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## **HUMAN RESOURCE CAPACITY BUILDING TOWARDS TECHNOLOGY USED FOR BUSINESS SUSTAINABILITY IN THE NEW NORMAL**

**Edith Primadiana Tedjokusumo, Devi Rachmasari**

Politeknik Ubaya; Surabaya, Indonesia

Email: edith@staff.ubaya.ac.id

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### **Abstract**

There are many changes in the business organizations' perspective and the way of doing the job to achieve the goals of business organization after the Covid-19 pandemic. So, this study aims to find out what problems that may occur in business organization. In addition, it is also important to know from the organization side's regarding the goals achievement by the role of the employees. Whether the employees are still indeed needed or any other things needed to be added to match with the target of business organization. Another thing that should also be put into consideration is the usage of technology after the pandemic - that could be the only solutions for business organization. The method used here was descriptive qualitative, and the data were taken by the questionnaire and some interviews in a specific manufacture national company in East Java. The result of findings showed the following. After the pandemic, it can be concludes as the usage of technology and applications are beneficial, even though there is some refusal from the employees, but with the assistance and training, the problem is solved; in addition, the production process can run smoothly and the goal of the production can be achieved.

**Keywords:** Human Resource Capacity, Technology, Business Sustainability, New Normal

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### **Introduction**

The Covid-19 pandemic has opened the worlds' perception in adjustment of living, includes the way of work. In order to survive in this new normal era with the situation sometimes hard to do business freely as the effect of the pandemic, the company should think new strategies and how to adapt with the new conditions also ready to set a new normal way of living. (Arief et all, 2021) Many changes in every aspect of life because of the pandemic. It is also related to business changes in jobs and value of the job (Kramer & Kramer, 2020).

Based on the data of Central Bureau of Statistics in 2022, all businesses with employee-centered in completing the target of business organization especially in Indonesia, where the number of productive age was around 69,25% (<https://indonesiabaik.id/infografis/usia-produktif-dominasi-penduduk-indonesia>).

Because of that, it is necessarily to conduct a study to recognize the significant changes that might exist in the process of employees' role after many solutions emerge after the pandemic that is not stressed on employees' position, such as the rapid progress of the usage of technology and make the employees depends on it, or the technology is really help empowerment of the employees in achieving the company's targets.

The technology solutions for jobs in the new normal as the effect of work adjustment during the Covid-19 pandemic, needs for a research or study to know more either with the technology existence, the employees still hold important role in achieving the goal of the business organizations, or the conditions with the help of technology will drive employee's empowerment in completing their task. Nowadays, the company that has new policy in doing the business, should be known by the society which has more in productive working age so that they can anticipate for entering the working world and can occur a new phenomenon in decision-making that best for the society, especially the business people.

As the human resource theory on Maslow Hierarchy, human works as a way to fulfil their needs. (Taormina & Gao, 2013). When people work on business or in a company, so that all can be considered as the human resources. Megginson (1977) mentioned that human resources can be defined as a total of knowledge, ability, creative capacity, talent, and the organization's talent worker, also value, attitude and beliefs of the individuals involved.

While employee is translated from verb that has meaning of the work of a worker. In management process, work results must have conclusive evidence that can be measured (Sedarmayanti, 2011). Before year of 2022, during the after pandemic covid-19, a business organization mostly emphasized on employees motivation in general to the increase of employees performance, while the research is aimed to the distinction that possibly occurred in achieving the goal of a company or a business organization especially in the new normal.

Employee has function and roles that have to be carried out. According to Soedarjadi (2009), the function and roles are to implement the duties as job and command given, maintain order and security within the company for the sake of company continuity, responsible to the production result, and create peace of mind at work in the company. With that statement as before the Covid-19 pandemic, the function and role of the employees includes the four things mentioned.

Another thing related to be considered is the capacity building for employees. Factor that influence performance in work is capacity building (Kandiyah and Diwanti, 2020). As employee capacity building is aimed to create various strategies that can increase the effectiveness, responsiveness, and efficiency of government performance, according to Grindle in Haryono et al (2012). That means the ability to develop of skills and knowledge using technology is proved to be important for the employees in doing their tasks.

