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## The Role of Technology Adoption, Employee Development, and Change Management in Shaping the Future of Human Resources Practices

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**Abstract:** The presence of technology has brought many changes to companies. Technology adoption must be managed well to support the achievement of effective company operational activities in order to increase profits and achieve company goals. However, on the other hand, if technology adoption is not managed well, it will also have an impact on not achieving effectiveness in the company's operational activities. Of course, it will affect the company's profit level. So, the quality of human resources needs to be developed in companies as a form of effort to adapt employees to new technology. Then, market changes are so fast, which means companies have to be more flexible in responding to these changes, so change management is needed. This research aims to determine the role of technology adoption, employee development and change management in establishing better human resource practices. The method used is ultimately a library method using quantitative descriptive analysis methods. The research results found that technology adoption, employee development and change management have a positive relationship with future human resource practices.

**Keyword:** Technology Adoption, Employee Development, Human Resource Practices.

### INTRODUCTION

The company's success is influenced by several factors, one of which is an effective management strategy and competent employees. Meanwhile, companies must be more adaptive in facing dynamic developments in technology and information. In the end, companies must experience radical changes in the management of their human resources. Companies should follow market changes by adopting the latest technology and digitalization and employee development to increase the quantity and quality of production (Jodi Setiawan et al., 2022).

Companies are required to be more flexible in facing market changes, especially in managing information technology. In order for it to be maximal, good management is needed.

IT infrastructure is a long-term asset. For this reason, it is necessary to manage it in accordance with applicable standards because it is essential for the organization (Maisharoh & Ali, 2020).

Seeing such rapid market changes, researchers are interested in researching how human resource practices will be better in the future. In carrying out this research, relevant previous research is really needed, and one of the difficulties in finding relevant previous research is that not many previous studies have examined the relationship between variables, so the researcher's analytical skills are really needed to provide excellent and relevant research results.

Based on the brief explanation above, researchers are interested in examining the role of technology adoption, employee development and change management in shaping future human resource practices. So, the problem in this research can be written as follows:

1. Is there an influence of technology adoption on future human resource practices?
2. Is there an influence of employee development on future human resource practices?
3. Is there an impact of change management on future human resource practices?

## **METHOD**

The method used in this research is a literature study or library research method by studying theories according to the topics discussed, especially those related to human resources, by analyzing books and journals of scientific work from various platforms such as *google scholar*, *science direct*, *Mendeley cite* and *research gates*.

## **RESULTS AND DISCUSSION**

### **Results**

#### **Human Resources Practices**

Human resources are the most critical assets that contribute to and participate in achieving organizational goals (Suandi Simbolon et al., 2021). (Ashary, 2019) defines Human Resources as part of the strategic planning process and is part of developing organizational policies, planning the expansion of organizational lines, and organizational merger and acquisition processes. Then (Momin Uddin et al., 2023) define viewing Human Resources practices as a series of internal policies. and consistent practices are established and implemented to ensure that the company's human resources help achieve its corporate goals.

Furthermore, *human resource practices* are defined as functional practices to improve organizational performance in achieving organizational goals. These practices complement each other and work interdependently to ensure individual and organizational performance (Danilwan & Pratama, 2021). *Human resource management practices* are defined as a series of company strategic practices designed to attract, develop, motivate and retain the workforce to carry out the function of achieving company goals in order to meet the requirements as a source of competitive advantage for the company (Mahsa et al., 2022).

From the several definitions above, human resources practice is a series of internal policies and practices in attracting, developing, motivating and retaining workers to achieve organizational goals.

#### **Technology Adoption**

One way to seriously increase business scale in the tofu industry competition is to encourage the increase and implementation of technology adoption among business actors. Technology was created to make things easier for humans and help their activities in new ways (Wantini et al., 2022). Technology is a tool to increase the productivity of human

resources in order to exploit, control and develop natural resources so as to achieve increased competitiveness in the market (Aditya Rozandy et al., 2020).

Meanwhile (Zulham et al., 2023) view technology adoption from two perspectives. From an employee's perspective, they are worried about their jobs being replaced by advances in technology. In the past, most people thought that technology would take over human jobs in the future, giving rise to a negative perception in society that the purpose of creating technology was to replace human jobs. Meanwhile, on the other hand, some people believe that the existence of technology brings humans to a higher level so that life becomes more efficient and comfortable.

From the definitions above, the adoption of technology among business actors will create new activities to increase the productivity of human resources in order to exploit, control and develop natural resources so as to achieve increased competitiveness in the market.

