2020:215), the development of 117 JRME – volume 2, No.3, May 2025 analysis of human resource management development strategies increases industrial competitiveness in the era of globalization. Human resources must be able to improve employee competence, commitment, and contribution to achieving industrial goals. (Sutrisno, 2010:65) Industries must develop human resources not only technically competent, but also have emotional intelligence, cross-cultural abilities, digital literacy, strategic approaches such as reskilling, upskilling, and competency-based training are very important. (Porter, 1990) the concept of Competitive Advantage explains that industries gain competitive advantages by developing internal capabilities. Human resource development strategies enable companies to improve service quality, accelerate innovation, and respond to market changes more quickly. Effective human resource management contributes directly to the company's competitiveness, especially in digital startups. Aspects of leadership development, performance management, and collaborative work culture are the main determinants of the company's long-term success. A report from (Bappenas, 2020) emphasized that increasing Indonesia's national competitiveness is greatly influenced by the quality and sustainable development of human resources through training systems, vocational education, and digital skills.

Human resources need to keep up with technological developments and possess relevant digital skills to adapt to these changes (Suryani & Suhartanto 2019). Many

previous studies have focused more on traditional aspects of HRM such as recruitment, training, and performance appraisal (Aji, 2022; Karim, 2023; Solehudin et al., 2023; Zurnali & Sujanto, 2021). However, there has been little discussion on how individual creativity can be effectively managed and enhanced within an HRM framework in the digital era.

Human Resource Development Strategy in the Era of Globalization

The rapidly changing global business environment, driven by digitalization, market integration, and the Fourth Industrial Revolution (Industry 4.0), demands that organizations transform their human resource development strategies. Industries must not simply recruit qualified workers; they must develop and retain these employees through a sustainable strategic approach.

Human resource development strategies encompass activities such as training, career development, talent management, and the use of technology-based Human Resource Information Systems (HRIS)..

3. RESEARCH METHOD

This research uses a qualitative method, a research approach used to understand social phenomena in depth and holistically from the perspective of research participants. Focusing on meaning, experience, and processes that cannot be measured quantitatively. Qualitative research involves descriptive data collection and analysis focused on patterns and themes, as well as understanding the context and meaning behind the data collected (Sugiyono, 2018). The research will provide recommendations by examining strategic developments in human resources as a key pillar of industry in today's digital era.

To optimize the use of Strategic Development as the main pillar in the digital era, a responsive approach is needed in achieving it in order to speed up and simplify the process of carrying out a job. The process is carried out by a research method using interviews with several respondents from the Industry with HR, Supervisors, Team leaders and employees in the organizational structure, an average sample of 1 division per 5 respondents is taken.

3. RESULTS AND DISCUSSION

Strategic development of human resource (HR) management plays a crucial role in maintaining the sustainability and competitiveness of industry in the digital era. Digital transformation not only impacts technology, but also demands changes in HR management, recruitment processes, competency development, and employee performance assessments. The industry's adoption of digital-based HR management has proven to be more adaptive to changes in the business environment. The use of technologies such as HRIS, e-recruitment, and e-learning improves work efficiency, data accuracy, transparency in decision-making, and employee productivity. The success of a strategy depends heavily on the readiness of human resources and the level of digital literacy of employees

Strategic development of human resource management in the digital era by establishing a human resource vision and strategy aligned with the direction of industrial transformation. The industry needs to accelerate the digitalization of human resource process systems to create more efficient, data-driven, and responsive management. The next stage focuses on strengthening employee competencies and digital literacy through continuous learning to enable adaptation and innovation. Talent management is then strategically directed to drive superior performance and industrial sustainability. This is strengthened by the development of an adaptive, collaborative, and open-to-innovation work culture, supported by an active leadership role in continuously evaluating and refining strategies.

4. CONCLUSION

The strategic development of human resource management emphasizes that HR is not merely an operational support system, but rather a key pillar in determining the direction and sustainability of an organization in the digital era. The acceleration of technology and the dynamics of global competition require organizations to develop human resources that are not only competent but also adaptive, innovative, and ready to face change. The implementation of digital-based HR management offers significant opportunities to increase organizational effectiveness through more precise planning,

data-driven talent management, and improved employee performance and productivity. Technology will deliver optimal impact when supported by continuous competency development, visionary leadership, and an organizational culture open to learning and innovation. The strategic development of human resource management is a long-term, strategic investment. The integration of digital technology, strengthening human resource quality, and an adaptive organizational culture will strengthen HR's position as the primary driving force for organizations in sustainably facing the complexities and challenges of the digital era.

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