

Human Resources as Agents of Change in Organizations

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Abstract: In the modern era, the role of Human Resources is increasingly seen as important in an organization. This view is based on the understanding that, Human Resources are valuable assets that will have an impact on organizational productivity. Human Resources will support organizational productivity, when Human Resources can be managed appropriately. One view that supports that HR can support productivity is the view of HR as an agent of change. HR needs to be made aware that they are agents of change in an organization. The continuity and success of an organization cannot be separated from the role of HR as an agent of change. Human resources who are aware that they are one of the determinants of the sustainability of the organization will have an impact on the sustainability of the organization.

Keywords: *Agents Of Change, Disruptive Innovation, Knowledge Based Economy*

I. INTRODUCTION

One of the valuable assets owned by an organization is Human Resources. Human Resources are a valuable asset, because, without Human Resources, an organization will not achieve its desired goals. Therefore, it is appropriate for an organization to manage its Human Resources optimally. Human Resources that are managed optimally will have a positive impact on the organization, such as increasing HR loyalty to the organization and increasing HR performance. However, on the other hand, human resources that cannot be managed properly will have a negative impact on organizational performance. Based on this, every organization has considerable challenges related to human resource empowerment in the modern era like today.

The challenges related to human resource empowerment in the 21st century cannot be separated from the influence of technological developments, the internet, and globalization. This development, in the end, has an impact on changes that are often called the Industrial Revolution 4.0. The Industrial Revolution 4.0 has become one of the supporting factors for the emergence of disruptive innovation and knowledge-based economy. These changes, whether we realize it or not, are a challenge for HR management in every organization. Every organization certainly has a desire so that the goals that have been targeted can be realized. Therefore, organizations need to make changes in empowering human resources.

At the national level, the performance of human resources will indirectly affect Indonesia's competitiveness globally. Data shows that, in 2017, Indonesia's global competitiveness was ranked 47th out of 135 countries. In 2018, Indonesia's global competitiveness was ranked 45th out of 140 countries. However, in 2019, data shows that Indonesia's global competitiveness has dropped to rank 50.

Table 1: Global Competitiveness Index

No.	Indicator	Year	
		2018	2019
1.	Market size	81,6	82,4
2.	Business dynamics	69	69,6
3.	Innovation	37,1	37,7
4.	institutional	57,9	58,1
5.	infrastructure	66,8	67,7
6.	Technology adoption	61,1	55,4
7.	Macro-economic stability	89,7	90,0
8.	Health	71,7	70,8
9.	Skills	64,1	64,0
10.	Goods market	58,5	58,2
11.	Labor market	57,8	57,7
12.	Financial system	63,9	64,0
Rank		45	50

Source: Data processed from Katadata.co.id and Kontakbanten.co.id

Table 1, in particular, shows 12 indicators that are used as an assessment of the global competitiveness index. Indonesia in general, and every organization in particular, seems to have challenges related to human resource empowerment. Based on table 1, the indicators that have decreased are the adoption of technology, health, skills, the goods market, and the labor market. The decline in the 5 indicators cannot be separated from the impact of disruptive innovation and knowledge based economy.

Disruptive innovation can be understood as disruptive innovation, or innovation that destroys previous innovations by creating new market categories (Ferdinand and Ellitan, 2020). Meanwhile, the knowledge based economy can be understood as an economy based on knowledge. Okoye and Ezejiofor (2013) in Labola (2019), state that businesses in an organization will face a lot of uncertainty regarding the understanding of workers' contributions in increasing organizational productivity and profitability. Uncertainty in understanding of workers' contributions is the cause of workers who are less skilled, poor performance levels, low productivity, and uncompetitive organizations. Therefore, every organization requires efforts to improve performance for outputs and outcomes that are beneficial for the long term.

In an era of change like today, a new role from HR is needed. The new role is expected to provide added value for the organization to be more competitive, by being customer-oriented, increasing productivity, and employee commitment. In particular, in this paper, to answer the various challenges of change, we will discuss one of the new roles of HR, namely as an agent of change.

II. LITERATUR REVIEW

An organization's competitive strategy to maintain competitive advantage

This 21st century, apart from being synonymous with technology, internet and disruptive, is also known as VUCA (volatility, uncertainty, complexity, and ambiguity). VUCA wants to show that, every organization has entered into a dynamic environment characterized by changes that are very fast (volatility), uncertain (uncertain), diverse (complexity), and unclear (ambiguity) (Budiharto, et al, 2019). The situation experienced by each organization as already mentioned, challenges the organization to still be able to have a competitive advantage.

