


Human resource development strategy in the context of operational management

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Article Info	ABSTRACT
<p>Keywords: Strategy, Human Resource Development, Operational Management.</p>	<p>This research aims to explore and analyze effective human resource (HR) development strategies in the context of operational management. Rapid technological developments and market dynamics require organizations to carry out their operations with efficiency and agility. Human resources as a key element in the entire operational process need to be managed and developed optimally. This research uses a qualitative approach with descriptive methods. The research results show that the implementation of Human Resources (HR) development strategies in the context of operational management has a positive impact on organizational performance. Through training and development initiatives, companies are able to improve employee qualifications and increase operational productivity. A recruitment process that considers operational needs supports the placement of employees according to their skills, contributing to efficiency and effectiveness. The use of information technology, such as performance management systems and HR data analysis, provides a better information basis for making operational management decisions. In addition, building an organizational culture that encourages innovation and supports employee career development creates a motivating and competitive environment.</p>
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INTRODUCTION

Rapid technological developments and market dynamics have become the main drivers for organizations to accelerate transformation in carrying out their operations (Harreld et al., 2007). Technology delivers innovations such as automation, artificial intelligence and data analysis that enable companies to increase efficiency, reduce operational costs and improve responsiveness to market changes (Dash et al., 2019). Organizations that can effectively integrate this technology into their operations have a competitive advantage, enabling them to adapt quickly to changes in the business environment (Dyer & Shafer, 2014).

Rapid market dynamics also encourage organizations to become more agile in managing their operations. Changing customer needs, increasingly fierce competition, and changing regulations demand rapid response and flexibility from organizations (Yusuf et al., 1999). They need to be able to change business models, improve products or services, and adjust their operational strategies in real-time. This agility is key to maintaining relevance

and competitiveness in an ever-changing marketplace (Teece et al., 2016). Therefore, organizations need to pay attention not only to technology but also adaptability in their structure, culture and operational processes to face the challenges of rapidly changing market dynamics (Hitt et al., 1998).

Human resources (HR) play a central role in the overall operational processes of an organization. Effective HR management not only includes aspects of recruiting and managing employees, but also developing individual competencies and potential in the context of dynamic change (Kaelani et al., 2023). In facing the challenges and opportunities presented by technological developments and market dynamics, organizations need to view HR as a strategic asset that can provide competitive advantages. Optimal HR management involves identifying and placing employees according to their skills and expertise, developing relevant training programs, and creating a work environment that supports collaboration and innovation (Boxall, 1998).

The human resources (HR) or employee development strategy is a plan that focuses on improving the quality of individuals in the organization (Okoye & Ezejiofor, 2013). According to Chuler & Walker (1990), HR management strategy is defined as a fundamental formula related to optimizing HR utilization. The main goal is to maintain and improve the best or superior capabilities of a company or industry, so that it can become a competent competitor and be able to win market competition. In the context of HR development, this strategy covers various aspects, such as increasing skills, work ability and employee loyalty to the organization (Snell et al., 2005).

HR development does not only focus on improving technical qualifications, but also includes aspects of soft skills development, leadership and adaptability to change. Through this strategy, the organization tries to create an environment that supports the growth and development of employees, so that they can make maximum contributions in achieving company goals (Cimatti, 2016). By paying attention to increasing employee capabilities and satisfaction, HR development strategies are not only a means of increasing organizational competitiveness, but also an effort to build a sustainable work culture and motivate employees to provide the best performance (Cooke, 2001).

Apart from that, HR development also includes efforts to improve employee welfare and work-life balance. Employees who feel appreciated and supported will tend to be more productive, creative, and committed to organizational goals (Sadaf et al., 2022). Therefore, optimal HR management does not only focus on productivity aspects, but also on aspects of employee welfare as a whole. In this way, organizations can create a motivating work environment, build loyalty, and increase HR capacity to synergize effectively in achieving their operational goals (Shepck & Militello, 2000).

This research aims to identify and analyze effective human resource (HR) development strategies in the context of operational management. The main objective is to provide practical guidance for organizations in strengthening the quality of human resources, improving operational performance, and maintaining competitiveness amidst rapid market dynamics. The benefits of this research include contributing to the understanding of the concept of HR development strategy and its application in the context

of operational management. It is hoped that the research results will provide practical insights for companies to maximize employee potential, create a productive work environment, and ensure the suitability of human resources to continuously developing operational needs.

