

Human Resources Professional Transformation: An Introduction of New Concepts

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Keywords: Competence, Commitment, Work Contribution, Demography, Human Resources Professional Transformation, Employee Productivity

Abstract: Conceptually this research develops a model with a new concept as renewal called Human Resources Professional Transformation (HRPT). This concept is a synthesis to fulfil theoretical needs in answering problems in the role and function of human resource management. Specifically, this concept aims to build individual abilities/talents of line division of human resources in determining work from the business context side with run the roles and functions of human resources which include Competence, Commitment, Work Contribution, Demography (including age, education, gender, and work experience) so as to increase employee productivity as a competitive advantage of the company.

1 INTRODUCTION

Organizations should organize human resources as well as possible because the role of human resources is the sole key of all activities or the activities to keep a life span and achievement of success. In terms of business strategy, an organization can succeed if it has a sustainable competitive benefit (better than competitors and able to maintain that benefit over a long period of time), (Noe, et al., 2016). The industrial revolution era 4.0 opens the opportunity for human resources in having mastered concerning to the latest technological developments. So that, it is important to implement skills improvement programs or renewal of skills of human resources based on the recent needs of the industry, the competency needed is human resources that have talents, this is because talent is the key or crucial factor for the industry 4.0 successful implementation, (Rohida, 2018). According to Fang, (2018), technology has transformed the way to access the information and how to conduct business. A major impact will occur in the workplace because of this change. How the workforce structured and organized must change substantially, which has a lot of impacts on human resource management. The change of functional in the operation of human resources to let the professionals' human resources to get more strategic works is the way to redefine human resource

management. Technology will not replace, but 'add' many ways to do a job.

The concept of empowering human resources with this new paradigm becomes a valuable asset for companies that can be done by applying the concept of human capital to encourage human role and function as an integral part of the business processes of a company. This shows that humans have a big role in developing a company, so that management requires a broad attention from management by developing or maintaining it as an important element in making strategic decisions. The study conducted by Sukoco and Prameswari, (2017) regarding "Human capital approaches to the management of human resources productivity", found that in Indonesia there are many companies that have not implemented optimal human capital approaches. The human maintenance capital-based human resources requires not a little amount of money, but this is not a problem if the impact is provided, they are a number of advantages obtained by the company or the rate of return from the amount of money spent to finance the labor management. GS Becker (1964, 1993) stated that, humans are resources and a capital that produce returns and every expenditure made in order to promote the quality and quantity of capital investment activity. The approach of human capital emphasizes that, the role of humans is one of the primary capital in a company with unlimited value and amount, which can be managed in a process, and able to make

additional value for the company in achieving its goals.

The survey which conducted by The Boston Consulting Group and the World Federation of People Management Association stated that Indonesian companies face the issues in the quality and quantity of expertise at all stages of the organizations. Indonesia is predicted to the lack supply of professional workers at managerial level. In this research, it is explained that the problem experienced by manufacturing companies in Indonesia is because they do not have the experts needed by the company. This shows projections regarding inequality of needs and availability of labor, especially in managerial level. (Boston Consulting Group (BCG) research results and the World Federation of People Management Associations (WFPMA) published in 2013. Many of challenges are still faced in expanding the manufacturing industry sector in Indonesia. First, the bad quality of Human Resources is showed by less competitive labor productivity and a high level of rigidity (labor) in the labor market. Secondly, the unavailability of reliable energy at competitive prices. Third, logistical efficiency and support of the manufacturing industry are still not enough. Fourth, industrial policies that have not been integrated between related institutions and the center. Fifth, The unbalanced industrial structure which creates dependence on raw and auxiliary materials overseas. Sixth, the non- balanced industrial posture with the largest composition in micro and small scale industries is still not optimal. Seventh, especially in diversity terms, the sources of industrial are still limited, (Communication Ministry-Bank Indonesia, 2016).