During the Covid-19 pandemic, the usage of technology in business organization has been increased. Technology made employee to keep in touch and work with others even though it was in a very limited contact because of the virus, in innovative ways. Usage of technology in business was increased. (Gabbiadini et al, 2020). Gradually the company's employees get used to and adapt to this technology. For the next point to find out is the

increasing of technology used in a company shifting the role or even empowering them in an effort to achieve company goals to maintain the sustainability of the company's business.

Several former studies have indicated that employees training and job performance are closely related as in the following. Abay (2008) reported that significant relationship was found between the employees training and their resultant performance in accomplishing different tasks. It was found that those employees who have taken trainings were more capable in performing different task & vice versa. Training has direct relationship with the employees' job performance. Similar findings were reported by Elnegal and Imran (2013), Jagero and Komba (2012), Saeed and Asghar (2012), Singh and Mohanty (2012), and Tennant et al (2002). However, Jagero and Komba (2012) posited that while training is a factor in job performance, it is the combination of factors such as working environment, employee skills and knowledge, motivation and rewards, communication flow and organizational culture that significantly improve employees' performance.

With improvement of technology used during and after the pandemic, more or less made many of the employees have new mindset where the work condition during and post Covid-19 oblige to change and adapt to maintain the company. As it stated by Arief et al (2021) that a business must prioritize a new mindset strategy in difficult times for business due to Covid-19. The new mindset more or less is taking effect on the role of employees in achieving their work targets. The technology used and the new mindset as the effect of the pandemic that made the researchers to investigate whether there is a shift in the role of employees of a company especially the manufacturing company.

Some other former studies focused on the use of IT in job performance. However, despite these insights, several gaps in the literature remain unaddressed. First, there is a lack of comprehensive frameworks integrating key strategic elements, such as leadership, innovation, and absorptive capacity, especially in public sector organizations. Current research focuses on economic or technological aspects, while neglecting critical social dimensions like sustainability and workforce development.

Every business organization is determined to achieve the company's target so that the company continues to operate or it maintain its sustainability. The business sustainability concept appeared to be important that business owned by individuals or companies will continue to operate in the business in the future (Epindah, 2023). The companies should have new strategy and should be able to adapt with the new condition that ready to enter the new normal life (Arief et al, 2021). In this case, the employees will have vital roles in achieving target dan company's goals.

The purpose of the research is to portrait the reality in the industry whether the role of employee for business organization in new normal has shifted or not and the solutions needed to sustain the work in business organization after the Covid-19 pandemic.

## **Research Method**

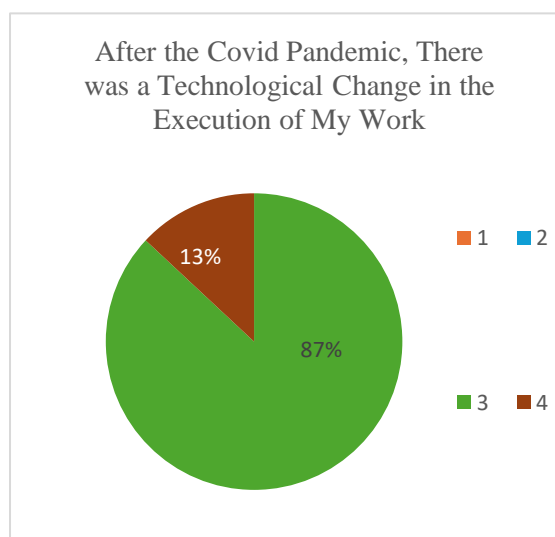
The research is qualitative in nature. It aims to portrait the reality related to the management, especially business governance, which refers to organizational culture which describes the significant role of employees in the company.

The research was carried out in the industrial company so that the results could be accounted for. The data were collected using the techniques of questionnaires for employees and interviews for the employees' supervisors and managers so that conclusions could be drawn to achieve the research objectives. The research method was conducted in the descriptive qualitative (Sugiyono, 2019).

The data used in this study are primary and secondary data sources. Primary data sources were taken from respondents' answers in the questionnaires and interviews, while secondary data sources were obtained from literature studies. The respondents in this study came from the production department of a national-scale manufacturing company outside the Surabaya, 23 staffs from various lines, namely managers, department heads, supervisors and expeditors.

