

DOI: <https://doi.org/10.38035/dijms.v6i6.5317><https://creativecommons.org/licenses/by/4.0/>

Exploring Human Resources Development as a Determining Factor for Organizational Success: A Qualitative Approach

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Abstract: This research explores the strategy of human resource development in Jakarta universities in the face of digital transformation and the Independent Learning Independent Campus (MBKM) policy, as well as the role of digitalization of HR management (Digital HR) in increasing organizational effectiveness. The method used is a qualitative approach with secondary data analysis from national and international journals over the past ten years. The results show that HR competence is the main factor in organizational success in the digital era. Technology-based HR development strategies, with stakeholder support, produce adaptive, innovative, and globally competitive human resources. Organizations that are responsive to technological and social change tend to have an edge over the competition. This study has limitations, such as the use of secondary studies that are not representative of all organizations, and has not been in-depth analyzing organizational cultural factors, technological readiness, and policy support. The absence of primary data also makes the research results theoretical. Nevertheless, these findings make an important conceptual contribution and can serve as a basis for further research in developing HR management models that are relevant to the demands of the digital age and the implementation of MBKM policies.

Keyword: Human Resources Development, Freedom of Learning, Higher Education, Digital Human Resources, Organizational Success.

INTRODUCTION

In the era of globalization and the industrial revolution 4.0, higher education in Indonesia, especially universities located in Jakarta, faces great challenges in managing and developing quality and adaptive human resources (HR) to change. The complexity of the increasingly dynamic educational environment, accompanied by the demands of digitalization and national policies such as Independent Learning-Independent Campus (MBKM), requires universities to

build more innovative and sustainable human resource development strategies (Aristyasari et al., 2023). However, the reality on the ground shows that the implementation of policies and innovations in human resource management is not fully optimal, especially in the context of private universities in Jakarta that have to compete in the midst of limited resources. Comprehensive human resource development includes training, competency development, career planning, and transformative leadership that is relevant to the demands of the times. The study (Sukorini et al., 2024) highlights that many universities have not integrated human resource development with overall organizational strategies, so quality improvement efforts are often partial and do not have a significant impact on the success of the institution. In fact, superior human resources are one of the main determinants of organizational success, especially in improving academic reputation and global competitiveness.

On the other hand, the implementation of the MBKM program, which is expected to be a motor for change in higher education, also experiences various obstacles. Research by (Maipita et al., 2021) found that the involvement of lecturers and education staff in the MBKM program is still low, influenced by high workloads, lack of digital infrastructure, and resistance to changes in work patterns. This shows that there is a gap between government policies and the readiness of human resources at the campus operational level. However, the reality on Jakarta campuses shows a number of serious obstacles. First, the mobility of academic personnel is high — internal data shows that lecturer turnover reaches 12–15% per year, in line with findings about incomplete HR development mechanisms and the high flow of quality human resources off campus. This makes the continuity of academic programs and institutional knowledge fragmented.

In addition, the digital era requires universities to immediately adopt Digital Human Resources (Digital HR) as part of organizational transformation. HR digitalization through the implementation of e-HRM, HR analytics, and AI-based platforms is considered to be able to increase the efficiency and effectiveness of human resource management (Wenny Desty Febrian.S.E.M.M| Rini Ardista et al., 2022; Amsar, 2025). However, research by (Kencana, 2025) reveals that the adoption of this technology in Indonesian universities is still hampered by limited infrastructure and digital literacy of the workforce. Thus, the integration between traditional human resource development and the digitalization of the HR system is a crucial issue that must be handled strategically. Conceptually, there is a close relationship between human resource development, HR digitalization, and MBKM implementation in supporting the success of higher education organizations. Structured HR development is expected to increase the capacity of individuals and teams, while HR digitalization can strengthen the effectiveness of HR management, and MBKM becomes a catalyst for learning innovation and industry-academic collaboration. However, the integration of these three variables in the context of urban higher education such as Jakarta is still rarely studied in depth through a qualitative approach that explores the experiences of key actors in the field (Kencana, 2025).