Literature Review

Human Resources

Nyberg et al (2014) divides the meaning of HR into two, namely the macro and micro understanding. The macro definition of human resources is all human beings as residents or citizens of a country or within certain territorial boundaries who have entered the workforce, whether or not they have obtained employment (employment). The definition of HR in the micro sense is simply humans or people who work or are members of an organization who are called personnel, employees, employees, workers, workers and others. According to Farndale et al (2018) HR is someone who is ready, willing and able to make a contribution efforts to achieve organizational goals. Apart from that, human resources are one of the input elements which together with other elements such as capital, materials, machines and methods/technology are converted into management processes into outputs in the form of goods or services in an effort to achieve company goals. Thus it can be concluded that HR are people who are involved in the implementation of the organization at various levels, both leadership level or top managers, middle managers and staff or employees, including investors or financiers (Legge & Legge, 1995)

Operational Management

According to Heizer, Render, and Munson (2017), operations management is a series of activities that produce value in the form of goods and services by converting input into output. According to Schmenner & Swink (1998), in implementing the company's production activities, management is needed which is useful for implementing decisions in efforts to regulate and coordinate the use of resources from production activities, known as operational management. According to Collier et al (2012) operational management is the science and art of ensuring that goods and services are created and successfully delivered to customers. According to Huo et al (2013) operational management can simply be interpreted as the activity of managing management resources, namely changing input into output in order to add value to an item effectively and efficiently. Based on the explanations from these experts, it can be concluded that operational management is a management process that regulates the course of all activities within a company with the aim of ensuring that company goals can be achieved effectively and efficiently.

METHOD

In this research, the author uses qualitative descriptive methods to describe, analyze and construct meaning about existing phenomena. Qualitative research is conducted in real-life settings with the aim of investigating and understanding phenomena. The aim of this research is to create a systematic, factual and accurate description, picture or painting of the facts, characteristics and relationships between the phenomena being investigated (Moleong, 2014). The data collection technique uses library research, namely by utilizing

various literature such as books, magazines, journals and previous research reports. By using literature, authors hope to obtain information relevant to their research and avoid duplication of results. Library studies can provide benefits to researchers in utilizing all information and thoughts that are relevant to their research.

RESULTS AND DISCUSSION

Human Resources (HR) Development Strategy in the Context of Operational Management is an approach established by an organization to ensure that aspects of HR management effectively support the company's operational goals. This strategy includes various initiatives designed to improve the qualifications, skills and welfare of employees so that they can contribute optimally to the efficiency and operational success of the organization. In the context of operational management, HR development strategies can include:

Skills and Competency Development

Training and development initiatives are crucial elements in the Human Resources (HR) development strategy in the context of company operational management. First of all, technical training is important to ensure that employees have the necessary skills to carry out operational tasks effectively and efficiently. For example, in an era of rapidly developing information technology, training in the use of the latest software or newest technology can improve employees' ability to handle increasingly complex operational tasks.

Apart from that, developing soft skills also plays a key role in improving the quality of human resources. Communication, leadership, teamwork, and conflict resolution skills can improve interactions between employees, strengthen collaboration, and increase efficiency in operational environments. Soft skills also support employee adaptability to changes that may occur in operational processes, making them an important element in maintaining organizational competitiveness.

It is important to design training programs that suit a company's specific operational demands. A careful training needs analysis needs to be carried out to identify the technical and soft skills required by employees in the context of their work. This approach ensures that investments in training provide optimal results, in line with actual operational needs.

Apart from providing direct benefits to company operations, this training and development initiative can also increase employee motivation and satisfaction. Employees who feel supported to develop their skills tend to be more committed to the company and can be a valuable asset in achieving long-term operational goals. Thus, training and development is not only an investment in current employee capabilities, but also an investment in the company's future growth and sustainability.

Right Recruitment and Placement

The process of recruiting and placing employees is a crucial aspect in the Human Resources (HR) development strategy in the context of a company's operational management. To ensure operational success, it is important to integrate these processes carefully, carefully considering ongoing operational needs and dynamics.

First of all, recruitment planning must be based on a deep understanding of the duties and responsibilities involved in company operations. This ensures that each prospective

employee not only meets the required technical qualifications, but also has the potential to provide maximum contribution according to his role in the operational context. Furthermore, selection of prospective employees must consider skills, experience and personal characteristics that can support operational effectiveness. Proper placement in positions that suit individual skills not only improves employee performance, but also optimizes the overall use of human resources.

Adopting this approach helps create a balanced and committed work team, with each team member having a role appropriate to his or her skills and potential. This not only supports operational efficiency, but also creates a positive and motivating work environment. By holistically integrating employee recruitment and placement processes with operational needs, organizations can build a solid foundation for growth and sustainability in the face of ever-changing market dynamics.

