

# IMPLEMENTATION OF THE ROLE OF HUMAN RESOURCE DEVELOPMENT AS A STRATEGIC PARTNER, AGENT OF CHANGE AND INNOVATION

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## Abstrak

Perusahaan dihadapkan pada tantangan yang ketat dengan memenuhi kebutuhan dan harapan pasar dan pelanggan yang terus meningkat. Untuk memastikan daya saing dan keberhasilan, manajer organisasi perlu menerima inovasi sebagai elemen kunci organisasi. Bagaimanapun, pendorong utama inovasi adalah SDM dan agar menjadi sukses perlu mendukung, merencanakan dan memelihara budaya inovasi. Sumber daya manusia kurang diperhatikan orang sebab hasil investasi di bidang sumber daya manusia sukar dikuantitatifkan, sulit dilihat dan bersifat jangka panjang. Praktisi SDM harus memiliki pengetahuan tentang proses perubahan, sehingga dapat sepenuhnya memahami kerangka kerja dan merencanakan perubahan serta harus memiliki keterampilan kepemimpinan yang kompatibel untuk memastikan transisi guna meningkatkan produktivitas. Penelitian ini merupakan penelitian dengan Pendekatan kualitatif dengan studi literatur atau tinjauan pustaka di gunakan dalam penelitian ini. Tinjauan pustaka digunakan dengan mencari artikel-artikel yang berhubungan dengan pengembangan SDM dengan berbasis inovasi yang berasal dari buku, jurnal dan semua bentuk tulisan yang berhubungan dengan hal tersebut diatas yang dipublikasikan. Kesimpulan dari literature review ini adalah Perusahaan besar atau kecil membutuhkan agen perubahan saat mereka mau mengubah strukturnya, memperkenalkan yang baru produk/jasa atau teknologi baru. Agen perubahan membantu organisasi untuk beralih ke cara baru dalam melakukan sesuatu dan oleh karena itu kita dapat mengatakan bahwa agen perubahan adalah setiap orang dengan kekuatan dan keterampilan untuk memfasilitasi dan memandu upaya perubahan

**Kata Kunci:** Manajemen Sumber Daya Manusia, (Profit, People, Planet), Keberlanjutan Perusahaan

## Abstract

Companies are faced with rigorous challenges by meeting the ever-increasing needs and expectations of markets and customers. To ensure competitiveness and success, organizational managers need to accept innovation as a key organizational element. However, the main driver of innovation is human resources and to be successful it is necessary to support, plan and maintain a culture of innovation. Human resources are of little concern to people because the results of investment in human resources are difficult to quantify, difficult to see and are long-term in nature. HR practitioners must have knowledge of the change process, so that they can fully understand the framework and plan for change and must have compatible leadership skills to ensure transition to increase productivity. This research is a research with a qualitative approach to the literature study or literature review used in this study. Literature review is used by looking for articles related to innovation-based HR development originating from published books, journals and all forms of writing related to the above matters. The conclusion from this literature review is that companies big or small need change agents when they want to change their structure, introduce new products/services or new technologies. A change agent helps an organization to shift to a new way of doing things and therefore we can say that a change agent is any person with the power and skills to facilitate and guide change efforts.

**Keywords:** Human Resource, Change Agent, Innovation

## **Introduction**

In today's dynamic and competitive era, companies are faced with rigorous challenges by meeting the increasing needs and expectations of the market and customers. To ensure competitiveness and success, organizational managers need receive innovation as a key element of the organization. After all, the main driver of innovation is human resources and in order to be successful it is necessary to support, plan and maintain a culture of innovation.

Today, organizations must constantly change in order to remain competitive and have a competitive advantage as they operate in a fast-paced and ever-changing environment. Improved employee performance can help increase production and increase sales of an organization. The growth of mergers, acquisitions and alliances, organizational restructuring, global competition and rapidly changing technologies are the forces of change. Organizations looking to go global tend to seek out Human Resource Development (HR) professionals for support and advice (Herlina et al., 2022).

