



# Strategy to Improve Human Resource Quality in Adopting Artificial Intelligence for Optimizing Digital Era Performance

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## Abstract

**Purpose:** This study aims to examine strategies for improving HR competencies in the face of AI integration in the workplace and identify strategies for enhancing HR quality to support AI adoption within companies and analyze its impact on optimizing organizational performance

**Research Methodology:** This study uses a qualitative approach with secondary data, analyzed through content analysis to explore HR readiness and AI adoption strategies.

**Results:** The results indicate that improving HR quality through digital training, technical competency development, and strengthening an innovation culture are key to supporting the successful implementation of AI.

**Conclusions:** Improving human resource quality is crucial for effective AI adoption in organizations. Strategies such as digital competency development, continuous technical training, fostering innovation culture, and collaboration among industry, education, and government sectors are key to optimizing company performance in the digital era.

**Limitations:** This study is limited to a qualitative approach using secondary data and literature review, which may reduce generalizability to all industries or organizations.

**Contributions:** The study provides strategic recommendations for business actors and policymakers to enhance HR readiness, enabling sustainable AI-based digital transformation and improved organizational performance.

**Keywords:** *Artificial Intelligence, Company Performance, Digital Transformation, Human Resources, Human Resources Development Strategy*

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## 1. Introduction

The digital era demands that companies continue to innovate to remain relevant amidst global competition. One such innovation is the use of Artificial Intelligence (AI) in various operational aspects (Heriyanto, 2021). AI has been proven to increase efficiency, reduce operational costs, and provide analytic predictions that help in decision-making. However, the main challenge lies in the readiness of human resources to optimally accept and utilize this technology (Zerine et al., 2025).

AI is now a key technology in digital transformation because of its ability to automate processes, analyze data in real time, and improve the efficiency and effectiveness of company operations (Bughin & Hazan, 2018). However, the success of AI remains uncertain because of its limitations. The adoption of AI is not

only determined by readiness technology but also depends on the quality of Man (HR) in understanding, managing, and utilizing the technology optimally (Hasan, 2022).

Many companies in Indonesia still face challenges in integrating AI into their work systems. One of the main reasons is the low readiness of the HR, Good from the aspect of technical skills and adaptive ability to digital change. Lack of training, minimal digital literacy, and resistance to change are the major obstacles in this transformation process (Ayuningtyas & Iman, 2021; Wahyuningsih et al., 2021). Therefore, an appropriate strategy is needed to improve the quality of human resources to enable effective adoption of AI technology. This strategy includes developing digital competencies, technical training, fostering a culture of innovation, and collaboration between the education, industry and government sectors (Anaperta et al., 2021). Improving human resource quality in this context aims not only to reduce the skills gap but also to optimize overall company performance in the increasingly competitive digital era (Nwosu et al., 2024; Rizkita et al., 2023).

This study aims to examine effective strategies that companies can implement to improve the quality of human resources to support AI adoption, as well as analyze its impact on improving company performance (Hernawan et al., 2023; Valentin et al., 2023). With this approach, it is hoped that companies will be able to build superior competitiveness, which is sustainable in the current global digitalization (Ebuka et al., 2023). Previous research is an important part of scientific studies that contain results. The study was conducted previously by for academics or practitioners, who have a direct or indirect relationship with the topic being studied. This study serves as a theoretical foundation and empirical reference for formulating problems, establishing methodological approaches, and comparing findings from recent studies (Purbianto & Adji, 2021).

The primary purpose of presenting previous research is to identify research gaps, avoid duplication, and strengthen the argument that the topic raised has urgency and makes a new contribution to the development of science and professional practice. By reviewing previous research, the author can demonstrate how the results of his studies complement, expand, or even deny findings that already exist. In the context of the discussion about the connection between Source Power Man (HR) and Artificial Intelligence (AI), many previous studies have revealed that the integration of artificial intelligence technology in the HR sector has a significant impact on work processes, organizational efficiency, and changing role power work. Several studies have shown that AI increases the effectiveness of recruitment, training, and performance evaluation processes. However, several studies have highlighted the ethical challenges and limitations of adapting HR to new technology, especially in areas with low digital readiness (Nwosu et al., 2024).