### **Employee Development**

Development in the field of personnel is related to a holistic and sustainable strategy that aims to equip personnel with the skills and knowledge needed to carry out future responsibilities and roles in business (Arulsamy et al., 2023). Development can be linked to the future needs of employees and the company organization (Rita Mustopa et al., 2021). Then (Haryati, 2019) defines development as a process of planning, learning or managing employees to achieve optimal work results

Human resource development, both micro and macro, is essentially an effort to realize all human needs, namely physiological needs, the need for security guarantees, social needs, the need for recognition and appreciation, and the need for opportunities to develop oneself (Heru Marwanto et al. al., 2022). Furthermore, the definition of floating is explained by Noe et al. According to (Gustiana et al., 2022), development is the process of acquiring knowledge, skills and behaviour that increases the employee's ability to complete various kinds of new or existing work, including demands from clients regarding their work.

From the definitions above, it can be synthesized that employee development is a holistic strategy in employee management in increasing knowledge, skills and behaviour in adapting to the company's organizational needs in the future.

### **Change management**

Change is something that can occur in various aspects of life, from one situation to another, including within an organization. Changes are often carried out deliberately to change the situation of the organization for the better (Bairizki et al., 2021). According to (Ratnasari et al., 2020), Change management is the process of continuously updating an organization with regard to direction, structure and capabilities to serve the ever-changing needs of the market, customers and workers themselves. Furthermore, change management is defined by (Raja et al. et al., 2022) he sees change management as a renewal operation in an organization that aims to follow the continuous transformation of needs, both inside and outside the company.

Change management covers all aspects of tasks, actions and activities for the implementation of new ones across departments and related content, strategy, structure, communication systems, processes, or behaviour within a company or organization (Peter et al. Wüstermann, 2023). Change management is a process in which organizations or individuals make changes in the way they operate to achieve better goals (Anita Salsabila, 2023).

From the several definitions above, it can be synthesized that change management is a change that is carried out continuously to renew the organization in following the ongoing transformation of needs in order to achieve better goals.

### Conceptual Framework

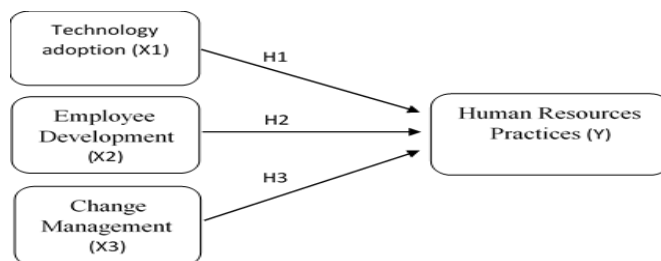


Figure 1. Conceptual Framework

Sourced from the conceptual framework above, technology adoption, employee development, and change management influence future human resource practices.

Table 1 Relevant Previous Research

No	Author	Previous Research Results	Similarities To This Article	Differences With This Article
1.	(Nikmah et al., 2023)	Technology has a positive impact on human resource practices while also providing obstacles for organizations, such as changes in organizational culture, new competency requirements, ethical issues, privacy and data security.	I was researching technology adoption and human resource practices.	Differences in the relationship between research variables.
2.	(Yusuf, 2023)	Change management in the HR sector is based on changing mindsets. Mindset is the primary and fundamental thing because the mindset is the root and basis of employee behaviour patterns.	Researching change management and human resource management practices.	Differences in the relationship between research variables.
3.	(Sejati et al., 2022)	Company employee development is a crucial fundamental in the process of providing maximum knowledge and skills for an effective and efficient process in achieving output that is in line with training targets and designs.	Researching Employee Development and its relationship with Human Resource Management practices.	Differences in the relationship between research variables.
4.	(Fanila Kasmitha Kusuma, 2021)	Digital technology is clearly influencing HR activities and changing the role of HR managers from static to dynamic and strategic.	Researching technology adoption and human resource management practices.	Differences in the relationship between research variables.
5.	(Maisharah et al., 2023)	By using HRIS, organizations can automate routine tasks, improve access to information, and make decisions based on accurate data.	Researching HRIS	Differences in the relationship between research variables.
6.	(Prastika Dewi et al., 2021)	Organizational changes can come from outside or within the organization itself, where these changes are in the form of planned changes or structural changes that must be managed well. Management in an organization is	Researching change management	Differences in the relationship between research variables.

		needed to help the change process so that the organization can improve its progress.		
7.	(Andi & Wiguna, 2022)	Career development is a formal effort to improve and add capabilities which are expected to have an impact on developing and broadening one's horizons, thus opening up opportunities to obtain a position or position that satisfies an employee's life.	Researching Employee Developers	Differences in the relationship between research variables.

**Discussion**

The discussion of the research results is based on analysis carried out from various previous research journal sources that are relevant to the topics discussed in this research to see the relationship between Technology Adoption, Employee Development, and Change Management in Shaping Future Human Resource Practices. Based on this thinking, the discussion of the results of this research is written as follows:

**The Relationship Between Technology Adoption And Human Resource Practices**

Many studies agree that the presence of technology brings a new colour to companies. The presence of technology is both a solution and a challenge that cannot be avoided. The company's success in finding solutions to these answers is an excellent opportunity and opportunity for the company to win market competition. Technology adoption brings efficiency to companies to achieve high revenues and more effective organizational activities. However, the company's failure to respond to these challenges will lead the company to a dead end where the company will be eroded by competition and sink along with the emergence of new industries.