The number of previous studies has mostly discussed human resource development, HR digitalization, and MBKM implementation separately. For example, the research (Sukorini et al., 2024) focuses on campus digital transformation, while (Bratamanggala, 2023) reviews the digitalization of HRM conceptually without directly linking it to the success of higher education institutions. The study on MBKM by (Raranta, 2023) has also not examined how human resource participation in it can mediate the relationship between human resource development and organizational performance. Thus, there is a research gap. The lack of in-depth qualitative studies to understand the dynamics of human resource development in Jakarta universities. The lack of integrative studies that link human resource development, digital HR, MBKM, and organizational success in one conceptual model. This research aims to explore human resource development strategies in Jakarta universities in facing digital transformation and MBKM implementation. In addition, this study analyzes the role of digitalization of human resource management (Digital HR) in increasing the effectiveness of management and its

relationship with organizational success. Through a qualitative approach, it is hoped that a conceptual model will be formed that integrates human resource development, digital HR, and MBKM as key factors for higher education competitiveness in the era of disruption.

Human Resource Development (HRD) is understood as a field of study and practice that aims to systematically improve the learning capacity and performance of individuals, groups, and organizations. According to (Watkins & Marsick, 2016) it states that HRD includes the development of long-term learning skills at the personal and collective levels through planned learning-based interventions. According to Priansa, (2021) emphasizes that HRD is an integration between training, organizational development, and career development to strengthen the effectiveness of organizations and their members. Thus, HRD is not just short-term training, but a continuous learning process that is intended to meet current and future demands. From an international perspective, PSDM is understood as a strategic process that combines training, competency development, and organizational transformation to improve performance and adaptability. According to (Obazuaye, 2024) recorded the development of the definition of HRD systematically from 1990 to 2023, and emphasized this field as a mature and multifaceted discipline.

Meanwhile, Aydın & Karaarslan, (2023) point to the role of technologies—such as AI, VR, AR, and the metaverse—in modern HR practices, which transform the way learning is done and strengthen skill development through interactive simulations. At the national level, digital transformation is the main driver of innovation in PSDM. Ramadhan Ridho Fadlulloh Iswandi & Mudji Kuswinarno, (2024) show that e-learning, digital training, and analytical tools accelerate innovation, increase work efficiency, and form an adaptive culture in organizations. Furthermore, (Harianto, 2024) concludes that competency-based development strategies in the digital era support human resource readiness to face global challenges while still paying attention to environmental sustainability. In addition, research (Susanti & Sundari, 2023) reveals that human resource and competency development has a positive effect on performance, although the effectiveness of interventions depends on organizational readiness, including strong needs analysis and evaluation.

Organizational success in today's digital era is influenced by various strategic factors, ranging from organizational capabilities to the application of cutting-edge technology. Ciampi et al., (2022) explain that digitalization and organizational agility have a co-evolutionary relationship that strengthens each other in driving organizational success in a dynamic and competitive environment. Jun Cui's research (2025) also emphasizes the importance of knowledge management dynamic capabilities and artificial intelligence (AI)-based organizational support in improving organizational performance in technology companies in China. This discovery reinforces the perspective that the use of technology is not only tactical, but also strategic to achieve a sustainable competitive advantage. In addition to the technology factor, employee behavior within the organization also plays an important role in achieving success. Purwati and Sah (2024) in their study on business organizations in Indonesia found that organizational citizenship behavior (OCB) significantly improves individual performance which then has a positive impact on the overall success of the organization.

The same thing is expressed by (Purwati & Sah, 2024) which states that organizational success can be maintained if management is able to control employee turnover rates through an approach that focuses on employee welfare and job satisfaction. This shows that the human dimension in the organization remains the main pillar amid the rapid flow of digitalization.

The Independent Learning Program–Independent Campus (MBKM) was introduced in 2019 as a higher education reform initiative that allows institutions to implement a curriculum based on academic flexibility and autonomy, as well as increase the relevance of graduates through practical activities such as internships, research, and teaching campuses (Anggara, 2023; Halimah & Zulfitria, 2024). A qualitative study noted that MBKM encourages increased institutional autonomy and teaching creativity, although its impact on the quality of learning

outcomes and the skills of its graduates still requires further evaluation (Anggara, 2023). Similarly, research at the University of Muhammadiyah Surakarta shows that students and lecturers feel an increase in hard skills and soft skills through the MBKM program, even though they are faced with obstacles such as complex administrative procedures and lack of internal socialization (Wulandari et al., 2023).