Human resources are less considered because the results of investment in human resources are difficult to quantify, difficult to see and long-term. Their attention is more emphasized on organizational excellence achieved through various efforts. Management instruments that are considered powerful to realize these needs are by rearranging business processes radically through structural and cultural changes, so that terms such as benchmarking, core competence, TQM, kaizen, reengineering, rightizing, downsizing, and others appear. In order to realize this, it is necessary to support the function of human resources for its implementation (Nurhayati, 2001). The need for organizational capability development leads to the new role of human resources as a competitive resource. Criteria for the role of human resources vary according to focus, activity, time (Nurhayati, 2001)

The number of business challenges faced by the company has its own implications for the company. Organizations that escape these challenges are organizations that have a high level of capability. Organizations with high capabilities will be able to quickly turn strategy into action, manage processes intelligently and efficiently, maximize the contribution of improvement and commitment of workers and create conditions for continuous improvement. To respond to business challenges, companies must create new organizational capabilities. There are two critical capabilities that must be possessed by future organizations, namely (Eichinger & Ulrich, 1995:32): 1. Intelligence or agility: the organization must move and change faster, as well as learn better. In other words the organization must be agile, flexible and responsive. 2. Innovation: organizations must continually find new ways to compete in the marketplace.

Human resource practitioners must have knowledge of the change process, be able to fully understand the framework and plan for change and must have compatible leadership skills to ensure the transition to increase productivity (El-Dirani, Hussein, and Hejase 2019). This study aims to describe the role of Human Resource Development as a strategic partner, agent of change and innovation.

## **Theoretical studies**

### **Understanding Agents Of Change**

The role of change agents here according to Perez et al (2017) is in promoting dissemination efforts. Rogers (1995) suggested that agents of change are individuals and social entities formally given primary responsibility for assisting and regulating change within a group. As agents of change have characters according to the champions according to Bankins et al. that is creative, persistent, committed to innovation, and able to involve people around him in the innovation involved. The performance of these agents of change in

various literature studies there are several variables that affect aspects of the change agents themselves, namely commitment, flexibility, and social networking (networking), as well as aspects of application innovation itself, namely gamification (gamification). The points accumulated from all the good practices of the activities and works will be tabulated in the standings, which is where these good practice portals are called leagues.(Pambudi et al., 2022).

### The role of change agents in Human Resource Development

A change agent is an individual or group that performs the task of initiating and managing change in an organization known as a change agent. Change agents can be internal, such as managers or employees appointed to oversee the change process. In many innovation-driven companies, managers and employees alike are trained to develop the skills needed to oversee change (El-Dirani, Hussein, and Hejase 2019). Lunenburg (2010) suggests that there are three different roles of each change agent; a consulting role in which agents help employees to generate data from within the company or from external sources, and through analysis of valid data help workers to solve problems. A training role in which agents train members of an organization to learn new methods by giving them new skills. A research role in which she may not only train employees but design evaluation components that can be used in solving not only current problems but also solving future problems.

Flexibility/ Human Resource Development (HR) is one of the influential factors in innovation (Sanchez, 2011). Flexible human resources is a very important aspect because flexibility will shape one's skills, abilities, and behavior to form innovative ideas (Javed et al., 2017). The same is expressed by Maitri (2018) in his research which shows that the higher the level of HR flexibility, the more innovative work behavior will increase. According to Zhou et al. (2010) flexibility is related to ease of access for the use of resources. Related to innovation flexibility is related to the degree of flexibility in using resources or authority in its work units to initiate good practices in the field of character strengthening.(Pambudi et al., 2022).