Work Life Balance

Implementing policies and programs that support balance between work life and employee personal life is an important step in the Human Resources (HR) development strategy in the context of operational management. First of all, companies need to understand that employees who feel a balance between work life and personal life tend to be more productive and committed to their work. Such policies may include work hour flexibility, remote work, or even leave programs that support this balance, allowing employees to more effectively balance work responsibilities and personal needs.

Next, companies need to commit to creating an organizational culture that supports this balance. Encouraging leaders to practice and support work-life balance, as well as promoting norms that respect employees' personal time, can create a healthy work environment. This not only motivates employees to give their best at work, but also increases their satisfaction and well-being.

Additionally, implementing a work-life balance policy may involve providing employee support programs, such as counseling or other resources, to help employees manage the stress and pressures of everyday life. This improvement in employee well-being can directly contribute to increased productivity and reduced absenteeism rates.

Lastly, employee evaluation and feedback needs to be integrated into the policy implementation process. Involving employees in policy development and listening to their needs and expectations can help customize and increase the effectiveness of work-life balance programs. In doing so, companies can create an environment that supports a balance that aligns with their operational needs while increasing overall employee satisfaction and productivity.

Use of Technology

The application of information technology is the main pillar in supporting the operational management of an organization. One crucial aspect of utilizing information technology in this context is through the implementation of a performance management system that can monitor, evaluate and improve employee performance efficiently. This system allows companies to identify milestones, provide real-time feedback, and plan skills development according to operational needs.

In addition, HR data analysis is an important instrument in making informed decisions. By using information technology, organizations can explore HR data comprehensively to gain deep insight into trends, relationships and potential improvements. Analysis of this data can help operational management in making more appropriate decisions and optimizing HR development strategies according to company dynamics.

Utilizing collaboration platforms is also an important element in increasing productivity and operational effectiveness. Through this platform, employees can collaborate virtually, share information, and work together on projects without being limited by geographic boundaries. This not only speeds up workflow, but also facilitates efficient communication between teams, which is essential in meeting rapidly changing operational demands. By embracing information technology in operational management, organizations can achieve higher efficiency, increase visibility into HR performance, and strengthen team collaboration. This makes a significant contribution to achieving the company's operational objectives in an increasingly connected and dynamic business environment.

Organizational Culture that Supports HR Development

Building an organizational culture that promotes innovation, continuous learning, and supports employee career development is a strategic foundation in creating a dynamic and competitive work environment. First of all, a culture of innovation stimulates employees to think creatively, identify opportunities for improvement and create new solutions. Innovation becomes a driving force in operational management, enabling companies to adapt to market changes and increase competitiveness through superior products or services.

The importance of continuous learning in organizational culture cannot be ignored. Organizations that encourage employees to continuously improve their skills and knowledge can be more responsive to changes in the business environment. Training programs, workshops and access to learning resources help create a continuous learning cycle, supporting employee growth and long-term operational success.

Support for employee career development is a key factor in retaining and motivating talented human resources. Providing clear career paths, mentorship, and professional development opportunities helps create a climate where employees feel recognized and have the opportunity to grow with the company. This culture of support builds strong commitment, increases employee retention, and creates a more skilled and engaged team.

By combining these three elements, organizations can create a culture that is not only adaptive to change, but also accelerates innovation and empowers employees to reach their maximum career potential. In the context of operational management, this culture is a force that drives the achievement of company goals and answers the challenges of business dynamics.

CONCLUSION

Human Resources (HR) development strategy in the context of operational management is a holistic approach that involves various key elements. Implementing training and development initiatives, thoughtful hiring processes, utilizing information technology, and

building a supportive organizational culture are all designed to increase an organization's operational efficiency and effectiveness. Through technical training and soft skills development, organizations can improve employee qualifications, support individual growth, and directly improve operational performance. A recruitment process that considers operational needs ensures the placement of employees according to their skills, supporting the achievement of company goals more effectively. The use of information technology, such as performance management systems and HR data analysis, opens up opportunities for more informed and efficient operational management. The combination of technology and a good HR development strategy can have a positive impact on an organization's productivity and adaptability in facing rapid market changes. Lastly, building an organizational culture that encourages innovation, continuous learning, and supports employee career development creates a strong foundation for long-term growth. This culture not only motivates employees but also creates an environment where innovation can thrive and employees feel recognized, strengthening the organization's competitiveness.

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