

Human Resources Management in Trouble Time: Strategy to Increase Organization Agility for Digital Transformation in University

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ABSTRACT

Digital transformation has become an urgent need for higher education in this contemporary era. In facing emerging challenges and opportunities, human resource management (HR) plays a central role in ensuring the successful adaptation of educational institutions to technological change. This research aims to identify key strategies in HR management that can increase the resilience of higher education organizations during periods of crisis, especially in the context of digital transformation. The research method used is a combination of literature study and empirical research. Through an in-depth analysis of theories and practices related to HR management, as well as case studies of several universities that have successfully adapted to digital transformation, this research identifies various effective strategies. The research results show that effective HR management in the context of digital transformation requires a holistic and adaptive approach. A strategy that includes developing digital skills and competencies, organizational flexibility, increasing employee engagement, and building a culture of innovation is the key to success. In addition, cross-departmental collaboration, transparent communication, and visionary leadership have also proven important in facing digital transformation challenges. This research provides a theoretical and practical basis for universities to design effective HR management strategies to increase organizational resilience in the face of technological change. The practical implications of this research can guide higher education leaders and HR practitioners to face challenges and take advantage of opportunities in the rapidly changing era of digital transformation.

Keywords: digital transformation, human resources management, organization agility, strategy, university

INTRODUCTION

Universities, as higher education institutions, have become the main focus in efforts to face the challenges and opportunities that arise in the era of digital transformation. Digital transformation affects not only the way higher education institutions provide education and services to students, but also the way they conduct internal operations, human resource (HR) management, and interactions with other stakeholders. In this context, human resource management (HR) in higher education plays a crucial role in facilitating the adaptation of educational institutions to rapid technological change. Increasing organizational resilience in facing challenges and changes in the digital era is not only a need but also an obligation for higher education institutions (Ahammad, et al, 2020). Organizational resilience concerns the institution's ability to survive, adapt, and develop in the face of various crises, including internal and external crises triggered by technological change.

On the other hand, internal challenges such as the need to develop digital skills and competencies for staff and faculty, as well as managing resistance to change, are also an important part of digital transformation in higher education. Meanwhile, external challenges such as increasingly fierce competition, changes in student needs and expectations, as well as demands from external stakeholders such as industry and society, require universities to become more flexible, responsive, and innovative (Al-Taii, et al, 2020).

Digital transformation has become a phenomenon that is fundamentally changing the landscape of higher education. Higher education institutions around the world are faced with pressure to adapt quickly to ongoing technological changes. During turmoil and crises that often occur, human resource management (HR) in higher education plays a central role in facilitating this transformation. However, several crucial issues require attention in the context of HR management in higher education, especially during the ongoing period of crisis and digital transformation such as the Digital Skills Shortage, namely the lack of digital skills and competencies among staff and faculty. Many faculty members and administrative staff may not yet have sufficient skills to meet the challenges of emerging new technologies. Apart from that, Resistance to Change, namely when universities switch to new technology and processes, there is often resistance to change from internal parties. Some faculty and staff members may be reluctant to adopt new technology or different work processes, which can hinder the digital transformation process. Another problem is Organizational Uncertainty such as Rapid technological changes and a rapidly changing external environment can create a high level of uncertainty within the organization (Battour, et al, 2021). This can affect the motivation, productivity, and well-being of staff and faculty. Apart from that, the problem of limited resources is that universities often face limited resources, both in terms of financial and human resources. Implementing an effective

digital transformation strategy requires a significant investment of time, effort, and resources. Another problem is Changes in Organizational Culture, namely digital transformation also often requires deep changes in organizational culture. Establishing a culture that is open to innovation, open to change, and cross-departmental collaboration can be a significant challenge (Karman, 2019). Through this research, we will investigate effective strategies to address these issues and increase organizational resilience in the face of digital transformation in higher education. By understanding the problems faced by HR management during periods of crisis and digital transformation, we aim to make a real contribution to higher education leaders and HR practitioners in facing these challenges effectively and sustainably.

