

Why and Why Not: Optimizing Upgrading Human Resource Skills in the Digital Era

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ABSTRACT

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Institutions and change are two different things but are interconnected in the context of leading to a better situation. Institutions need many things that can shape them to be better in many fields. In the global era, an institution will not be better if it does not open itself to the latest situations and conditions around it. In the digital era, updating all areas in an organization is a natural and mandatory thing for management and institutional leaders to do. Change is a dynamic thing, and this is bound to happen anywhere and to anyone, it cannot be avoided. This article aims to convey qualitatively descriptively that changes in the development process of an institution are normal and must be supported by all members, management and leaders of the organization. The greatest hope of a change that is accommodated is the emergence of a better situation and condition for an institution.

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1. Introduction

An institution is a gathering place for many people who have similar thoughts and goals in several ways. However, because the various forms of institutions also make the goals set together in each institution different (Maheswari et al., 2024). Different goals in each institution still hope for the final goal for the common good forever in all matters. In general, this will bring institutional management and leadership to the point that human resource management remains in a position capable of determining the institution's position in the future (Fokina et al., 2024).

The future will certainly bring many changes in many fields (Maheswari et al., 2024). These changes will require an institution to do new and better things in order to maintain the position it has achieved. It is certain that new things will be carried out by the institution's management through extensive internal discussions. The discussions held will discuss many changes connected to important pillars in the institution (Fenwick et al., 2024).

Development and change in the field of information and technology is the fastest development process occurring in all parts of the world (Zhang, 2024). The transformation process requires sufficient time to study and master changes in information and technology well. The digital era brings two sides that are both exciting and worrying for owners and management of institutions everywhere. Digitalization makes many work processes easier and saves a lot of time, so that it can provide maximum desired results, but the field of human resources will be slightly threatened (Fenwick et al., 2024).

Discussions regarding changes for an institution are a very important thing to do, because there will be many areas or resources belonging to the institution that need to adapt. One of the fields or resources that will be most affected in an institution by changes is the field of human resource management (Fokina et al., 2024). The first step that an institution should take is to prepare its human resources sector well in facing change. Other fields or resources that need to be prepared by an institution are financial resources or fields, which the organization should have prepared to support improvements in other fields (Zhang, 2024).

An institution will be able to maintain the position it has achieved in facing change if it accepts it with a

positive outlook. A positive view of change can be done by improving the capabilities of existing resources (Ravesangar et al., 2024). Because there are still many institutions that do not want to accept, and even close their eyes to, changes that will actually improve an institution's performance (Kaur & Gandolfi, 2023). Such an institution will certainly not be able to maintain the position it has previously achieved well, so it will be displaced by its competitors.

2. Literature Review

2.1. Change

One of the most dynamic things in this world is change. There is nothing in this world that does not experience change. Everything will change in time, including the change process itself. And all of us as living creatures are obliged to accept this change as a natural thing.

Change is not a dangerous thing if it is still within normal limits. Undergoing change for the better will be a positive thing for many people and institutions (Ravesangar et al., 2024). Becoming better together in a solid team will really help institutions achieve the goals that have been set together (Kaur & Gandolfi, 2023). Striving to learn together in order to better understand and understand the knowledge needed to support the institution is a primary need.

Advances in science are supported by advances in technology which are growing and developing rapidly, becoming things that should be studied by all individuals (Zhao et al., 2024). Currently, all of this can be learned by anyone who wants to learn without any restrictions and without exception. Apart from that, each individual or person can choose what field they want to study according to each individual's abilities. Change and active individuals or personalities are two things that are mutually attracted and produce very positive effects for institutions that have these resources (Zhou & Zou, 2023).

2.2. Institution

Institutions are a meeting place for many individuals with various thoughts and ideas about many things but who have the same goals. All of them have the aim of improving and enhancing the institution's capabilities as determined jointly in discussions with management. For this ultimate goal, all resources owned by the institution must be prepared optimally (Jangbahadur et al., 2024). Preparation for the process of developing the capabilities of resources owned by an institution can be done in many ways (Zhou & Zou, 2023).

Improving the resource capabilities of an institution will be able to support the institution itself to become better (Zhao et al., 2024). Starting from the work culture of the institution itself in daily activities. A good work culture is the basis for the process by which an institution will grow and develop well. For this reason, all leaders and resources owned by the institution should have the desire to receive suggestions and support in order to accept the changes that will definitely occur (Jangbahadur et al., 2024).

Accepting change together within an institution will be a better process so that the institution is able to achieve a better position (Arslan et al., 2022). However, there are many institutions that are still unwilling to accept change with an open mind, because some of the resources they have feel threatened (Androshchuk et al., 2022). Feelings of threat are what hinder the process of change for the better. And this is also what is able to put the institution in a lagging position, compared to other similar institutions.