Technology, is understood as a research, development and / or engineering activity aimed at developing practical applications of new scientific values and contexts or new ways of applying existing science and technology to products or production processes.

Every organization must have the right strategy and in accordance with the organizational situation, so that the strategy that is owned can be useful for organizational development. At least, there are several strategies that organizations can take advantage of, among others, by prioritizing flexibility, productivity, and adaptive. In addition, Ulrich specifically revealed other strategies that can be utilized by organizations, including the development of human resources as strategic partners, administrative experts, superior employees, and agents of change.

This paper will specifically discuss strategies related to Human Resources as an agent of change. Human Resources in every organization basically have a responsibility to be able to build organizational capacity. HR as an agent of change is challenged to be able to create a team that has high performance, especially in terms of implementing new technologies that are developed.

Figure 1, at least is an illustration related to HR development that needs to be done. HR as an agent of change, hopes that it can help improve skills, the goods market, the labor market, technology adoption, and health.

Innovative Transformation of Organizations

In this era of rapid change, every organization is challenged to be able to transform innovatively. At least, there are several conditions that must be met by an organization in order to be ready to carry out an innovative transformation. The terms referred to include (Schwab, 2017: 59-60; McQuery, 2013: 114; Wilen, 2018: 64,67; in Haryatmoko, 2020: 30): ready to build cooperation, invest in security and data systems, build workplaces that focuses on speed of technology and IoT, responds to demands for new skills, has a sleek and agile innovation team, and develops inspiring leadership models.

First, every organization in an era of change is asked to always be ready to collaborate. Cooperation is not only beneficial for the organization, but also for the human resources in the organization. Kerjaasana will help HR to learn from each other and improve skills. In addition, cooperation between organizations will help organizations to build market forces.

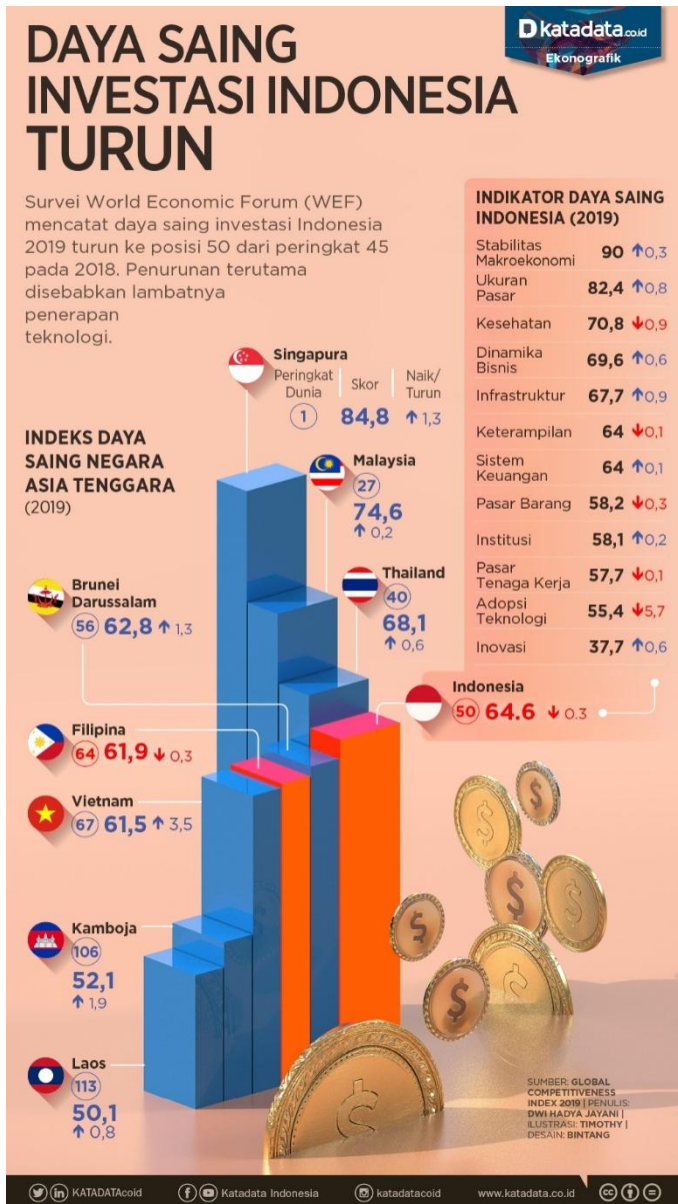


Figure 1. Indonesia Competitive Advantage

Source:

<https://katadata.co.id/ariayudhistira/infografik/5e9a4e5701b70/daya-saing-ekonomi-indonesia-turun>

It seems that the organization can still have competitive advantage when the organization can make adjustments. Organizational adjustments can be started by constantly learning, coming up with new ideas to respond productively to change, and making investments (Kanter, 1983 in Budiharto, et al, 2019). Innovation according to Law no. 18 of 2002 concerning the National System of P3 Science and



Figure 2. Indonesia in digital era

Source: <https://grahanurdian.com/e-commerce-indonesia-tahun-2020/>

Second, in addition to building cooperation, in an era of change that is synonymous with technological advances, every organization must be able to invest in security and data systems. In the modern era, every organization will definitely try to take advantage of technology to remain strong in the market. Therefore, in order for the technology that is owned to continue to have benefits that guide the organization, an adequate security system is also needed.

Third, organizations are asked to be able to build workplaces that focus on the speed of technology and IoT. Technology is something that cannot be separated from human life. Consciously or not, every line of human life has been influenced by technological developments. Basically, technology is a tool that can make it easier for humans to work. Therefore, it is also appropriate for every organization to take advantage of technology in order to remain competitive. Figure 2, at least provides an understanding that, quite a number of occupations in Indonesia have made use of technology.



Figure 3 Activities in the use of technology

Source: <https://grahanurdian.com/e-commerce-indonesia-tahun-2020/>

Figure 3 provides an understanding that there are quite a number of economic activities carried out by technology users, in particular the activity of consuming products or services. Figure 2 and Figure 3, at least have provided the view that, there are many opportunities that can be used by organizations to increase competitive advantage through technology. Therefore, it is appropriate for every organization to start making use of technology to improve performance and benefits.

Fourth, organizations are challenged to be able to increase human resource capacity according to new skills. In the modern era, organizations must have superior human resources. Superior HR is not only seen through visible hardware skills, but also software skills. The intended software skills are: leadership skills, problem solving, critical thinking, adaptability, accountability, productivity, communication, information management, innovation, creativity, and cooperation (Haryatmoko, 2020: 29). Organizations are challenged to be able to form human resources who have skills that lead to a higher thinking level. Higher thinking level skills lead to a level of synthesis, creativity, and evaluation, where these skills cannot simply be replaced by artificial intelligence and computers, because innovative sources of transformation are difficult to identify patterns, whereas artificial intelligence is designed to be based on patterns. patterns that are repeated (Haryatmoko, 2020: 29).

Fifth, the organization is expected to have a work team that is specifically focused on innovation. The innovation work team is important, because they are the ones who specifically help in the reengineering process of the business.

The work team must be able to think outside the box, in solving a problem. The innovation work team does not have to consist of many people, but several people, but who have higher analytical and creative thinking skills.

Sixth, leadership is a determining factor in the organizational transformation process. Leaders have irreplaceable responsibilities in an organization, because leaders determine the direction and heat of the organization they lead. In the disruptive era, a leader is asked to always be able to find better solutions and ways to improve organizational performance. In addition, leaders are expected to produce collective intelligence that exceeds their own abilities so that they understand and are able to know how to interact (Haryatmoko, 2020: 31).

Leadership in the Age of Change

Leadership can be understood as the ability or strategy used by someone to influence others in order to achieve organizational targets (Haryono, 2015: 4). Leadership, cannot be separated from a leader figure. The leader is an important figure in an organization, because the direction and movement of the organization are determined from the leader's control. An inspirational and dynamic leader will instantly energize the workers. However, on the contrary, a leader who is not inspirational and stagnant, will only make workers hopeless in an era of change. Therefore, the leaders of each organization are expected to be able to inspire and empower workers.

In an era of change (disruptive), leaders are asked to be able to provide direction, be able to turn every form of threat into an opportunity, and be able to build mutually beneficial cooperation. Therefore, a leader must have a sharp vision and a clear view of the future to deal with the situation in the fast changing world. One sign that a leader has a vision is being able to determine the direction that the organization wants to go, but also remains flexible in terms of the choice of ways to achieve it (Haryatmoko, 2020: 35).

The vision that is owned by the leader will be realized when it can be articulated appropriately. The articulation of the vision will have a positive, inspiring, and motivating impact on every member. However, the process of articulating the vision will only be realized when the leader has effective communication skills, and that has become a work ethic. Skills that have become ethos, mean that they no longer need to think about, but have become practical awareness.