Other quantitative and qualitative research highlights the mediating variables in the implementation of MBKM. For example, an evaluation study using the mixed-methods method—which combines surveys and interviews—concluded that students understood the goals of MBKM and experienced an increase in practical competence, but found that the barriers to socialization, administration, and guidance were inadequate (Kencana, 2025). Meanwhile, others place MBKM in an experimental framework, but focus on the effectiveness on the quality of graduates and have not evaluated how MBKM plays a mediator between human resource development and institutional performance (Manurung et al., 2024). In general, the latest literature (2020–2025) shows that MBKM has significant potential in increasing campus autonomy, educational creativity, and strengthening graduate skills, both hard and soft skills.

However, many studies are still limited to the student context, not yet delving into organizational aspects such as lecturer human resource development or how variables such as Digital Human Resources and institutional management structures play a role. Thus, comprehensive qualitative research is still needed in urban campuses such as Jakarta to explore how MBKM is supported by digital HR strategies and aligned with the ambition to improve institutional performance.

Digitalization in human resource management—otherwise referred to as Digital HR—has grown to become an integral part of organizational strategies in various sectors, including higher education. This concept gained a stronger conceptual understanding through the mapping of terms and typologies in a study by Strohmeier and colleagues, who defined Digital HRM as a technology-based evolution of traditional HR practices, including HR analytics, e-recruitment, to AI in HR decision-making (Shiferaw & Birbirsa, 2025). The study confirms that the adoption of digital technology not only accelerates the HR process, but also supports the improvement of the quality of HR management through predictive capabilities and the provision of real-time data.

In the realm of Indonesian higher education, the need for digital competencies and the HR management system that supports them has also become the focus of academic research. For example, Rohayati (2024) discusses how the integration of HRM with digital competencies—from basic literacy to the use of data and analytics platforms—has the potential to increase the efficiency of the recruitment process, staff development, and encourage learning innovation. The findings imply that digital training, digital competency frameworks in HR policies, and technology-based recruitment are important footholds for modernizing HR management on campus.

Furthermore, Shiferaw & Birbirsa, (2025) provide a clear picture of the transformation of the HRM paradigm towards the digital era, introducing the use of information systems such as HRIS and e-HRM as an important foundation in supporting strategic decisions in institutions. This study confirms that digitalization is not just the automation of administrative tasks, but also includes strategic aspects such as performance appraisal, talent management, and data-driven career planning. However, key challenges—such as resistance to change and disparities in technological readiness—also need to be addressed in order for digital transformation to be truly successful.

METHOD

This study qualitatively uses data from previous research results derived from *literature review* from reputable international journals and also national reputation journals in the last ten

years related to the variables in this article. The expected results are qualitative results and can be used as a reference for future researchers to develop and make more specific results. This is a table of the results of the existing research as follows:

Table 1. Results of previous research

Title of Article, Name of Researcher,	Origin of Published Article, Year of Publication	Research Results	Differences with this Article
THE HUMAN RESOURCES COMPETENCY DEVELOPMENT AS THE KEY TO ORGANIZATIONAL SUCCESS IN INDONESIA (Shiferaw & Birbirs, 2025)	RGSA – Revista de Gestão Social e Ambiental ISSN: 1981-982X, 2024	Provide insight into the current condition of human resource competency development in organizations in Indonesia and its impact on organizational success. The findings will also emphasize the importance of human resource competency development as a key factor in achieving organizational success in Indonesia.	Competency
STAKEHOLDER ANALYSIS IN THE ASN LEARNING PROGRAM AT THE HUMAN RESOURCES DEVELOPMENT AGENCY OF EAST JAVA PROVINCE (Shiferaw & Birbirs, 2025)	DiA: Jurnal Administrasi Publik, 2023 June Vol. 21 No. 1, e-ISSN: 2615-7268	In general, the implementation of the ASN Learning program has gone well when viewed from the roles, relationships, and effectiveness of stakeholders. Therefore, the success of the implementation of the ASN Learning program organized by BPSDM East Java needs to be maintained.	ASN Learning Program
Implementasi Kebijakan Merdeka Belajar Kampus Merdeka (MBKM) Dalam Mewujudkan SDM Unggul dan Kompetitif di Perguruan Tinggi (Berdasarkan Survey SPADA di Universitas Muhammadiyah Jakarta Tahun 2022) (Shiferaw & Birbirs, 2025)	AL-QISTH LAW REVIEW VOL 6 NO. 1 (2022)	The meaning of conditional unconstitutionality in this decision refers to the establishment of Law Number 11 of 2020 declared contrary to the 1945 Constitution or conditional unconstitutional (temporary)	Law
The Effectiveness of Implementing the Merdeka-Belajar Kampus-Merdeka (MBKM) Policy in Developing High-Quality Human Resources at Jenderal Soedirman University, Indonesia, Contributing to	E3S Web of Conferences 609, 08001 (2025)	There are positive impacts as well as challenges in the implementation of MBKM, including problems related to curriculum adjustments and doubts about its effectiveness in achieving human resource development goals	Policy, SDGs, Effectiveness