In research conducted by (Maisharah et al., 2023), it was found that adopting technology will bring a new company culture. Technology adoption has a positive impact on shaping efficiency in future human resource practices, such as automation in administrative processes, increased accessibility and information, HRIS self-service for employees and integrity and efficient data management.

In a research study conducted by (Fanila et al., 2021), the main challenges faced by companies in introducing new digital technology in HR management are complexity and heterogeneity, employee resistance to revolutionary change, and the lack of systematic use of digital technology in HR tasks. Daily. So a new set of skills, techniques and mentality are needed in obtaining, processing, producing and using information systematically. The findings in this research state that digital technology clearly influences HR activities and changes the role of HR managers from static to dynamic and strategic.

Research conducted by (Nikmah et al., 2023) firmly states that technology adoption has a positive impact on the processing of human resources. Technology can be used to support HR management processes, such as recruitment, selection, training, assessment and career development. Technology can also create added value for organizations through innovation, creativity and collaboration. Companies must face market changes by adopting company technology to achieve operational effectiveness and overall improve organizational performance in achieving its goals. This research is in line with research conducted by (Nikmah et al., 2023), (Wantini et al., 2022) and (Maisharah et al., 2023).

**The Relationship Between Employee Development And Human Resource Practices**

A successful organization can be seen from the quality of its human resources. The technology adopted by companies, no matter how sophisticated, can only run optimally with



competent humans. Competent human resources are formed as a result of the company's investment in providing opportunities for employees to develop through the learning process or employee management to achieve optimal work results (Haryati, 2019).

Research conducted by (Arulsamy et al., 2023) found that employee development functions as a dynamic factor that has a significant influence on employee performance and overall business success. In the contemporary business context, businesses face complex challenges that require a strategic focus on development as a critical mechanism to foster growth, innovation, and sustainable excellence within their workforce. Thus, employee development is a definite method that companies need to establish better human resource practices.

Then, the results of a study conducted by (Sejati et al., 2022) view employees as assets for the company that must be managed well because company success can be achieved if there are competent human resources. However, to form competent employees, companies must implement employee training and development programs. The development and training of company employees is a crucial fundamental in the process of providing maximum knowledge and skills for an effective and efficient process in achieving output that is in accordance with training targets and designs. The results of research conducted by (Heru Marwanto et al., 2022) explain that career development provides awareness that with the rapid development of the era, competence is needed to prepare the workforce to face global competition. From the analysis of several previous studies above, employee development has a positive relationship with carrying out better future human resource practices. The results of this research are in line with research conducted by (Andi & Wiguna, 2022) and (Haryati, 2019).

### **The Relationship Of Change Management And Human Resources Practices**

Change management will provide insight for the company in reading the situation regarding existing changes. The presence of change management in an organization protects if the organization is not fully ready to follow market changes due to competition. Change management is a form of quick reflex to prevent the company from experiencing more significant losses to adapt the company to global market competition.

The results of research conducted by (Yusuf, 2023) explain that change management in the HR sector is based on changes in mindset. Mindset is the primary and fundamental thing because the mindset is the root and basis of employee behaviour patterns. By building a foundation through changes in good HR management by paying attention to various factors that underlie changes in the basis of competition and internal HR factors that underlie changes in mindset, decision-making to make changes in HR management can become a stronghold for the company to maintain its existence in the competitive map.

Then, research conducted by (Prastika Dewi et al., 2021) explains that an organization will always experience change to anticipate and face challenges that will occur in the future. Organizational changes can come from outside or from within the organization itself, where these changes are in the form of planned changes or structural changes that must be managed well. Management in an organization is needed to help the change process so that the organization can improve its progress. Organizational progress dramatically influences the success or failure of an organization.

(Bairizki et al., 2021) Explains that change is intended as a process from current conditions to desired conditions. Based on the analysis of previous research results, change management will bring better human resource practices. The results of this research are in line with research conducted by (Peter et al. Wüstermann, 2023) and (Yusuf, 2023).

## CONCLUSION

The results of this research state that technology adoption has a positive relationship with future human resource management practices. It is unavoidable that the global market is constantly experiencing changes, and companies are required to deal with these changes through preparation and good planning. The company's success in responding to and utilizing technology can increase the productivity of the company's organization. Technology adoption can only run optimally with competent employees, so it requires employee development. For this reason, employee development has a positive and directional relationship to change in shaping better future human resource practices.

In responding to every change, change management is needed as a form of reflection in facing the ever-changing market so that the company can continue to exist following a global market competition. Thus, change management has a positive relationship in forming better human resource practices.

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