Human Resources as Change Agents

Human Resources can be understood as integrated abilities that come from the power of thought and physical power of each individual, where behavior and traits are influenced by heredity and environment, while work performance is influenced by self-motivation to fulfill desires (Bukit, Malusa, and Rahmat, 2017: 2). Based on the definition of HR, it can be said that HR is a unique organizational asset. As a unique asset, HR is not only known as human resources, but also as human capital.

The term human capital, wants to show that HR is considered not only a main asset, but also an asset that is valuable and can be multiplied, developed and not only as a liability (Bukit, Malusa, and Rahmat, 2017: 4). Therefore, in order for human resources in an organization to become human capital, it needs to be managed and empowered optimally. Human resources that are well developed can become intangible assets and can create valuable values when applied in the organization's operational system so that they have an

impact on increasing the company's capacity (Kasmawati, 2018).

HR is one of the important factors that will determine the long-term sustainability and competitive advantage of an organization. Organizations that are superior, will be more superior, or organizations that are slumped, will be able to become superior, because of the human resources that are in it. Therefore, it can be said that HR is an agent of change in an organization. HR can be an agent for organizational change to become increasingly superior, or worse, depending on the process of management and empowerment.

Human resources in every organization basically have a role as agents of change. If explored, change is a certainty, as expressed by a philosopher named Heraklitos; panta rhei kai uden menei. Everything will flow and never come back. Therefore, everything in nature will experience changes, including humans and organizations. Change in an organization is necessary, because change is a response to a changing environmental situation.

Figure 4. Competitiveness of Indonesian Workers

Source:

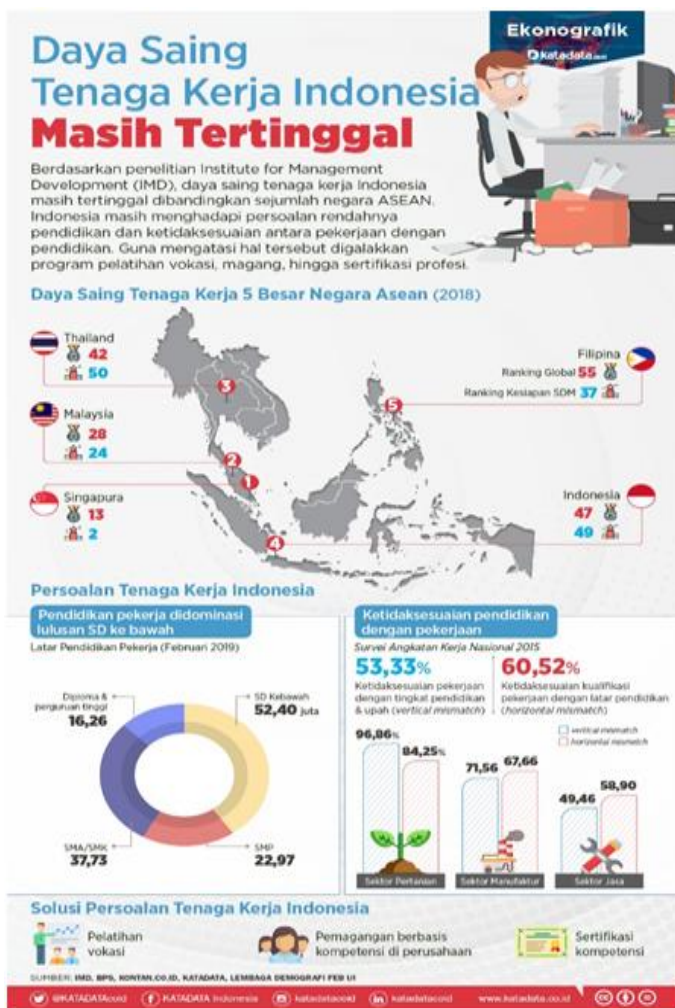
<https://katadata.co.id/timpublikasikatadata/infografik/5e9a51914fa52/daya-saing-tenaga-kerja-indonesia-masih-tertinggal>

Figure 4, at least provides an understanding, that, in general in Indonesia and in particular in every organization, issues related to human resources are important matters to be resolved. HR, as explained in the previous section, is an asset that will determine an organization's long-term advantage. Therefore, it is time for the organization to gain a competitive advantage by means of: creating organizational value through the HR empowerment function, creating scarcity of HR values (awareness), creating HR characteristics that are not easy to imitate (immitability), and creating organizational effectiveness. (organization) (Kasmawati, 2018). The four things that have been mentioned can be realized by cultivating the understanding that HR is an agent of change.