Several studies have described the changes and challenges faced by universities in adopting digital technology. This includes studies on the implementation of learning management systems, the use of online learning platforms, and the integration of information technology in higher education administrative operations. In addition, research examines the role of human resource management in the context of higher education. This includes studies of academic staff recruitment and retention, professional development, job satisfaction, and organizational culture. Next, The concept of organizational resilience has become an increasing focus of research in the context of higher education. This research considers how universities can face change and crisis, including digital transformation, with flexibility, adaptability, and the ability to recover (Nafei, 2016). Other research has identified effective HR management strategies for managing digital transformation in various sectors, including higher education. This includes research on digital skills development, change management, employee engagement, and building a culture of innovation. In addition, other research has also highlighted the important role of leadership in managing digital transformation. The study of transformational leadership styles, effective communication, and the development of strategic vision in the context of higher education is becoming an increasingly interesting topic (Nafei, 2017). Contextual factors such as organizational culture, institutional structure, and public policy have also become an important research focus in understanding digital transformation in higher education. This research provides insight into how these factors can influence HR management strategies and organizational resilience. By analyzing the state-of-the-art research on this topic, this research will enrich our understanding of the complexity of HR management in times of crisis and digital transformation in higher education. It will also help identify remaining knowledge gaps and provide a foundation for further research into strengthening organizational resilience and HR management in the future.

Therefore, this research will investigate effective strategies in HR management that can increase the resilience of higher education organizations in the face of technological change and related crises. By focusing on strategies to increase organizational resilience, this research is expected to provide valuable insights for higher education leaders, HR practitioners, and researchers in the field of higher education. The main aim of this research is to identify the various challenges faced by universities in managing human resources during the period of crisis and digital transformation. Lack of digital skills, resistance to change, organizational uncertainty, limited resources, and changes in organizational culture are some of them. However, the research also highlights opportunities to strengthen organizational resilience through digital skills development, employee engagement, and innovation in HR management.

METHODS

Research Design

This research will use qualitative and quantitative approaches to holistically understand the dynamics of human resource management (HR) during the period of crisis and digital transformation in higher education. The research design will include analysis of literature studies, surveys, and case studies.

Literature Analysis

The initial stage of the research will involve a thorough analysis of relevant literature on HR management, digital transformation in higher education, organizational resilience, and management strategies in crises. This literature analysis will form the basis of an in-depth theoretical understanding of the research topic.

Survey

A survey will be conducted to collect quantitative data from staff, faculty, and higher education management involved in the digital transformation process. The survey will be designed to evaluate their perceptions and experiences related to HR management, challenges faced, and the effectiveness of strategies implemented in improving organizational resilience.

Deep Interview

In-depth interviews will be conducted with higher education leaders, HR managers, and faculty members to gain a deeper understanding of their challenges, strategies, and experiences in managing digital transformation. These interviews will allow for the collection of richer qualitative data and a deeper understanding of the complex context.

Case Study

Case studies will be conducted on several universities that are considered successful in managing digital transformation and increasing the resilience of their organizations. This case study will provide insights into best practices, challenges faced, and effective strategies in HR management during periods of crisis and digital transformation.

Data Analysis

Data collected from surveys, interviews, and case studies will be analyzed separately and then synthesized to identify patterns, themes, and key findings. Quantitative data analysis will use descriptive and inferential statistical techniques, while qualitative data analysis will involve processes of codification, categorization, and thematic interpretation.

By using a combination of qualitative and quantitative approaches and appropriate analytical techniques, this research will provide a comprehensive understanding of HR management in the context of digital transformation in higher education, as well as provide practical insights for higher education leaders and HR practitioners in facing emerging challenges and opportunities.

RESULTS AND DISCUSSION

HRM Trouble Time

HRM Troubled Time is a situation where organizations experience difficulties in managing their human resources (HR). This situation can occur when an organization faces external challenges such as changes in the business environment or internal challenges such as HR management problems. In this situation, HRM can play a crucial role in helping organizations overcome difficulties and improve their performance. Some HRM strategies that can be used in Troubled Time HRM situations are increasing employee skills and motivation, creating opportunities for employees to contribute to the success of the organization, adapting HRM practices to organizational strategies, and ensuring flexibility in HRM practices to adapt to changes in the business environment (Qwaider Alamro, et al, 2019). By implementing these strategies, organizations can overcome the difficulties of HRM Troubled Time and improve their performance.

In this situation, HRM can play a crucial role in helping organizations overcome difficulties and improve their performance. Here are some ways to use HRM Troubled Time:

1. Identify HRM problems, The first step in overcoming HRM Troubled Time is to identify the HRM problems being faced by the organization. This can be done through employee surveys, performance data analysis, and interviews with management.
2. Create an HRM action plan, Once an HRM problem is identified, the organization must create a clear and measurable HRM action plan to address the problem. This action plan should include specific and implementable HRM strategies.
3. Involve employees, Employees must be involved in the HRM improvement process to ensure that the HRM action plan created can be implemented well and following employee needs.
4. Monitor and evaluate, After the HRM action plan is implemented, the organization must monitor and evaluate the results regularly to ensure that the HRM action plan is successful and can improve organizational performance.