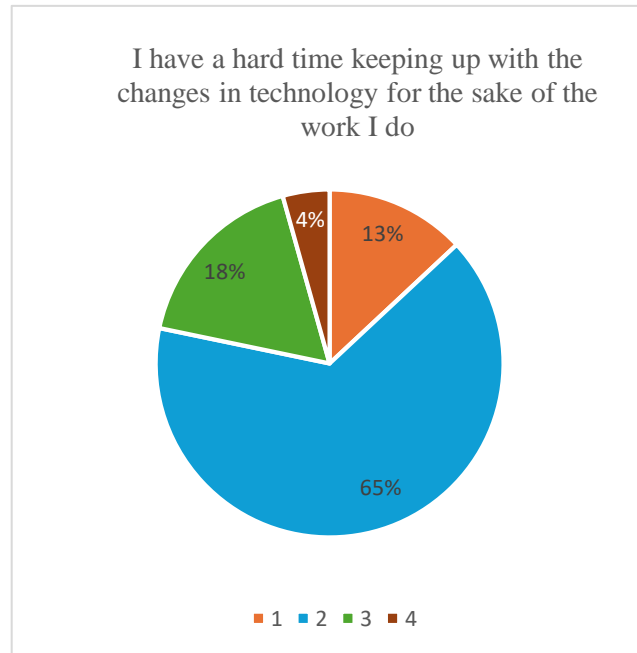
## Results and Discussions

This research was carried out for a period of approximately 5 (five) months on manufacturing companies that have a national-scale target market located outside Surabaya. The respondents were employees in the production department. This research was conducted to find out whether there are changes in the implementation of work in the field of technology use that affect the human resources of the production department. In addition, the researcher also looked at whether the change in the use of technology affected the output of the production department. From the results of interviews and questionnaires, the following data were obtained:



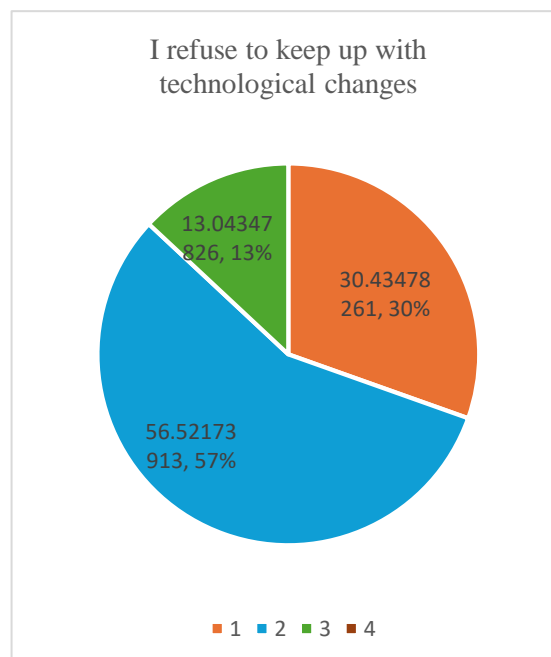
**Figure 1.** Technological changes in employee work

The use of technology after the pandemic seems to be carried out thoroughly in the production department. This can be seen where 13% of employees strongly agree and 87% say they agree. The pandemic conditions that encourage the world of work and industry to use technology more are due to the provisions of health protocols where there is a minimum distance between people and minimized contact between people, encouraging the use of technology in completing work.



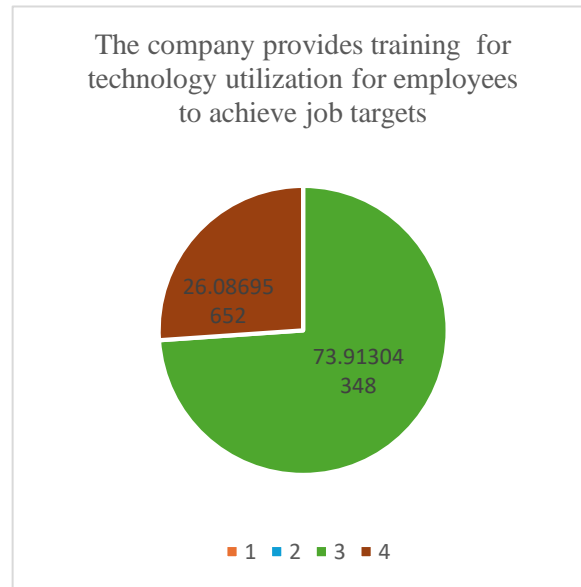
**Figure 2.** Whether employees are having difficulty in changing technology

Despite the change in the use of technology after the pandemic in the production department, most employees did not experience difficulties in operating the technology. This can be seen from Figure 2 that 13% had very little difficulty, 65% had no difficulty. Only 18% experienced difficulties and 4% actually experienced difficulties. The high percentage of employees who do not experience difficulties is of course driven by the assistance of technology operations by their superiors. This certainly helps the company in achieving production because even though there are changes in the use of technology, employees can overcome these changes.