HR has the ability to change and build change. HR needs to be helped to realize that they are an important part of the sustainability of the organization. No matter how small the work that HR does, it will greatly affect the entire process in the organization. HR can make process changes or cultural changes in the organization, which of course has a positive impact on the sustainability of the organization. Process changes will help to perform more effectively and efficiently. Cultural changes will help support human resources to maintain high morale. Successful human resources become agents of change, at least it can be seen through (Ulrich, 1997: 169-170):

1. Able to implement changes from strategy;
2. Able to develop organizational learning and work teams, and build relationships;
3. Able to create a sense of urgency;
4. Able to think conceptually and articulate thoughts;
5. Have a sense of purpose through a focus and value system

Figure 5, is a triangle of professional competence that at least HR must have. HR as an agent of change must have technical competence, ethical competence, and communication competence. These three competencies are skills that are considered important in an era of change like today. Change will be realized, when HR is able to articulate the three competencies in real terms in performance in the organization.



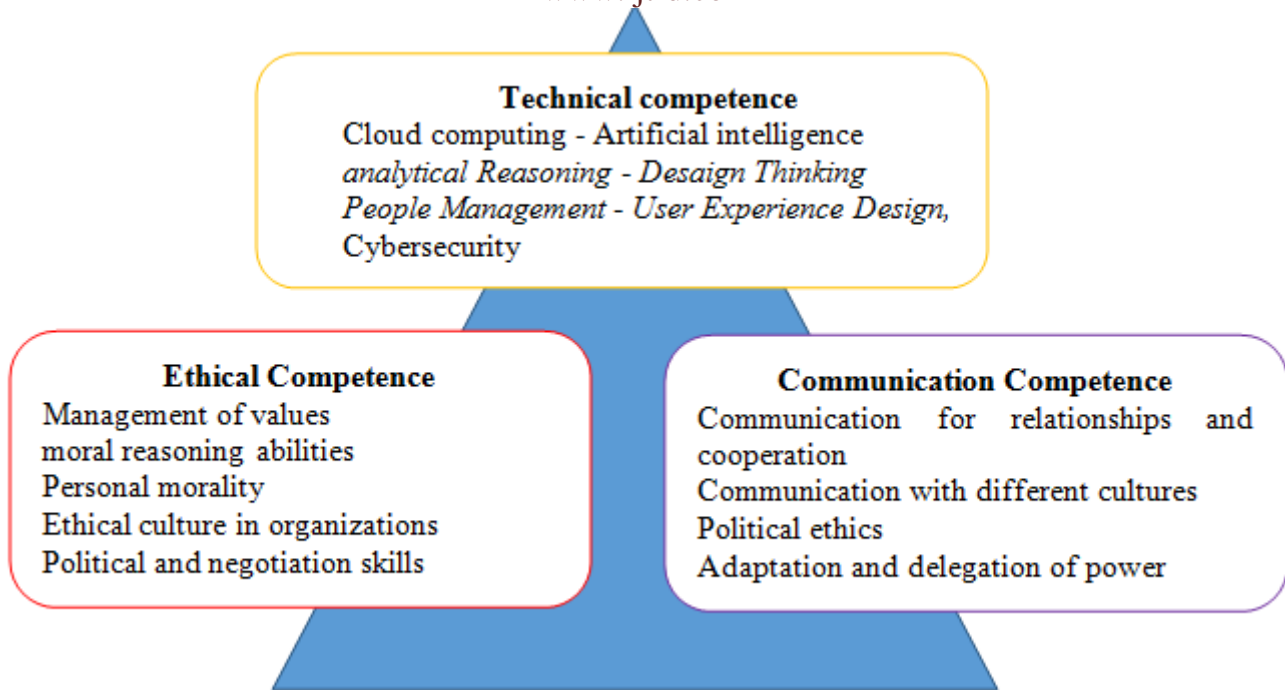


Figure 5: The Professional Competence Triangle
 Source: Haryatmoko, 2020:63

DISCUSSION

Empowerment of Human Resources in the Age of Change

The 21st century is a century that is synonymous with globalization, technology and the internet. These three things, whether we realize it or not, have influenced various aspects of human life, causing many changes to occur. Therefore, humans are challenged to be able to adapt in the face of this changing era. Regarding the organization, every organization is encouraged to adapt and make changes, if they still want to maintain their competitive advantage.