By exploring and summarizing the research findings, the author can build a strong theoretical framework and explain the position and originality of the study within the existing literature. Therefore, previous research must be presented systematically, objectively, and relevantly, including who the researchers were, what their main findings were, and how they relate to the current research. (Faradillah et al., 2023) showed that AI is an effective tool for predicting HR needs. (Faradillah et al., 2023) highlighted the challenges of implementing AI in terms of cost and infrastructure, and emphasized the importance of training and an ethical approach to the use of AI. These studies reinforce the urgency of developing human resource capacity within the digital ecosystem.

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## 2. Literature Review

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### 2.1 Artificial Intelligence in Organizational Operations

Artificial Intelligence (AI) is transforming the way organizations operate, enabling automation of routine tasks, real-time data processing, and predictive analytics for decision-making. AI is applied across multiple domains, including recruitment, training, performance evaluation, and operational monitoring. Studies indicate that AI adoption can significantly improve efficiency, reduce operational costs, and enhance the accuracy of strategic planning (Bughin and Hazan (2018)). Despite its advantages, the success of AI adoption depends not only on technology availability but also on the readiness and competence of human resources who interact with AI systems (Kuncoro & Harahap, 2021).

Furthermore, AI is reshaping traditional job roles and organizational structures. Tasks that were previously manual or analytical are now increasingly assisted by AI algorithms (Setyawati et al., 2021). This shift requires a new skill set from employees, such as proficiency in digital tools, data literacy, and the ability to collaborate with intelligent systems. Organizations that fail to prepare their workforce for AI integration risk underutilizing the technology and facing resistance from employees (Ricardianto et al., 2021).

### 2.2 Human Resource Readiness for AI

Human resource readiness refers to employees' technical capabilities, cognitive skills, and adaptive mindset necessary for effective AI integration. It encompasses digital literacy, understanding of AI tools, openness to innovation, and the ability to apply AI insights in decision-making. Previous research shows that inadequate HR readiness is a major barrier to successful AI adoption, leading to slow implementation, low utilization, and ethical concerns regarding automation (Lumi & Yosef, 2022; Prijono et al., 2021). Challenges affecting HR readiness include limited access to technology-based training, resistance to digital change, generational differences in technology acceptance, and lack of managerial support. Studies emphasize the importance of continuous learning and organizational support to bridge the digital skills gap, particularly in public sector institutions where bureaucracy and rigid hierarchies may hinder innovation (Gumbo et al., 2023).

### 2.3 Strategies for Developing HR Competence

Effective strategies to enhance HR competence for AI adoption include targeted training programs, digital literacy initiatives, and mentorship systems. Need-based training programs are tailored to close skill gaps and provide employees with practical experience using AI tools (de Rahu et al., 2023; Fadlianto & Sulistyowati, 2022). Project-based learning and simulation exercises allow employees to apply AI concepts directly in real work scenarios, enhancing skill transfer and confidence. Leadership development is equally critical. Leaders must possess the skills to guide teams through digital transformations, foster a culture of innovation, and make informed data-driven decisions. Competent leadership promotes employee engagement and ensures alignment of AI initiatives with organizational objectives (Kerih, 2024; Nson, 2024).

### 2.4 Role of Achievement Allowances and Motivation

Achievement allowances and motivational incentives complement HR readiness strategies by encouraging employees to adopt AI and improve performance (Kurniawan & Hariadi, 2022; Nabilla & Soehaditama, 2023). Monetary or non-monetary rewards can reinforce learning, innovation, and consistent engagement with AI systems. Motivated employees are more likely to actively participate in training, experiment with new technologies, and apply AI insights effectively in their tasks. Research indicates that motivation mediates the relationship between HR competence development and performance outcomes (Shanjabin & Oyshi, 2021; Supardi, 2023). Employees who are both skilled and motivated achieve higher productivity, enhance operational efficiency, and contribute to sustainable organizational success (Commey et al.,

2020; Tahir, 2023).

### **2.5 Impact of HR Readiness on Organizational Performance**

A workforce that is prepared for AI integration directly influences organizational performance (Ahmadun et al., 2023). HR readiness enables the organization to maximize the benefits of AI, ensuring accurate analysis, effective process automation, and improved service delivery. Conversely, inadequate HR readiness can result in underutilized technology, workflow disruptions, and slower digital transformation (Morande & Marzullo, 2020; Mulyati et al., 2023).