### The History Of Human Resource Development

Period and figures	Human Resource Functions
1950s: Miles dan Snow	Recruitment, selection, record keeping, training, time and motion studies, welfare and union relations
1960-1970: Friedman	Labor Relations, wage determination and system, profit design and administration, compensation, recruitment, training and development, implementation, succession planning, reward system management, Equal Employment Opportunity implementation policy, job security, and welfare and pension improvement.
1970s: Nadler	Training, education and development, career roles and organizational development experts with a focus on the effectiveness of individual and organizational productivity
1980s	Creation of organizational capabilities through attention to competitive pressures,

	cost reduction, productivity improvement, quality improvement and customer orientation
1990s	Focusing on a number of new priorities that are more oriented to business issues and less oriented to traditional human resource expertise, including encouraging teamwork between functional units, the formation of customer-oriented thinking, identifying needed skills and new competencies, and global expansion

**New role of Human Resources according to Ulrich (1997), there are four new roles of human resources, namely:**

1. Strategic partners human resource executives should encourage and guide serious discussions about how companies should be organized to implement their strategies. In this case there are four steps, namely : human resources should be responsible for defining organizational architecture, perform organizational audits, identify methods to renovate how the organizational architecture and take the initiative and arrange priorities. This role focuses on combining human resource strategy and practices with business strategy. Human resource professionals work to become strategic partners, helping ensure the success of business strategies. By doing this role, sumberdaya manusia professionals increase the capacity of businesses to implement their strategies. The application of business strategies to human resource practices helps businesses in three ways : businesses can adapt to change, businesses can meet the demands of their customers and businesses can achieve financial performance through the implementation of more effective strategies.
2. Human resource administrators must improve the efficiency of their traditional functions and the overall organization. This requires human resource professionals who design and deliver efficient human resource processes for staffing, rewarding, training, assessing, promoting and managing other workers through the organization efficiently. This efficiency improvement in turn will build the credibility of human resources which in turn will open the door for him to become a strategic partner.
3. Employee champion human resources must do more continuously that can increase the commitment and contribution of workers. In companies where intellectual capital is a critical value resource, human resource professionals will be active and aggressive in organizational success. In this case, human resource professionals must understand the needs of workers and ensure that these needs are met. In this way it is expected that the contribution of workers to the organization will increase.
4. Human resource change agents must build organizational capacity to capture and capitalize on change. The change initiative is focused on creating high-performing teams in implementing new technologies that are developed and delivered in a timely manner. The biggest challenge for organizations is the challenge to change organizational culture. In order to create a new culture, human resources must take four steps : define and explain the concept of cultural change, make a statement of why culture is central and the success of the business, define a process to interpret the current culture and the desired new culture and measure the gap between the two and identify alternative approaches to the creation of cultural.

**Understanding Innovation**

According to Goswami & Mathew (2005), innovation is something that must be owned and built by the organization. Through the process of innovation can be

created additional value of goods and services so as to create a variety of benefits. Suryana (2003) argues that innovation is the ability to use creativity to solve problems and improve and enrich life opportunities. Organizational innovation can be described broadly and can change in many ways. Innovation provides a new outlet that can add value to consumers. From the description can be taken an understanding that innovation is a way or process that reverses ideas and practices, ideas and practices are considered new and can provide added value for users, so that organizations or companies have different values. Able to compete with other companies. The main goal of the innovation process is to provide and provide better customer value. You can observe innovation through structuralist methods and processes. The structural approach treats innovation as an entity with fixed parameters such as management practices and technology, while the process method uses innovation as a complex process, involving different social groups in an organization (Sunarto, 2020).

### **Proposed Framework For The Development Of Human Resources For Innovation**

The economic environment is changing rapidly, these changes are characterized by globalization, changing needs of customers and investors, as well as increasing product market competition. The actors who create HR organizations are considered the most important assets of a company. Recognizing that the basis of competitive advantage has changed it is important to develop different frames of reference to consider human resource management and strategy issues (Cania, 2014).

The knowledge embedded in human capital enables companies to improve specific competencies and discover innovation opportunities. When organizations or companies create new products and develop management processes, they need motivation and human resources to create ideas, develop innovation methods and capture new opportunities. The human resource management function can influence and modify the attitudes, capacities, and behaviors of employees to achieve organizational goals and play an important role in maintaining the necessary conditions to catalyze and Channel individuals towards the development of innovation activities (Singh, 2018).

### **Research Methods**

This research is a qualitative approach to the study of literature or literature review in use in this study. Literature review is used to find articles related to Human Resource Development with innovation-based derived from books, journals and all forms of writing related to the above published related to. implementation of the role of Human Resource Development as a strategic partner, change agent and data innovation is presented descriptively in the form of a narrative.