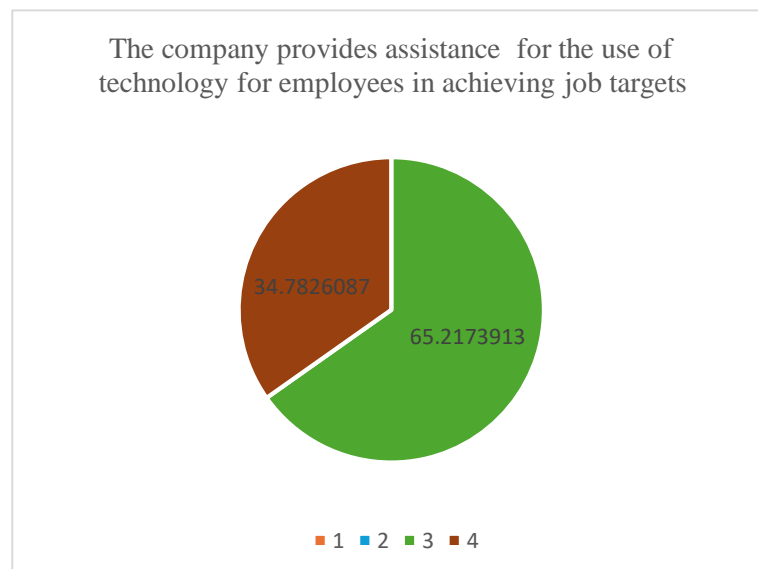
**Figure 3.** Whether employees refuse to keep up with technological change

Employees' ability to keep up with technological changes is supported by the mindset of employees who are willing to follow and adapt to changes. It can be seen in Figure 3 that 27% are very willing to accept technological change, 63% are willing to accept technological change, and only 10% reject technological change.



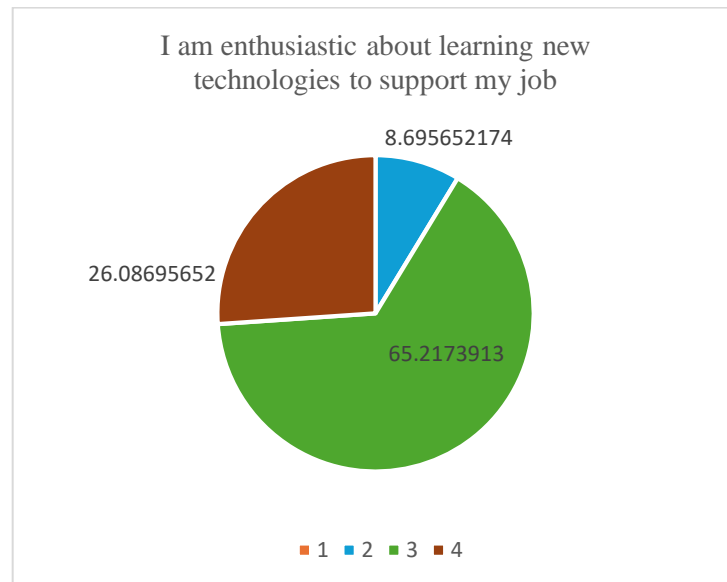
**Figure 4.** Training facilities for the use of technology

In addition, the company's support in providing training facilities for employees to carry out their duties is felt to be beneficial for employees in operating changes in the use of technology in the production department. This support can be seen in Figure 4. Where 26% of employees stated that the company provides very supportive training facilities and 74% of employees stated that the company does provide training facilities. The training provided is in the form of how to operate tools/machines in the production department where the implementation is carried out periodically.