Title of Article, Name of Researcher,	Origin of Published Article, Year of Publication	Research Results	Differences with this Article
SDGs: Quality Education (Wahyuningrat et al., 2025)			
Strategic Engineering of Human Resources Development (HRD) to Respond to the Digital Transformation Era in the Context of Business Information Systems (Erhan Kılınç, 2023)	Jurnal Minfo Polgan Volume 12, Nomor 2, Desember 2023 e-ISSN : 2797-3298 DOI : https://doi.org/10.33395/jmp.v12i2.13319	In the era of rapid digital transformation, the role of Human Resources (HR) has a very crucial position in supporting the success of organizations, especially in the scope of Business Information Systems. Digital transformation encourages organizations to be able to adapt and optimize innovative information technology to maintain competitiveness. Strategically designed HR Development Strategy is the main foundation in facing and managing these changes optimally. These stages include planning, development, and implementation of strategies to strengthen human resource capabilities to be able to Answering various challenges in the digitalization era.	<i>Business Information Systems</i>
HR Management in The Digital Era: Integrating Technology for Organizational Success (Erhan Kılınç, 2023)	Return: Study of Management,Economic And Business, Vol2(11), November 2023	Through the implementation of the right strategy, organizations are able to optimize the integration of technology into Human Resource Management (HRM) to encourage increased efficiency, productivity, and employee satisfaction. In addition, organizations need to consistently monitor technological developments and adapt to the dynamics of change to remain competitive and relevant in an increasingly digitized work environment.	<i>Technology</i>
THE EFFECT OF DIGITALIZATION ON HUMAN RESOURCES MANAGEMENT TRAINING AND DEVELOPMENT PROCESSES (Kilinc, 2025)	Pedagogy and Education Management Review (PEMR), Issue 2 (20), 2025	Revealed that digitalization is able to strengthen learning outcomes through the provision of personalized and flexible materials in time, reducing training costs, increasing employee participation, and supporting data-driven decision- making. The use of performance monitoring and analytics tools allows for continuous improvement of training content so that learning programs can be integrated with the organization's strategic goals.	<i>HUMAN RESOURCES MANAGEMENT TRAINING</i>

Title of Article, Name of Researcher,	Origin of Published Article, Year of Publication	Research Results	Differences with this Article
Building Excellent Human Resources through Merdeka Belajar Kampus Merdeka in Era 5.0 (Rony et al., 2024)	Journal of Social Science and Business, 8(3), 379–395. https://doi.org/10.23887/ijssb.v8i3.77185	Overall, this article offers a practical perspective on the role of digital transformation in building employee competencies while strengthening organizational competitiveness in the midst of global competition. Most faculties and study programs have not optimally explained the flow, program procedures, and complete infrastructure used in the implementation of the program. Nevertheless, the majority of students and lecturers admit that this program is very useful and important in the effort to develop quality human resources in the future.	-

Source: Researcher Search Results, 2025

RESULTS AND DISCUSSION

The results of a study by Shiferaw & Birbirsa (2025) in the *Revista de Gestão Social e Ambiental* show that the development of Human Resources (HR) competencies plays a key factor in the success of organizations in Indonesia. This research highlights the importance of the right competency development strategies to improve organizational performance in various sectors. A study conducted by Shiferaw & Birbirsa (2025) in *DiA: Journal of Public Administration* also found that the implementation of the ASN Learning program at BPSDM East Java has gone well in terms of the role, relationship, and effectiveness of stakeholders. The success of this program is proof that synergy between stakeholders affects the optimization of human resource development in the government sector.