By using Troubled Time HRM, organizations can overcome HRM difficulties and improve their performance. Human Resource Management (HRM) during challenging periods or HRM troubled times. In situations like this, HRM has a very important role in maintaining organizational stability and helping the organization to successfully face challenges.

Here are some key aspects to consider in managing HRM during a challenging period:

- 1) Responsive Workforce Planning, one of the key aspects of HRM during a challenging period is having a responsive workforce plan. This includes planning for various scenarios, such as budget

cuts, decreased market demand, or other crises. Organizational leaders should lead efforts to plan how the organization will adjust the size of the workforce according to needs (Tuha, & Oktabian, 2020).

- 2) Employee Resilience and Training, Organizational leaders must promote strong employee training and development. This involves identifying urgent skills needs and developing appropriate training programs to help employees cope with change.
- 3) Adaptive Performance Management, Organizational leaders must develop adaptive performance management systems. This includes performance appraisals that are results-based and flexible to respond to changing goals and priorities.
- 4) Employee Wellness and Mental Health Support, during this challenging period, employee well-being is of utmost importance. Organizational leaders should ensure there is a well-being support program that includes mental health and support for employees who may be feeling stressed.
- 5) Flexibility in HR Policies, Organizational leaders need to work closely with senior management to identify and implement needed HR policy changes. This could include more flexible leave policies, extended contract terms, or changes in reward policies.
- 6) Commitment to Adaptable Leadership, Organizational leaders must ensure that the organization has leaders who can adapt quickly to change. This involves training and developing leaders who can handle challenging situations.
- 7) Fast Monitoring and Reporting, it is important to have an efficient monitoring system that allows HRM to track changes in numbers and trends. Organizational leaders must ensure that relevant data can be accessed and analyzed quickly.
- 8) Effective Conflict Management and Consultation, when organizations experience change or crisis, conflict can arise. Organizational leaders must have skills in conflict management and be effective mediators when necessary. In addition, consultation with employees and stakeholders is important to build support and better understanding.
- 9) External Partnerships and Networks, Sometimes, in challenging situations, organizations need to rely on external resources. Organizational leaders should build and maintain partnerships with external HR service providers or experts who can help in emergencies.
- 10) Continuous Evaluation and Learning, once a challenging situation is over, it is important to conduct a thorough evaluation. Organizational leaders must ensure that the organization learns from these experiences and improves their processes and strategies for the future.

During this challenging period, HRM must act as an important agent of change in the organization. Organizational leaders have the responsibility to provide strategic direction and leadership in managing human resources effectively and responsively to changing conditions.

HRM Troublent Time in Educational Organizations

HRM Troubled Time in educational organizations is a situation where educational organizations experience difficulties in managing their human resources. This situation can occur when educational organizations face external challenges such as changes in the educational environment or internal challenges such as HR management problems. In this situation, HRM can play a crucial role in helping

educational organizations overcome difficulties and improve their performance. Here are some ways to use Troubled Time HRM in educational organizations:

1. Identify HRM problems, The first step in overcoming HRM Troubled Time is to identify the HRM problems being faced by educational organizations. This can be done through employee surveys, performance data analysis, and interviews with management.
2. Create an HRM action plan, Once an HRM problem is identified, educational organizations must create a clear and measurable HRM action plan to address the problem. This action plan should include specific and implementable HRM strategies (Wageeh, 2016).
3. Involve employees, Employees must be involved in the HRM improvement process to ensure that the HRM action plan created can be implemented well and following employee needs.
4. Monitor and evaluate, After the HRM action plan is implemented, educational organizations must monitor and evaluate the results regularly to ensure that the HRM action plan is successful and can improve organizational performance.

HRM Troubled Time in the University Context

HRM Troubled Time at universities is a situation where universities experience difficulties in managing their human resources. This situation can occur when universities face external challenges such as changes in the educational environment or internal challenges such as HR management problems. In this situation, HRM can play a crucial role in helping universities overcome difficulties and improve their performance. Here are some ways to use Troubled Time HRM at universities:

- 1) Identify HRM problems, The first step in overcoming HRM Troubled Time is to identify the HRM problems being faced by the university. This can be done through employee surveys, performance data analysis, and interviews with management.
- 2) Create an HRM action plan, Once an HRM problem is identified, the university must create a clear and measurable HRM action plan to address the problem. This action plan should include specific and implementable HRM strategies.
- 3) Involve employees, Employees must be involved in the HRM improvement process to ensure that the HRM action plan created can be implemented well and following employee needs.
- 4) Monitor and evaluate, After the HRM action plan is implemented, the university must monitor and evaluate the results regularly to ensure that the HRM action plan is successful and can improve the university's performance.