2.3. Digital Age

The digital era is a very exciting era for many institutions today because all work processes have become easier (Maity, 2019). Compared to several decades ago, the current era is very helpful and simplifies all work processes on this earth which still prioritize manual work processes and require more time. However, for some human resources owned by many institutions, the digital era may not be very pleasant. Because some of them need more time to learn new things in the field of information and technology (Arslan et al., 2022).

Advances in the field of information and technology are the basis for changes in the current technological

era. The current technological era is increasingly advanced, and almost all areas of human life are currently turning digital (Poljašević et al., 2024). Digitalization has in many ways become something that is very common in all parts of the world (Maity, 2019). Everything is supported by technological equipment that is owned and used by whoever the user is

Technology equipment that is smart and easy for its owner to use is no longer a luxury. So that distance and time are no longer obstacles for most individuals everywhere to open networks of friends and relationships. Digitalization occurs all the time in the daily activities of every individual today, anywhere (Poljašević et al., 2024). Smartphones and other smart electronic equipment are widely produced in order to meet the needs of consumers everywhere.

2.4. Human Resource Management

One important support in an institution is human resources. Human resources are supports that must always be considered in developing their abilities (Androshchuk et al., 2022). To manage the development and changes in human resource capabilities, the results will be better if managed with good management. Good human resource management is a system of coordinating human resources well, resulting in optimal and very positive performance (Gričnik et al., 2023).

Optimal and positive performance of human resources in institutions is the hope of many institutions and human resource management everywhere (Gričnik et al., 2023). The institution's hope for its human resources is the ability to become a leader in the segment it operates. Human resource capabilities also need to receive full support from the institution in terms of developing and enhancing capabilities (Zaugg, 2009). Developing human resource capabilities can be pursued in many scheduled training activities.

Scheduled human resource capacity development training activities are a positive program for human resources themselves, but also positive support for the institution itself (Zaugg, 2009). When the human resources they have are able to accommodate advances in technology and information quickly and well, then the institutions that have them will be better. The ability to master increasing advances in technology and information will ultimately be able to form better character for human resources themselves (Androshchuk et al., 2022). Apart from that, the organizational culture of the institution will also be better for both internal and external purposes of the institution itself.

3. Methodology

3.1. Research Design

This research uses descriptive qualitative research methods to convey that change is a dynamic thing. As a dynamic thing, change is important to accommodate its "presence" in all fields by anyone and any institution or organization.

4. Results and Discussion

4.1. Change

The world and various things in it will certainly always experience change without being prevented by anything and anyone, anywhere. Change with all the things that accompany it is something that must be faced with ability (Zhao et al., 2023). Better abilities will be able to become a tool for undergoing change so that it produces results in accordance with predetermined desires. Undergoing change with all your abilities is a way to remain known to the market or consumers.

For educational institutions, changes often occur in many areas in order to support each process. In order to support this change, educational institutions are required to prepare human resources capable of accommodating this change process. In particular, existing teaching staff should be provided with facilities to improve their abilities. When the capabilities of the teaching staff have been improved, the institution is able to produce alumni who have the ability and character to compete anywhere.

Meanwhile, many changes for other institutions are likely to occur, including a large reduction in workforce because workers are replaced by machines (Zhao et al., 2023). However, the changes themselves actually provide many new types of work that can be done by anyone who is able to adapt to these changes. This often causes many changes in work culture in many institutions and all fields within them. The positive end result of the changes that occur is the hope of all human resources everywhere, even though all existing human resources must also change their abilities for the better (Westerman et al., 2020).

4.2. Institution

Institutions everywhere must adapt to current changes, in order to achieve shared goals (Zhou & Zou, 2023). The goals that have been set together in a profit and non-profit institution must be achieved by updating the work system implemented. Because there have been many institutions that are unwilling and unable to adapt to change, in the end they have to close their institutions. For this reason, a management team and leaders are needed who are able to "hold hands" with all the human resources they have to face change (Westerman et al., 2020).

A management team and leaders who have positive abilities are certain to be able to make an institution grow and develop well (Laulié & Pavez, 2024). Positive abilities make all institutional supporters have more value than before. With the increasingly increasing capabilities of all supporters, the institution's ability to achieve the best position will automatically be achieved well (Aguinis & Glavas, 2019). Better capabilities will help institutions to be able to "face" competitors around them.

Competing institutions are two opposite sides of the coin (Aguinis & Glavas, 2019). On the one hand, competitors are a positive trigger that can direct other institutions to try to build their capabilities. Meanwhile, on the other hand, competitors become a negative trigger, so that some of them become increasingly less enthusiastic about competing. These two conditions return to the work system and culture that has been built by the management team and institutional leaders in accordance with the initial goals of the institution that have been set (Laulié & Pavez, 2024).