Based on the description that has been presented in the previous section, one of the factors that influence an organization's competitive advantage is Human Resources. HR has the skills and thinking that artificial intelligence cannot replace. Artificial intelligence generates conclusions based on algorithms whose patterns are known. The human mind can be said to be more complex, so that the resulting conclusions are the result of various kinds of considerations.

In an era of change, organizations must be able to improve their HR skills so that they are getting used to technology and the internet. Basically, humans are dynamic creatures, and have the deepest desire to always be curious, as expressed by Aristotle; "Every man has by nature desire to know" (Dewantara, 2017: 1). Therefore, it should not be difficult to improve the skills of organizational HR. Based on the theory described in the previous section, there are at least 2 parties that must prepare for change, namely organization and HR.

First, organization. Organizations are challenged to participate in adapting to change, because it is impossible for an organization to only demand human resources to adapt to change, while the organization itself does not adapt to change. Organizations can begin to make changes by making changes to the structure, facilities and infrastructure.

- a. In the disruptive era, a good organizational structure seems no longer centralized, decentralized, or hierarchical, but rather an easy-to-change organization

similar to a fish-netting network, where each node represents a potential leader, following which part is raised (Johansen, 2017: 78). A shape-fisting organization, which bears a resemblance to fishing nets, hopes to help organizations survive in this disruptive era. Johansen (2017: 64-91) provides 3 principles related to this fish road node organization model, namely:

- i. The fish-net-knot organizational model, relying on a distributed network of computers, has no center, because it develops from the periphery;
 - ii. The fish-nets represent potential leaders. The fishnet when pulled up will prompt a temporary hierarchy accompanied by an interim leader. So hierarchies can come and go as needed;
 - iii. Emphasis on idea flow, connectivity and trust. Connectivity (connectivity) that occurs between parts of the organization is expected to foster trust. The flow of ideas will materialize when each work team is actively involved and explores ideas through contacts between work teams.
- b. Organizations are expected to make the workplace a comfortable place to work and have an inclusive atmosphere. An attractive and inclusive workplace in the organization will help a new generation of young workers who are smarter, more connected, making it easier to build a work atmosphere that is flexible, fluid and agile. It is hoped that young workers will have the ability to change more quickly in order to answer the insights, observations, and implications that have been seen (Groscurth, 2018: 57-58).
 - c. Organizations will continue to face various kinds of obstacles in the years to come. Therefore, the organization is expected to turn barriers into opportunities to improve performance. Johansen (2017: 25), expresses a view of the flipping dilemma, namely the ability to turn a dilemma (which is

considered unsolvable) into an opportunity to gain profit.

- d. Organizations cannot work alone, it requires cooperation that will be mutually beneficial. The organization must be able to build cooperation with other organizations. Cooperation between organizations, will help increase competitive advantage and knowledge transfer.

Second, Human Resources. HR, is an asset that needs to be empowered and improved apart from the organization. In the previous section, it has been said that humans are creatures who always want to learn. Therefore, it is not difficult to improve the skills of the human resources owned by the organization. After the organization has made changes, now is the time for the HR owned by the organization to start upgrading its skills.

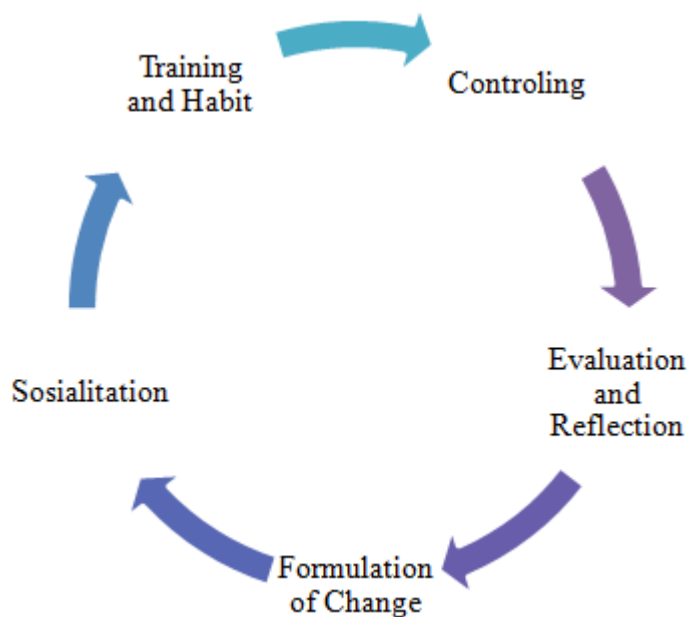


Figure 6. Change Process Flow

Source: Processed by the author (2021)

Improving HR skills can be done through:

A. Formulation about change

First of all, the organization must have a view of the changes that it wants to bring about. Change must be based on observations, insights, and an understanding of the environmental situation. Determination of change, will make it easier for organizations to direct each HR.