In a university context, HRM Troubled Time can be overcome with strategies such as:

- 1) Improve the skills and knowledge of lecturers and staff, Universities can improve the skills and knowledge of lecturers and staff through training and development. This can help universities to adapt more quickly to changes in the educational environment.
- 2) To develop a culture of innovation, Universities must create a culture of innovation that encourages lecturers and staff to think creatively and look for new solutions to the problems they face. In this way, universities can adapt more quickly to changes in the educational environment (Zieba, et al, 2022).

- 3) Using technology, Technology can be used to increase the efficiency and effectiveness of universities. For example, the use of technology in distance learning can help universities remain operational during the COVID-19 pandemic.
- 4) Develop partnerships, Universities can develop partnerships with other organizations to improve their ability to deal with changes in the educational environment. Partnerships can help universities to gain new resources and knowledge that can help them to adapt more quickly to change.

By implementing these strategies, universities can increase their agility and respond quickly to changes in the educational environment.

HRM to increase organization

HRM has a key role in helping organizations achieve their goals by managing human resources effectively. The following are steps and strategies that organizational leaders can take to improve the organization:

- 1) Development of Strategic HR Policies and Procedures, as an organizational leader, you need to work closely with the senior management team to develop strategic HR policies and procedures. This includes hiring, training, development, performance management, compensation, and termination policies. Make sure the policy is in line with the organization's goals and vision.
- 2) Workforce Planning, Assist organizations in planning current and future workforce needs. This involves identifying skills gaps, mapping succession plans, and developing appropriate recruitment strategies.
- 3) Employee Development, Focus on continuous employee development. This includes training, coaching, and career development programs. Ensure employees have access to opportunities to improve their skills.
- 4) Effective Performance Management ensures that the organization's performance management system is an effective tool for measuring, managing, and improving employee performance. This also includes providing regular feedback and designing employee development plans based on performance appraisal results.
- 5) Employee Welfare and Mental Health, In the role of organizational leader, you must pay attention to the overall welfare of employees, including mental health. Ensure there are wellbeing support programs, access to mental health services, and promotion of a healthy work environment.
- 6) Positive Organizational Culture, Encourage the formation of a positive and inclusive organizational culture. A strong culture can be an important tool for improving employee performance and retention.
- 7) Conflict Management and Mediation, Assist in conflict management and mediation between misaligned employees or teams. This can help address problems before they escalate into larger conflicts.
- 8) HRM Data Analysis, Use HRM data analysis to make fact-based decisions. This involves tracking and analyzing employee-related data, including payroll, retention, and productivity data.

- 9) Use of Advanced HR Technology, Ensure the organization leverages the latest HR technology such as HRM management systems, analytics software, and self-service platforms. This technology can increase the efficiency and accessibility of information.
- 10) Fair and Competitive Compensation Policy, Ensure the organization's compensation and incentive policies are fair and competitive. This can help in attracting and retaining top talent.
- 11) Commitment to Diversity and Inclusion, Promote diversity and inclusion throughout the organization. This includes inclusive recruiting, bias awareness training, and creating an environment that supports all team members.
- 12) Continuous Evaluation and Improvement of HRM Processes, Carry out continuous evaluation of the HRM process and make continuous improvements. This includes listening to employee feedback and looking for ways to improve HRM services.

As an organizational leader, you must have an important role in guiding the organization in managing human resources effectively to achieve its goals. With the right strategy, HRM can be a driving force in improving an organization and improving its performance and long-term sustainability.