4.3. Digital Age

The modern era or digital era is an era of extraordinary change for many business fields and institutions everywhere. This era is also a moment where everyone must be willing to accept and admit that everything has changed (Alcover et al., 2017). Things that were originally traditional, now have to be changed to be very modern. So that the work process of an institution which was originally still traditional, ultimately follows this process of change (Anlesinya & Susomrith, 2020).

Work processes and culture that must change to become more modern in this digital era must be followed by all available resources (Alcover et al., 2017). Starting from the financial or capital resources and equipment owned by an institution must be updated, so that they are able to accommodate the changes that occur (Bal & Hornung, 2019). Because the equipment resources owned will be a means of achieving the institution's goals of becoming better and able to compete.

Human resources are a determinant for some institutions, whether they will be able to undergo modern changes or not (Anlesinya & Susomrith, 2020).. Because many institutions have prepared equipment that supports changes in this modern era, however the resources they have are not able to run the modern equipment they have properly (Bal & Hornung, 2019). Even though there are many facts to the contrary, many institutions have human resources that have competitive capabilities. The management team and institutional leaders actually consider the value-added capabilities of their human resources to be a threat to their position, so they tend to "compartmentalize" all these human resources, so that in the end the institution is unable to develop and "loses" in competing with competitors.

4.4. Human Resource Management

Human resources are one of the resources that experience negative and positive effects simultaneously when change occurs. Changes cause human resources to become resources that are able to adapt well, even in a short period of time (Bansal & DesJardine, 2014). This adaptation process has a negative effect when the human resources have tried to carry it out, but the management team of the institution that oversees them does not consider their efforts to be better than before (Westerman et al., 2020). Thus, often a number of human resources owned by an institution will be terminated or decreased or even postponed promotions.

The positive effect of the adaptation process carried out by human resources working in an institution, in general, is that they will experience a promotion process and not experience job loss. This often does not work fairly, because like and dislike factors are still the "trigger" for an employee to lose their job or not get the promotion they should have. The human factor which still refers to feelings of likes and dislikes is the factor that most often "facilitates" an employee or employee of an institution not getting the rights they should have for their efforts to improve their abilities in accordance with the field they have mastered or other new things. In the digital era, the like and dislike factors should be minimized by all institutional leaders who have good leadership skills, so that the institutions they lead are able to become leaders in their fields (Bansal & DesJardine, 2014).

Carrying out human resource management processes fairly and correctly in the digital era is one of the benchmarks for an institution being able to become a leader in its field, without distinguishing between physical appearance, which is still the benchmark in the process of accepting and placing employees as a result of recruitment carried out an institution (Bodenhausen & Curtis, 2016), although in fact, hard skills and soft skills are the basis for receiving recruitment results. Digital applications can also be used by management in order to make fair decisions for every human resource owned by the institution. In accordance with the current era, this application must also be well understood by its users, so that the results of the tool's function are in accordance with the goals and expectations that have been set from the start. So, by assigning the right human resources to the right work positions, it can be stated that the human resource management system that has been implemented is appropriate, efficient and appropriate (Westerman et al., 2020).

The digital era presents unprecedented conveniences, allowing for ease of access to a multitude of resources as long as cellular data and internet connectivity are robust (Alcover et al., 2017). In this context, cellular signals and reliable internet connections have become essential commodities for individuals and institutions alike. Adapting to the rapid changes of this era is crucial for improving work processes across various sectors (Bodenhausen & Curtis, 2016). Effective adaptation hinges on understanding and utilizing digital equipment and processes, which necessitates a concerted effort from all personnel within an institution. However, this transition is not without challenges; it demands significant time and effort from both individuals and organizations to master digital tools and workflows (Alcover et al., 2017).

Supporting institutions in this digital transition requires government intervention to ensure stable and comprehensive internet service connections, as well as to avoid imposing additional burdens through new regulations (Westerman et al., 2020). Reliable internet access is pivotal for enabling the progress of both private and non-private institutions, facilitating their ability to improve and adapt effectively. Additionally, fostering educational initiatives by competent institutions is vital for equipping society with the skills necessary to navigate and thrive in the digital era (Westerman et al., 2020). While this article acknowledges the limitations in specifying particular institutions due to privacy and accessibility issues, it underscores the importance of overcoming barriers to digital learning and work activities to achieve desired improvements (Zhao et al., 2021).

5. Conclusion

This research explores the importance of upskilling human resources in the digital age, emphasizing that change is inevitable and should be positively accommodated by any institution. While the digital age brings many conveniences and efficiencies, it also poses challenges, especially for human resources who may feel threatened by these changes. Therefore, it is important for institutions to manage their human resources well, ensure they are able to adapt to technological changes, and provide the necessary support to improve their skills. In conclusion, the success of an institution in the digital age largely depends on its ability to adapt to

change and maximize the potential of their human resources through proper management and continuous training.

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