B. Socialization about change

Every form of change basically needs to be socialized. Socialization is important, because it will provide answers to every human resource about; 'Why do we need to change?' Change is not easy, especially for those who are used to being in their comfort zone and 'conservatives'. Change, for those who are accustomed to a comfort zone, will only cause fear, because the comfort that has been felt will be lost. Change for "conservatives", will be considered insignificant, because they are afraid, when changing will threaten the sustainability of the organization. The change for "conservatives" is something that is not clear. Therefore, socialization is important, so that every member of the organization has the same view regarding change.

C. Training and habituation related to change

Every change certainly has consequences in the form of a shift from the old way to the new way. Switching from the old way to the new way is not an easy thing, especially if you are used to it in the old way. Therefore, human resources need to be trained in order to know things (theory and practice) related to new ways. In addition, in order for change to be realized, there needs to be habituation. It is hoped that the habituation process will help HR to get used to using new methods and start leaving the old ways.

D. Supervision

The habituation process is not a short process, but a long one. Therefore, supervision is needed so that new ways can be practiced and lived out by human resources in the organization. Supervision can be realized by providing rewards and punishments to HR. Every member of the organization who has successfully practiced and lived the change will receive a reward. In particular, members who can develop creative and innovative changes for the continuity of the organization will receive more rewards. However, on the contrary, members of the organization who have not succeeded in practicing and living the changes will get punishment.

E. Evaluation and reflection

An important part of the change process is evaluation and reflection. HR will be invited to evaluate and reflect on the change process that has been implemented. Evaluation and reflection can be done together in a working team with sample questions:

- i. What about the change process that has taken place? Do you think that the organization needs to change, or that it does not need to change? Give your explanation!
- ii. Are the changes made effective and right on target? Give your examples and explanations!
- iii. Are you already part of the change agent or just an audience? Give an example of the changes you have made and your explanation!
- iv. Did the changes benefit you and your organization? Give your explanation!
- v. Do you think that change has a positive impact on the organization's competitive advantage? Give your explanation!
- vi. Do you think the changes that have been made are worth maintaining and continuing or discontinuing? Give your explanation!
- vii. What suggestions do you have for future changes?

Concept of Human Resources as Agent of Change

In the previous section, it was stated that Human Resources are agents of change in organizations. As an agent of change, HR has a big share in determining the sustainability of the organization in an era of change, and the success of the process of change that is announced. Human resources with all their uniqueness and skills make them like a driving force and driver in an organization.

First, HR as the driving force. Superior human resources, will help organizations to move forward, and always innovate to maintain competitive advantage. Second, HR is an asset that also acts as a driver in an organization. Excellent human resources, not only as a driving force, but also as a driver who determines the direction of movement. Like a

moving vehicle, but no one is driving, of course the vehicle will go aimlessly, will have an accident, and will not reach its destination. Likewise, organizations that do not have superior human resources act as drivers. The organization may move, but its movement is directionless, aimless, and will have an accident.

In modern thinking, HR is not only known as human resources, but also as human capital. HR as human capital wants to show that HR is the main asset of an organization that is not only seen as a liability. HR has a much greater capacity when it can be properly empowered and managed. If the human resource capacity is increased, the impact that will occur will not only be felt by those concerned, but also for the organization.

Increasing the capacity of human resources will make HR more aware that they have an important role in the organization. Its intended role is as an agent of change. Human resources who are aware that they are agents of change in the organization will try to make changes for the sake of effectiveness and efficiency in their work. Change can be realized, not only because of the initiative of the organization, but also from the support of human resources.

Human resources who are successful in carrying out their role as agents of change will be manifested in their abilities, namely (Ulrich, 1997: 169-170):

- i. Able to implement changes from strategy;
- ii. Able to develop organizational learning and work teams, and build relationships;
- iii. Able to create a sense of urgency;
- iv. Able to think conceptually and articulate thoughts;
- v. Have a sense of purpose through a focus and value system.

In addition to the abilities already mentioned, the positive impact that can be felt by the organization is increasing technical competence, ethical competence, and communication competence. These five abilities and the three competencies possessed by HR as agents of change will help organizations to continue to have a competitive advantage in an era of change. Therefore, it can be said that the concept of HR as an agent of change will help improve the performance of the organization.