Organization Agility

Organizational agility can be translated as organizational agility. Organizational agility is the ability of an organization to respond quickly and effectively to changes, challenges, and opportunities that arise in an ever-changing business environment. Several aspects that need to be understood and implemented to increase organizational resilience are as follows:

- 1) Adaptive Management System, Resilient organizations have adaptive management systems. This means they have procedures and processes that can change quickly as circumstances change. Organizational leaders should promote this approach in management system development.
- 2) Responsive Organizational Culture, Organizational culture plays a key role in resilience. Organizational leaders must help organizations build a culture that encourages flexibility, creativity, and innovation. This includes encouraging leaders and employees to take controlled risks.
- 3) Flexible Organizational Structure, the organizational structure should be designed to allow easy change and collaboration between business units or departments. Organizational leaders should help organizations evaluate and modernize their structures as necessary.
- 4) Performance Management that Focuses on Results, Organizational leaders must promote performance management that focuses on outcomes rather than processes. This allows employees to more freely seek new ways to achieve their goals.
- 5) Sustainable Innovation, driving a culture of continuous innovation is an important task of organizational leaders. This involves providing support and resources for research and development of new products or services.

- 6) Use of Advanced Technology, Resilient organizations use the latest technology to increase their efficiency and responsiveness. Organizational leaders must assist organizations in adopting technology that suits their needs.
- 7) Strong Partnerships and Networks, building partnerships and networks with external parties such as business partners, universities, and industry associations can help organizations gain access to additional resources and knowledge needed in difficult situations.
- 8) Data-Based Decision Making, Resilient organizations rely on data and analytics to inform their decisions. Organizational leaders must promote data literacy and analytical capabilities throughout the organization.
- 9) Skilled in Crisis Management, Organizational resilience includes the ability to manage crises well. Organizational leaders can help develop crisis plans and train management teams to respond to emergencies.
- 10) Continuous Monitoring and Learning, Organizational leaders must promote an attitude of continuous learning throughout the organization. This includes ongoing evaluation of performance and processes, as well as adjustments based on lessons learned.

Organizational agility is an ongoing effort and requires commitment from the entire organization, including top management, leaders, and employees. Organizational leaders have a critical role in guiding the organization toward this agility by providing strategic direction and necessary education.

Organization Agility in Educational Organizations

Organizational Agility in educational organizations can be achieved in several ways, including:

1. Improve employee skills and knowledge, HRM practices such as employee training and development can help improve employee skills and knowledge in dealing with changes in the educational environment. This can help educational organizations to adapt more quickly to change and improve their performance.
2. To develop a culture of innovation, educational organizations must create a culture of innovation that encourages employees to think creatively and look for new solutions to the problems they face. In this way, educational organizations can adapt more quickly to changes in the educational environment.
3. Using technology, Technology can be used to increase the efficiency and effectiveness of educational organizations. For example, the use of technology in distance learning can help educational organizations remain operational during the COVID-19 pandemic.
4. Develop partnerships, educational organizations can develop partnerships with other organizations to improve their ability to deal with changes in the educational environment. Partnerships can help educational organizations gain new resources and knowledge that can help them adapt more quickly to change.

By implementing these strategies, educational organizations can increase their agility and respond quickly to changes in the educational environment.

Organizational Agility at Universities

Organizational Agility at universities is the university's ability to respond quickly to changes in the educational environment. Universities that have Organizational Agility can adapt more quickly to changes and improve their information and teaching systems. The following are several ways to improve Organizational Agility at universities:

- 1) Improve the skills and knowledge of lecturers and staff, Universities can improve the skills and knowledge of lecturers and staff through training and development. This can help universities to adapt more quickly to changes in the educational environment.
- 2) To develop a culture of innovation, Universities must create a culture of innovation that encourages lecturers and staff to think creatively and look for new solutions to the problems they face. In this way, universities can adapt more quickly to changes in the educational environment.
- 3) Using technology, Technology can be used to increase the efficiency and effectiveness of universities. For example, the use of technology in distance learning can help universities remain operational during the COVID-19 pandemic.
- 4) Develop partnerships, Universities can develop partnerships with other organizations to improve their ability to deal with changes in the educational environment. Partnerships can help universities to gain new resources and knowledge that can help them to adapt more quickly to change.
- 5) Using Agile methods, Universities can use Agile methods in developing information and teaching systems. Agile methods enable universities to more quickly respond to changes and improve their information and teaching systems.

In a university context, Organizational Agility can be overcome with strategies such as those above. By implementing these strategies, universities can increase their agility and respond quickly to changes in the educational environment.

HRM strategy for organizational agility

Strategies are needed to increase organizational agility and resilience in Human Resource Management (HRM) during a challenging period. In a situation full of uncertainty, HRM needs to be one of the main drivers in facing change. The following are strategies you can consider doing:

- 1) Deep Understanding of Challenges, Organizational leaders must have a deep understanding of the challenges faced by the organization and the industry as a whole. This includes regulatory changes, market competition, technological changes, and other factors that can affect human resources.
- 2) Flexibility in Workforce Planning, Organizational leaders must work closely with the executive team and senior management to develop a more flexible workforce plan. This includes planning for different scenarios, such as budget cuts or major changes in market demand.

