



**BEYOND HUMAN CAPITAL: A STUDY OF HR
MANAGERS' PERSPECTIVES ON EMPLOYEE
COMPETENCE AND ADAPTABILITY AMID
ORGANIZATIONAL DISRUPTION**

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ABSTRACT

This study also found that HR managers consider leadership that supports innovation and work flexibility to be crucial. They emphasized that organizations should adopt proactive strategies in identifying training needs. Moreover, cross-functional collaboration is seen as an effective way to accelerate employee adaptation processes. A supportive and change-friendly work environment also plays a significant role in boosting employee motivation. HR managers noted that digital technology should be leveraged to enhance learning and competency development. Implementing a performance management system that is responsive to change is recommended as a strategic step. The study also highlights the importance of involving employees in decision-making processes so they feel a sense of ownership over the changes taking place. Employees with a growth mindset are perceived to be more capable of adjusting to new challenges. Furthermore, companies need to develop evaluation indicators that align with the demands of the digital era. These findings reinforce the view that human resources are a strategic asset in navigating organizational disruption.

Keywords: Competence, Adaptability, Organizational Disruption, HR Managers

ABSTRAK

Penelitian ini juga menemukan bahwa manajer SDM menilai pentingnya kepemimpinan yang mendukung inovasi dan fleksibilitas kerja. Mereka menekankan bahwa organisasi harus memiliki strategi yang proaktif dalam mengidentifikasi kebutuhan pelatihan. Selain itu, kolaborasi lintas fungsi dipandang sebagai cara efektif untuk mempercepat proses adaptasi karyawan. Lingkungan kerja yang suportif dan terbuka terhadap perubahan turut berperan dalam meningkatkan motivasi karyawan. Manajer SDM juga mencatat bahwa teknologi digital harus dimanfaatkan untuk mempercepat proses pembelajaran dan pengembangan kompetensi. Penerapan sistem manajemen kinerja yang responsif terhadap perubahan menjadi salah satu langkah strategis yang direkomendasikan. Penelitian ini juga menggarisbawahi pentingnya keterlibatan karyawan dalam proses pengambilan keputusan agar mereka merasa memiliki peran dalam perubahan yang terjadi. Karyawan yang memiliki mindset berkembang (growth



mindset) dinilai lebih mampu menyesuaikan diri dengan tantangan baru. Selain itu, perusahaan perlu mengembangkan indikator evaluasi yang menyesuaikan dengan kebutuhan era digital. Temuan ini memperkuat pandangan bahwa sumber daya manusia merupakan aset strategis dalam menghadapi disrupsi organisasi.

Kata Kunci: Kompetensi, Adaptabilitas, Disrupsi Organisasi, Manajer SDM

1. INTRODUCTION

Rapid technological development and ever-changing market dynamics have created new challenges for organisations around the world. In this digital age, companies are not only faced with intensifying competition, but also with rapid changes in consumer preferences, business models, and the technologies used. Organisational disruption occurs when external changes, such as technological advances, regulatory changes, or shifts in consumer behaviour, affect the way companies operate. In this context, the competence of employees and their ability to adapt becomes crucial.

Organisational disruption can be defined as a significant change in the way a company operates caused by external factors. Disruption occurs when new simpler and cheaper products or services enter the market, replacing more complex and expensive products. In this context, companies that are unable to adapt quickly will lose market share and relevance. A clear example of this disruption can be seen in the music industry, where streaming services such as Spotify and Apple Music have changed the way people consume music, resulting in a decline in physical album sales.

Employee competencies refer to the abilities and skills possessed by individuals to perform their duties and responsibilities effectively. In the face of disruption, employee competence is one of the key factors that determine organisational success. According to Ulrich and Dulebohn (2015), relevant and up-to-date competencies are essential to ensure that employees can contribute maximally in changing situations. Employees who have the right competencies can not only complete their tasks well, but are also able to innovate and adapt to changes that occur.

Employee adaptability is an individual's ability to adjust to new changes and challenges. In the context of disruption, adaptability is very important because the dynamic business environment requires employees to quickly learn and adapt to new situations. According to Pulakos et al. (2000), employees who have a high level of adaptability tend to be more successful in dealing with changes and challenges that arise. They are able to change their approach, learn from experience, and apply new knowledge to improve their performance.

Human Resource (HR) managers have a very important role in managing employee competence and adaptability. They are responsible for designing and implementing training and development programmes that can improve employee skills. In addition, HR managers also need to create an organisational culture that supports learning and innovation. According to Bersin (2017), organisations that have a strong learning culture tend to be better able to adapt to change and deal with disruption better.