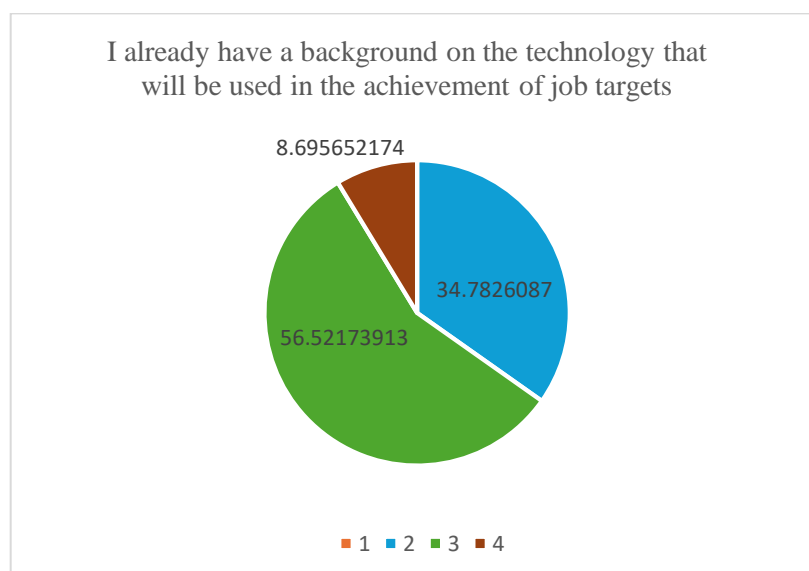
**Figure 5.** Assistance facilities for the use of technology

For a more in-depth capacity increase, the Company also provides assistance for the operation of equipment to achieve targets. This is shown in Figure 5. Where 34% of employees stated that the company provides very much assistance and 65% of employees stated that there is assistance provided by the Company.



**Figure 6.** Employees' enthusiasm for learning new technologies

The existence of new technology in the production department is in a variety of ways by employees. 26% of employees are very enthusiastic about the use of new technology, 65% are enthusiastic, and 9% are not enthusiastic. For employees who are less enthusiastic, the managerial level provides briefing and assistance regarding the need for new technological changes so that the employee can understand and be willing to accept these changes.



**Figure 7.** Employees already have a technological basis that will be used in their work

Referring to Figure 7, it appears that 9% of employees definitely believe that they already have a technological basis to support their work, 57% already have the basics of

technology, and 35% of employees do not have a basic in the technology to be used. For employees who do not have a basis for the use of technology, the company provides training and assistance to increase the capacity of these employees.

Based on the data above, it showed that there is a significant use of technology after the pandemic in the manufacturing company. Employees can work and keep up with technological changes because the company facilitates regular training and mentoring according to the needs of the work plan in the department, so that employees can carry out their duties. The training and mentoring have proven to be efficient in changing the mindset of employees who are less enthusiastic in responding to technological changes, both because they have difficulty understanding these changes and because they do not have a basic knowledge of technology. This showed that the company still need the labour and minds of employees that cannot be replaced by machines. As for the department, it still attaches importance to decisions that need to be taken during the work of the task and cannot be represented by the system. The department at final mentioned the increase of 30% of output capacity after the technology used with the knowledge and skill the employees within months after the knowledge transfer. That means the role of employees and the needs of having knowledge of technology for the production is indeed significant.

The findings in this research are line with former studies. Human resources capacity building has been defined and interpreted in many different ways (Williamson, et al., 2003; Abbay, 2008). It is generally accepted that human resources capacity building as a concept is closely related to education, training and human resource development. Groot and Molen (2000) defined human resources capacity building as the development of knowledge, skills and attitudes in individuals and groups of people relevant in design, development, management and maintenance of institutional and operational infrastructures and processes that are locally meaningful. Based on this definition, capacity building for employees in a broad sense may refer to improvements in the ability of all employees to perform appropriate tasks within the broader set of performance standards organization. However, Brews (1994) expanded the meaning of human resources capacity building to include empowerment. This is a broader approach while still focusing mainly on education, training and human resource development.

## **Conclusion and Recommendation**

In this study, it appears that there is an increase in employee capacity through training and mentoring that is carried out regularly in the use of new technology in the post-pandemic period, so that employees can carry out their work. The use of this technology is inevitably carried out as a strategy so that the company can still achieve the expected targets and the business can still continue.

This study has some limitations and there are quite a lot of unexpected things. Therefore, the author gives the following suggestions for the companies and for future studies. First, the existence of technological changes has shown new findings, namely the possibility of employee shifts for a department in the company so that it can open another opportunity in research to see the situation in the company regarding the shift of employees by technology. Second, employees' willingness to survive can form a new pattern as a company's business strategy to maintain its business sustainability.



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