Comprehensive HR development programs, supported by continuous training, leadership guidance, and motivational incentives, create a resilient, adaptive, and innovative workforce (Saribanon et al., 2023; Widyastuti, 2023). This approach enhances the organization's ability to compete in the digital era while promoting employee satisfaction, engagement, and long-term retention (da C. G. Cabral et al., 2020).

## **3. Methodology**

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The research methodology is a crucial part of a scientific paper that systematically explains the approaches, methods, and technical steps used to collect, analyze, and interpret data. This study employs a descriptive qualitative approach to deeply understand the phenomenon of human resource (HR) readiness and development strategies for adopting Artificial Intelligence (AI) technology in organizations or the business world (Kapur, 2018).

### **3.1 Approach and Types of Research**

This study used a qualitative approach, focusing on meaning, understanding, and the dynamics that occur in social and organizational contexts. This type of research is descriptive and exploratory, which means that it aims not only to describe the phenomenon that occurred but also to explore the strategy, challenge, and factors supporting the improvement of human resource quality in the context of digitalization (Strohmeier, 2020).

### **3.2 Source and Data Collection Techniques**

The data sources used consist of secondary data obtained from various scientific publications, such as journals, reference books, e-books, online articles, research reports, and policy documents related to HR and artificial intelligence. Data were collected using documentation techniques by identifying, selecting, and analyzing the contents of relevant documents with focus study. In addition, as an amplifier analysis, data were traced through systematic and in-depth literature research. In this process, researchers examine the results of previous research to obtain conceptual and empirical findings that support the discussion (Kapur, 2018; Strohmeier, 2020).

### **3.3 Data Analysis Techniques**

Data analysis was performed using content analysis. The steps in this analysis included the following:

1. Classification of themes and subthemes based on the focus study (for example, readiness HR, competency development challenges, and organizational strategies).
2. Reduction of data to filter information, which is relevant and in accordance with the context.
3. Presentation of data in a narrative form in the analytical description that is integrated with the literature review and discussion of the results.
4. Drawing conclusions based on the relationship between theory, previous research results, and actual phenomena.

### **3.4 Data Validity**

For guard validity data, the technique triangulation source was used, that is, various references from reputable national and international journals as well as relevant scientific books. This process was carried out to ensure that the findings presented are objective, credible, and can be accounted for in an academic manner. This method was chosen because it is considered the most appropriate for answering problems that are currently conceptual and contextual and provides broad space for exploring the depth of meaning of socio-organizational phenomena related to the readiness and development of human resources for welcoming the AI era (Kapur, 2018; Strohmeier, 2020).

## **4. Results and Discussion**

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### **4.1 Readiness HR Face AI**

Human resource readiness for Artificial Intelligence (AI) technology is a key determinant of the success of an organization's digital transformation. Essentially, human resource readiness reflects the extent to which the workforce possesses the competencies, knowledge, attitudes, and adaptive abilities to use, manage, and work with AI-based systems. In the middle of the rapid development of AI in various sectors, industry, energy Work Employees are required to not only rely on conventional skills but also equip themselves with digital expertise, such as mastery of information technology, data analysis skills, and an understanding of work processes supported by algorithms and automation. This includes the utilization of AI platforms in recruitment processes, virtual training, and automated performance evaluation systems. However, various studies show that HR readiness in many organizations still faces a number of obstacles. Key challenges include low technological literacy, limited relevant training, resistance to change, and lack of managerial support for competency development programs. Furthermore, not all workers share the same level of acceptance of AI, particularly those in more senior age groups or positions that are potentially displaced by automated systems (Nwosu et al., 2024).

Efforts to improve human resource readiness require a sustainable strategy from organizational management, such as implementing technology-based training (digital learning), actively engaging in internal innovation programs, and establishing a work culture that encourages collaboration between people and technology. Furthermore, visionary and inclusive leadership are crucial for creating a supportive work environment for digital transformation. Thus, HR's readiness in the face of AI encompasses not only technical capabilities but also a shift in mindset, openness to innovation, and a willingness to continuously learn and adapt. Holistically prepared human resources are the key drivers of optimal AI implementation and sustainable organizational performance improvement (Hasan, 2022; Nson, 2024).