Organizational Strategy

Competition in the business world in this disruptive era can be said to be very tight. Sometimes, observers cannot predict which organizations will grow bigger, or which organizations will eventually disappear. There are countless examples of large organizations, which eventually had to disappear because they were late in responding to change. Therefore, every organization is challenged to be able to respond to changes that occur using the right strategy.

Based on the explanation that has been presented in the previous section, there are at least several strategies that can be used by organizations, including:

A. Sharpen the vision of the organization

Every organization generally has a vision that mis the goal of the organization. However, in an era of change, vision alone is not enough, because organizations need to have a sharp vision. A sharp vision will help the organization in determining strategy and not be tempted to simplify the problems at hand. Sharp vision, is a vision that can help to see far into the future, provide insight, empower, and motivate. Insight can be

understood as the moment when someone says "well ...", very inspired because they feel new patterns that are connected in the brain, so creating insight is more difficult than creating ideas (Johansen, 2017: 20). The idea is not directly related to problem solving, while insight opens the door to a clearer understanding or problem solving of a problem (Haryatmoko, 2020: 36).

B. Utilization of information technology

The era of disruption is an era synonymous with technology that always offers convenience and speed. This easy and fast offering of technology is what attracts many people to use it. In addition, technology helps everyone to get the information they need in real time. The various benefits offered by this technology must also be utilized by organizations. Organizations must be able to invest in the use of technology. Utilization of technology, it is hoped that it can help organizations to become more widely known by the public.

C. Building a positive organizational culture

The culture that exists in an organization is one of the factors that will support organizational performance. A positive culture will help HR to work better, but on the other hand, a bad culture will hinder the performance of HR. Therefore, organizations and human resources need to build a positive organizational culture. Culture, is not only the responsibility of the organization to make it happen, but also the cooperation of human resources. In the disruptive era, the expected organizational culture is a culture that can help human resources to want to continue to learn and develop themselves.

D. Human resource development as an agent of change

In the previous section, it was stated that HR has a big share in the sustainability of the organization. Therefore, it is proper that the human resources that are owned are empowered in a planned manner. Figure 7, provides an understanding of the characteristics of a change agent. These characteristics are positive things that are not only beneficial for the person concerned, but also for the organization. An organization whose HR has the characteristics as depicted in Figure 7 is an organization that has high competitiveness in an era of change.



Figure 7. Characteristics of a Change Agent

Source: <https://actconsulting.co/wp-content/uploads/2018/04/9-Senjata-Menjadi-Agen-Perubahan-Budaya-Organisasi.jpg> and additions by author (2021)

CONCLUSION

The 21st century is a century that is synonymous with change, because there are various kinds of things that have changed, such as economic, social, political, cultural, educational, and legal. The changes that occur are a response to the changing environmental situation. In addition, change is proof that every individual still wants to maintain his existence in the world. If individuals do not change, they will fall behind. However, change is not only experienced by humans, because every organization is also challenged to change too.

Organizations that want to survive and have competitive advantage must be able to improve and change in this disruptive era. The era of disruption or the era of change is an era full of competition and market struggles. Organizations that can clean up and change, will be bigger and can survive. However, on the other hand, organizations that do not clean up or are too late to clean up will be left behind and disappear. There are various concrete examples related to organizations that are successful in change (eg gojek, grab, tokopedia, shoppe) and organizations that are late in change (nokia, giant).

The disruptive era is actually an era full of opportunities, because there is freedom and flexibility to express themselves in order to increase competitive advantage. However, not all organizations are able to take advantage of the opportunities that exist. Therefore, in order for the organization to survive and be competitive, there needs to be changes related to organizational strategy and human resource empowerment. Organizations need to take advantage of the flipping dilemma, which is to turn obstacles into opportunities to jump higher. In addition, organizations need to empower their human resources. HR is human capital, which will have a positive impact on the organization if it is properly empowered.

HR as human capital is one of the supporting factors of the change process in the organization. Human resources are a supporting factor, because, the uniqueness that only humans have is related to curiosity, skills, creativity, and unlimited imagination. In addition, HR has a capacity that exceeds artificial intelligence because of various skills and talents. Therefore, human resources need to be empowered and instilled in a pattern of understanding, that they are agents of change. As an agent of change, the sustainability and competitiveness of an organization in a disruptive era depends on the capabilities of its human resources.

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