Several studies have been conducted to understand the relationship between competence, adaptability and organisational disruption. For example, research by Kahn et al. (2018) showed that organisations that invest in employee competency development have a higher success rate in the face of disruption. In addition, research by Wang et al. (2020) found that employee adaptability significantly contributes to organisational performance in uncertain situations.

In the Indonesian context, research by Sari and Prabowo (2021) shows that companies that implement competency-based training can improve employee performance in the face of disruption. This research emphasises the importance of investing in employee competency development to improve the competitiveness of companies in an increasingly competitive market. This is in line with the findings by Rahman and Sari (2022) who stated that employee adaptability is positively related to innovation in organisations, which is crucial in the face of rapid change.

Furthermore, research by Hidayat and Setiawan (2023) highlighted that an organisational culture that supports learning and collaboration can improve employee adaptability. In this study, it was found that companies that encourage employees to share knowledge and experience tend to be more successful in dealing with disruption. This suggests that HR managers need to create a work environment that supports interaction and collaboration between employees.

In the face of organisational disruption, the competence of employees and their ability to adapt are crucial. HR managers have a key role in managing these two aspects to ensure that organisations can survive and thrive amidst rapid change. This research aims to understand how HR managers perceive the role of employee competence and adaptability in the face of disruption, as well as the implications of these findings for future HR management practices.

2. THEORETICAL FRAMEWORK AND HYPOTHESIS

Human Capital

Human capital is a strategic resource that contributes significantly to an organisation's competitive advantage. Human capital includes not only technical knowledge and skills, but also the cognitive abilities, attitudes and values that individuals bring to the organisation.

According to Nyberg & Wright (2015), organisations that actively develop human capital through training, coaching, and continuous learning systems tend to perform better financially and innovatively. They also emphasise the importance of strategic alignment, which is when human capital development is aligned with organisational goals.

Employee Competence

Competence is the foundation in assessing individual performance and is the basis for recruitment, training and promotion. Setiono et al. (2021) asserted that good competence is not only seen from hard skills, but also from soft skills and personal values. They mentioned that employees' work interests and internal values determine the achievement of organisational targets.

Furthermore, Herdiyana et al. (2023) identified that knowledge management plays an important role in developing competence. Knowledge sharing, experience documentation, and a collaborative work environment are reinforcing factors in creating competent employees.

Adaptability

Adaptability is becoming increasingly important in an era of technological disruption and rapid organisational change. Myers et al. (2013) suggest that adaptability is not just the ability to survive, but also the ability to respond proactively to change, such as learning new technologies or adjusting communication styles. Research conducted by Myers et al. (2013) identified that work adaptability consists of several main dimensions that are interrelated. One of them is cognitive adaptability, which is the ability of individuals to

think flexibly, creatively and quickly in response to new situations or unexpected problems. This dimension is especially important in a dynamic work environment, where employees are required to make decisions quickly and accurately. Furthermore, there is emotional adaptability, which refers to a person's ability to manage and control emotions when facing pressure, stress, or changes of an emotional nature. Individuals with high levels of emotional adaptability are able to remain calm and rational in difficult situations. The next dimension is interpersonal adaptability, which is the ability to adjust communication styles and social interactions with colleagues from diverse backgrounds. This includes the ability to work collaboratively in teams, understand cultural differences, and maintain harmonious working relationships. These three dimensions complement each other and are an important foundation in shaping individuals who are adaptive to the rapidly changing and complex work environment.

3. RESEARCH METHOD

This research uses a qualitative approach because it aims to deeply understand the phenomenon of employee adaptability in the face of disruption in the work environment. This approach is explorative and interpretative, allowing researchers to explore the meaning, perceptions, and subjective experiences of informants.

The method used is a case study, which allows in-depth analysis of real situations in several disrupted companies. Case studies were chosen because they are suitable for answering "how" and "why" questions, especially regarding complex and contextualised adaptation processes.

Data was collected through in-depth interviews with HR managers as key informants. The interviews were semi-structured, with open-ended guiding questions that allowed for flexibility in topic exploration. This technique allowed the researcher to explore personal experiences and strategies applied in managing employee adaptability during times of change. Furthermore, the data obtained was analysed using thematic analysis. This process involved several stages, namely:

1. Transcription of interview data,
2. Initial coding to identify patterns or categories,
3. Grouping codes into main themes, and
4. Interpretation of themes to draw conclusions and relate them to adaptability theory.