### **4.2 Challenge Increase Quality HR**

Improving the quality of human resources (HR) is an important prerequisite for building organizations that are tough and adaptive, especially in the era of digital transformation, which is marked by the rapid development of technologies such as Artificial Intelligence (AI). Although the urgency of strengthening HR competencies has become a focus for many institutions, its implementation still faces several real challenges, both internally and from broader external factors. One of the main challenges is the digital skills gap in the workforce. Many workers lack the basic knowledge and skills in information technology, data analysis, and device soft-based AI. This gap hinders the process of technology adoption and slows organizational transformation. Furthermore, a lack of access to relevant training is a major obstacle, particularly for small and medium enterprises (SMEs) and regions with inadequate technological infrastructure (Commeey et al., 2020; Kerihhi, 2024).

Considering these obstacles, strategic and collaborative steps are needed from various parties, including organizations, governments, and educational institutions. Human resource development must be a priority

agenda that focuses not only on improving technical skills but also on strengthening character, flexibility of thinking, and mental readiness to face rapid and complex changes in the workplace. Therefore, from the description above, it can be said that the main challenge is related to the development of HR in the digital era, including (1) the gap in digital skills, (2) resistance to change, (3) concern about lost work, and (4) the need for regulations that govern the ethical use of AI (Shanjabin & Oyshi, 2021).

### **4.3 Strategy Improvement Competence HR**

In the digital era and the development of Artificial Intelligence (AI) technology, increasing the competence of human resources (HR) has become a strategic necessity that cannot be ignored. Competence HR covers not only technical aspects and work skills but also involves comprehensive cognitive, social, and emotional dimensions. Development strategies for competence must be arranged in a comprehensive manner so that it can answer the demands for rapid change and prepare a workforce that is ready to innovate and adapt (Bughin & Hazan, 2018; Gumbo et al., 2023).

One of the main strategies is the development of a training and development program based on need (need-based training). Training is customized to address skill gaps within the organization and aimed at equipping employees with fundamental digital skills, such as mastery of analytical software, virtual communication skills, and an understanding of AI-based automation systems. Training can also include simulations or project-based learning, allowing participants to directly apply the knowledge gained in a real-world work context (Priyono et al., 2021).

In addition to formal training, another crucial strategy is to strengthen continuous learning. This includes providing access to e-learning platforms, webinars, digital literature, and internal learning communities. Organizations need to encourage a culture of lifelong learning, where each individual feels pushed to continue to improve their competence, both independently and collectively. Leadership development is a crucial part of this strategy. Leaders at all levels must be equipped with the skills to manage change, guide teams in a digital work environment, and make data-driven decisions. Competent leaders are transformation facilitators and key drivers in an organization's technology adaptation process (Supardi, 2023).

Furthermore, the implementation of a digital-based talent management system has become a more relevant strategy. Through this approach, organizations can map potential and performance employees systematically, set clear career tracks, and provide awards based on achievements and contributions. Thus, work motivation can be increased, and the retention of superior workers can be maintained. Overall, strategy improvement competence HR must be directed toward creating technologically proficient workers, resilient in the face of change, and able to think critically and innovatively.

## **5. Conclusions**

Developing human resource quality in the AI era is key to optimizing company performance. A synergy between training, regulations, and a strong work culture is required. adaptive. Companies should build a structured roadmap for digital training and conduct periodic monitoring to prepare HR for digital transformation. Adopting Artificial Intelligence (AI) technology has become a strategic necessity for companies in the digital era to increase efficiency, productivity, and competitiveness. However, the successful implementation of AI is determined by the readiness and quality of the Source Power Human resources (HR) that manage it. Based on the study's findings, it can be concluded that improving human resource quality is a key prerequisite for AI-based digital transformation. Proven effective strategies include strengthening digital competencies, providing ongoing technical training, creating an organizational culture that adapts to technology, and synergizing the education, industry, and government sectors. With these strategies, companies can better prepare to adopt AI in an effective and optimal

manner, which will have a positive impact on business performance and sustainability.

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### **Author Contributions**

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AS conceptualized the study, supervised data collection, and drafted the manuscript. MIR performed data analysis, prepared tables and figures, and contributed to manuscript editing. Both authors reviewed and approved the final manuscript.

### **Conflicts of Interest**

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The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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