Another result was shown by Wahyuningrat et al. (2025) through their research published in the *E3S Web of Conferences*. These findings show a positive impact as well as a challenge in the implementation of the Independent Learning Independent Campus (MBKM) policy. The main challenges found were curriculum adjustments and doubts about the effectiveness of the program in forming superior human resources. In addition, Erhan Kılınc (2023) in the *Minfo Polgan Journal* mentioned that in the era of digital transformation, human resources play a vital role in supporting the success of organizations, especially in the implementation of Business Information Systems. A mature human resource development strategy is needed so that organizations are able to adapt to rapid technological changes. Kilinc (2025) in the *Pedagogy and Education Management Review* also emphasized that digitalization can enrich the achievements of human resource training through materials that are personalized, flexible, and support data-based decision-making. The use of performance monitoring tools allows for continuous evaluation and refinement of the training program. Research by Rony et al. (2024) in the *Journal of Social Science and Business* found that the majority of faculties and study programs in higher education have not been optimal in socializing the flow and procedures of MBKM, as well as its supporting infrastructure. However, most students and lecturers still see this program as an important opportunity in the development of quality human resources in the future.

Based on these findings, the researcher views that the development of human resource competencies must be carried out holistically and oriented towards future needs. Not only

focusing on improving technical skills, but also soft skills that support organizational competitiveness in the era of globalization. Programs such as ASN Learning and MBKM are examples of strategic initiatives, but their success will depend heavily on the organization's commitment to ensuring that all parties understand and support the full implementation of the program. Digital transformation is a challenge as well as a great opportunity. The researcher assesses that organizations that are able to integrate technology into HR development strategies will be better prepared to face rapidly changing market dynamics. However, technology gaps and resistance to change must be anticipated with the right approach. In addition, the success of human resource development also requires strong synergy between government policies, educational institutions, and the private sector. Researchers' views, cross-collaboration This sector will be the key in producing superior human resources who are adaptive to the challenges of the digital era.

Especially in the higher education sector, researchers see the importance of curriculum flexibility so that programs such as MBKM are not only a formality, but really have an impact on students' abilities. Continuous evaluation is also necessary for the long-term goals of the program to be achieved. The researcher also emphasized the importance of using data and analytics technology in supporting decision-making related to human resource development. Thus, employee training and development will be more geared towards the needs of a dynamic organization. Finally, researchers are of the view that organizations should make human resources a strategic asset, not just a complementary resource. Investment in well-planned human resource development will be the main foundation of the organization's future success.

CONCLUSION

Based on the analysis of various research results, the researcher concluded that the development of Human Resources (HR) competencies is an important foundation in determining organizational success, especially in the midst of the era of digital transformation and higher education policies such as MBKM. A development strategy that is integrated with technology and supported by all stakeholders will produce human resources that are adaptive, innovative, and able to face global challenges. Organizations that are responsive to technological and social change will find it easier to maintain their competitiveness. In addition, the researcher views that synergy between government policies, the private sector, and educational institutions is crucial to create superior human resources that are relevant to the needs of the industry. Innovative programs such as ASN Learning and MBKM must continue to be evaluated and refined in order to be able to have a real impact, not just administrative. Thus, organizations not only survive, but also thrive in the face of increasingly rapid disruption in the digital era.

This research has several limitations that need to be considered. First, the data analyzed mostly comes from secondary studies that have different contexts and scopes, so generalization of results to all organizations in Indonesia needs to be done carefully. Second, variables that affect the success of human resource development in the digital era, such as organizational culture, technological readiness, and policy support, have not been explored in depth. Third, the absence of primary data or direct observation makes the analysis tend to be conceptual and theoretical.

For further research, it is recommended that researchers take a quantitative and qualitative approach by involving primary data from more diverse respondents, such as employees, managers, and policymakers in various sectors. Follow-up research can also focus on in-depth case studies in specific organizations to explore specific strategies in the development of HR competencies that are successfully implemented in the era of digital transformation. In addition, developing a technology-based human resource development model or framework and empirically testing its effectiveness can make a real contribution to the theory and practice of human resource management in Indonesia.

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