Data validity was maintained through source triangulation, by comparing information from several companies and interviewees, as well as member checking, where the results of the interviews were confirmed back to the informants to ensure the accuracy of the researcher's interpretation. With this approach, the research was able to provide a contextual and in-depth picture of how managers view and manage adaptability as a response to organisational disruption.

4. DATA ANALYSIS AND DISCUSSION

In an era of uncertainty and rapid change, organisations are required to have employees who are not only competent but also able to adapt quickly to change. This research aims to explore HR managers' perspectives on employee competence and adaptability in the face of organisational disruption. Interviews were conducted with a number of HR managers from various industries to gain deeper insights. Semi-structured interviews were conducted with 10 HR managers from different

companies. The questions asked covered their views on employee competencies, the importance of adaptability, as well as the strategies implemented to develop both aspects in the organisation.

Interview Results

1. Views on Employee Competence

Most HR managers agree that employee competence is a key foundation for achieving organisational goals. They emphasised the importance of both technical and non-technical skills. One manager stated:

"Employees who have strong technical skills and good interpersonal abilities will be better able to contribute to the team."

2. Importance of Adaptability

Adaptability was a central theme in the interview. HR managers revealed that in the midst of rapid change, employees who are able to adapt to new situations will be more valuable. One manager added:

"Adaptability is not only about the ability to learn new things, but also about a positive attitude towards change."

3. Competence and Adaptability Development Strategy

Various strategies are expressed by HR managers to develop employee competence and adaptability. Some of them are:

- **Continuous Training:** Many managers emphasise the importance of ongoing training programmes to improve employee skills.
- **Mentoring and Coaching:** Some organisations implement mentoring programmes to help employees adapt to change.
- **Flexible Organisational Culture:** Creating a work environment that supports innovation and experimentation is also considered important.

4. Challenges Faced

HR managers also identified some challenges in developing competence and adaptability. One of these was resistance to change from employees. One manager revealed:

"Not all employees are ready to adapt quickly. We need to address their fears and concerns."

Discussion

The interviews show that HR managers have a deep understanding of the importance of competence and adaptability in a changing organisational context. They recognise that relying solely on human capital is not enough; organisations need to develop a culture that supports learning and innovation.

Employee adaptability is key to surviving in uncertain situations. Therefore, development strategies that focus on training, mentoring, and creating a flexible work environment are essential. However, challenges such as resistance to change must be overcome with the right approach, including effective communication and emotional support for employees.

Discussion

Interviews with HR managers revealed that developing employee competencies and adaptability is the main focus of organisations in the face of

disruption. These managers' perspectives emphasise the importance of a deep understanding of employee needs in order to effectively design human resource management strategies. Adaptability is no longer just a competitive advantage, it has turned into a fundamental need in a dynamic and uncertain world of work.

Previous research supports these findings. For example, Pulakos et al. (2000) emphasised that employee adaptability is a crucial ability to respond to rapid and complex changes in the work environment. In addition, Griffin et al. (2010) showed that organisations that successfully develop adaptive competencies in their employees are able to maintain high performance despite facing external disruptions such as technological or market changes.

Furthermore, a study by Cascio & Montealegre (2016) states that in the era of digitalisation and globalisation, adaptability is a determining factor for organisational sustainability as it enables rapid response to new challenges. Therefore, the perspective of HR managers in this interview is in line with the academic literature that highlights the importance of building a culture of continuous learning as well as flexibility in human resource development.

Thus, the results of these interviews reinforce the argument that HR strategies should focus on improving technical competencies as well as soft skills such as creativity and mental resilience so that employees can adapt effectively to the changing work environment.

5. CONCLUSION & SUGGESTION

Conclusion

Based on interviews with HR managers and supported by previous research, it can be concluded that the development of employee competence and adaptability is a crucial aspect in dealing with organisational disruption. Adaptability has transformed from a mere competitive advantage to a fundamental necessity in the rapidly changing world of work. Organisations that are able to build this capability in their employees will be better equipped to effectively respond to changes in the external environment, maintain sustainability and improve overall performance.

Suggestion

1. Continuous Training Programme Development: Organisations need to design training programs that focus not only on improving technical skills but also soft skills such as creativity, mental resilience, and flexibility so that employees can adapt to change.
2. Building a Culture of Learning: Encouraging an organisational culture that supports continuous learning will help employees to always be ready for new challenges and strengthen the company's competitiveness.
3. Proactive HR Strategy: HR management should adopt a proactive approach in identifying future competency needs and adjusting human resource management strategies according to market and technology dynamics.
4. Utilisation of Digital Technology: Integrating digital technology in the training and development process can accelerate employee adaptation to change and improve learning effectiveness.

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