### **Data Analysis And Discussion**

**New role of Human Resources according to Ulrich (1997), there are four new roles of human resources, namely:**

According to Ulrich (1998), the level of implementation of the four roles of human resources (as strategic partners, administrative experts, labor fighters and agents of change) in each organization is different. Likewise with the heterogeneity or homogeneity of its implementation and the relationship between these various roles. In a company in Indonesia has implemented four roles of human resources as a strategic partner, administrative experts, workers fighters and agents of change.

However, human resource professionals are often referred to as business partners, which is sometimes interpreted narrowly as human resource professionals who work with general managers to implement strategies, namely as strategic partners. Today the concept of

a business partner has changed not only as a strategic partner, but also as an administrative expert, employee fighter and as an agent of change. To be successful, there are several criteria that must be met with regard to the four key roles of human resources. In an organization, if one person becomes arrogant and disrespectful to others then all will bear and feel the consequences. Likewise with this area of human resources. Each of these roles is essential to the entire role of human resources. So the four new roles of human resources is a unity. Often organizations prioritize certain roles and ignore other roles that can lead to ineffective functioning of human resources.

### **The role of change agents in Human Resource Development**

Human Resource (HR) practitioners, as agents of change, are responsible for mitigating the impact of change in the organization and for protecting employees against the side effects of these inevitable changes. HR practitioners who cannot function as change agents will inevitably create a barrier against them becoming well-integrated strategic partners. Therefore, the role of change agents also mediates the relationship between specific HR competencies and Organizational Performance (Long, Wan Ismail, and Amin 2013). HR is the greatest asset of any organization and the organization makes a clear effort in getting people with different backgrounds, skills and abilities to work towards the goals or objectives of the organization. The diversity of experiences, cultures, opinions, physical attributes and identities of the group is highly valued and valued because it provides a wealth without which the organization cannot be faithful to its values or successfully achieve its objectives. Human Resources (HR) has drawn all its existential power by placing itself at the center of administrative activities in business organizations that they support by building good bridges between the organization and its employee community. The role of HR is to be an agent of change to build a culture of Equal Opportunity in the organization.

### **Proposed Framework For The Development Of Human Resources For Innovation**

For innovation to be successful, managers need to support, plan and nurture a culture of innovation. The ability to build, maintain and create organizational culture is an important role of the human resources department. The most powerful force in business is culture. While corporate culture is not necessarily the responsibility of HR leaders, the people who are employed and the training as well as cultural imperatives placed on the business are done through the HR role, so HR leaders can have a major impact on the organization or not. Culturally aligned with innovation. Creating an innovative culture is a complex process that needs to be implemented from the top to the bottom of the organization. The process of creating an innovative culture will not be described in detail in this article. Another important aspect in the development of human resources for innovation is the appreciation system. The right reward system provides a powerful force for strengthening commitment, directing employees' professional growth, and shaping the company's culture to be more innovative. Human Resource departments should look at existing reward mechanisms and ask if they are doing the right thing to develop employees and organizational culture. This should include compensation strategies, performance management tools, and other targeted recognition and reward programs.

Innovating through Human Resource Development begins at the selection step of human resources, where identification of people with great innovation capabilities is required. It is important in organizations to have people who can "think outside the box" so that organizations can benefit from innovation. In order to recruit people for innovation, it is necessary to see if they want to know if they are locked to one nook of view or willing to consider others, if they are open to ideas new, new concepts, knowing this can help also

in planning how their skills are improved. The hunger for always learning, openness, and always thinking of all kinds by using different ways, needs to be present in innovative people..

### Conclusions

The importance of innovation in business today is widely recognized by all managers. At the HR level they talk about innovation; they support innovation, but they usually kill the innovation offered by employees and managers. HR constantly looks at problems arising from the implementation of new procedures or processes throughout the company. Large or small companies need change agents when they want to change their structure, introduce a new product / service or a new technology. Change agents help organizations to move to new ways of doing things and therefore we can say that a change agent is any person with the power and skills to facilitate and guide change efforts.

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