- 3) Leadership Ability Development, one of the keys to facing difficult situations is having a strong leader. Organizational leaders must focus on developing leadership capabilities that can guide the organization through change. This includes leadership training, mentoring, and coaching.
- 4) Use of Technology to Increase Efficiency, Organizational leaders must lead efforts to adopt advanced HRM technologies. Modern human resource management systems can help automate routine processes and provide valuable insights through data analytics.
- 5) Continuous Employee Development, A continuous employee development program must be implemented. Organizational leaders must design training and development programs that enable employees to update their skills regularly.
- 6) Commitment to Employee Welfare, in difficult situations, employee welfare must be a top priority. Organizational leaders should ensure that well-being support programs are in place, including access to mental health services.
- 7) Effective Change Management, Organizational leaders need to become experts in change management. This involves effective communication, involving employees in the change process, and overcoming change resistance.
- 8) Management of Relationships with Employees, Organizational leaders must understand the importance of building strong relationships with employees. This involves listening and providing feedback, as well as creating a culture that supports growth and development.
- 9) Adaptable Leadership Strategy, Organizational leaders need to develop adaptive leadership strategies. This includes being able to respond quickly to change and direct the organization in dealing with it.
- 10) Continuous Monitoring and Evaluation, Organizational leaders must implement a continuous monitoring and evaluation system to measure the effectiveness of the HRM strategies that have been implemented and make adjustments if necessary.

In challenging situations, the role of an organizational leader is very important in helping the organization to become more resilient and ready to face change. This involves a combination of more traditional strategies with continuous adaptation and innovation to suit changing contexts.

HRM strategy for organizational agility at universities

Universities can implement HRM strategies to increase organizational agility in the following ways:

1. Improve the skills and knowledge of lecturers and staff, Universities can improve the skills and knowledge of lecturers and staff through training and development. This can help universities to adapt more quickly to changes in the educational environment.
2. To develop a culture of innovation, Universities must create a culture of innovation that encourages lecturers and staff to think creatively and look for new solutions to the problems they face. In this way, universities can adapt more quickly to changes in the educational environment.

3. Using technology, Technology can be used to increase the efficiency and effectiveness of universities. For example, the use of technology in distance learning can help universities remain operational during the COVID-19 pandemic.
4. Develop partnerships, Universities can develop partnerships with other organizations to improve their ability to deal with changes in the educational environment. Partnerships can help universities to gain new resources and knowledge that can help them to adapt more quickly to change.
5. Using Agile methods, Universities can use Agile methods in developing information and teaching systems. Agile methods enable universities to more quickly respond to changes and improve their information and teaching systems.
6. Career planning, Universities can carry out career planning for lecturers and staff so that they can develop the skills and knowledge needed to face changes in the educational environment
7. Training, Universities can provide training to lecturers and staff to improve their skills and knowledge in dealing with changes in the educational environment.
8. Performance appraisal, Universities can conduct performance assessments for lecturers and staff so they can find out their strengths and weaknesses in facing changes in the educational environment.

By implementing these strategies, universities can increase their agility and respond quickly to changes in the educational environment.

CONCLUSION

The study concluded that research shows that effective strategies for increasing organizational resilience in higher education involve several key components. Developing digital skills and competencies, inclusive change management, increasing employee engagement and motivation, as well as building a culture of innovation and cross-departmental collaboration are important aspects of this strategy. This research also concludes that leadership plays an important role in facilitating digital transformation and strengthening organizational resilience. Visionary leadership, effective communication, and the ability to inspire and lead change are critical factors in the successful implementation of HR management strategies. This research provides practical recommendations that have been prepared for higher education leaders and HR practitioners. This includes investing in developing digital skills, creating an inclusive and collaborative work environment, facilitating transparent communication, and strengthening an adaptive and innovative organizational culture. Thus, this research confirms the importance of effective human resource management in increasing the resilience of higher education organizations during periods of crisis and digital transformation. Through the implementation of appropriate strategies and a strong leadership role, universities can become more adaptive, responsive, and innovative in facing the challenges faced in the ever-growing digital era. This research makes an important contribution to the literature on higher education

management and HR management and provides practical guidance for higher education leaders in managing change and strengthening the future resilience of their organizations.

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