Research conducted by Heuvel and Bondarouk, (2017) stated that, HR Analytics in 2025 will become an established discipline, that has proven to have an impact on the results of business, and has a huge influence on strategic and operational decision making. Their research gives contribution to the HR analytics development, as a field of research that is able to inform businesses easily, by exploring how HR analytics will be seen in the future time. HR analytics showed that the responsibility for identifying and measuring people as a stimulation of business results. This lies in the function or department of Human resources.

The goal of developing aligned HR policies and practices to form a coherent system is referred to the achievement of " horizontal integration" among the human resources activities. Achieving vertical and horizontal integration HR professionals are needed to

work together with line managers and employees. In short, the strategic of vertical integration is about human resource management , that are comprehending the organization and its context, Horizontal integration is building a clear HR system, effectiveness demonstration about how the HR system influences the organization, and Performance partnerships namely Professionals of human resources cooperative work with the line managers and with non-management employees , (Schuler and Jackson, 2005). Jackson, et al., (2014) also added that, HR formal professionals design, HR policies in the field of business plans, supervisors change policies into daily practices . Human resources professionals have become more actively involved in the process of business planning; formal policies have become more subjective in interpretations by individual managers when they try to respond the certain situations and constantly changed; employees with high abilities/talents often negotiate contracts and working conditions.

The shifting of this paradigm has resulted in roles of human resources professionalism who originally just acted as the administrative personnel into a more comprehensive and strategic role. Krishna and Prasad, (2012) stated that HR Professionals have contributed to make a significant progress to the company's performance. HR professionals face the increase of accountability to ensure that HR practices and function can boost business results. The transformation of HR was initially focused on making HR operations work efficiently and effectively through standardization of processes and technology. The next generation of HR transformation is closely related to the company's strategy and creates business value through HR services . The services handle the most company's urgent strategic challenges.

Successful transformation of HR is able to increase additional human resources value for business, (Ulrich, et al., 2009). If the professionals of human resources really become business partners, then their aim have to be a business goal. Transforming HR professionals into business partners is not its the final goals; This means to reach the strategic, business-oriented goals. Ulrich and his team also stated that senior HR professionals are responsible for make sure that HR practices and functions are aligned and stimulate the business achievement. In order to conduct this function, competency, commitment, work contribution and demographics, the age of the employee, education, gender and employee productivity are needed.

Laine, et al., (2017) stated strategic position and the role of business partners in general was built in HR competencies. According to Kinicki and Fugate, (2016), needs of competency are the wants to be qualified, knowledgeable, and able to finish an action, task, or goal. They suggest that a manager is able to give real resources, time, relationships, and training to develop employee competencies by ensuring that employees have the knowledge and information needed to do at work place. Competence can improve credibility by showing well business instincts, technical capabilities, and professionalism. Competences can also be used as a personal evaluation of the ability to do a job.

Oh, et al., (2015) stated that managers of human resources- Human resources and human capital (broadly representing their competence in doing some works) related to their commitment to the positively of human resources for example. Company in HR (widely represents organizational support for their work). In Bagaeva et al., (2018) research, it was also stated that the competency approach provides many opportunities to express the professional and personal aspects needed in reaching organizational high level efficiency in all aspects. The chances to focus on key aspects of personal and business quality which influence the final results. At the same time, using the concept of competency is very likely to express the expected knowledge and skills from the employees who effectively fulfill their duties.

Commitment focuses on building employee's value propositions to make sure that employees will provide value to the organization and receive the value in turn, (Ulrich, 2013). Companies that achieve success with process management tend to increase commitment in the process of intensity and expand its influence in many processes, (Benner and Tushman, 2003). According to Chadwick, et al., (2014), Line Manager's active involvement is one of the important mechanisms that change the top management's strategic with respect to commitment-based HR into an HR system based on actual commitments. Without the line managers active involvement, the strategic emphasis of top managers may still unrealize. Therefore, the commitment-based HR system company implementation, especially in the settings in which the system is contrary with tradition, potentially could be a middle management real indicator acceptance for manager's strategic emphasis.

Workplace involvement is an essential factor in the commitment level and loyalty shown by each employee to the organizations. In addition, the

relationship between workers' trust in the authority of decision making and their commitments to the organization is a self-preservation. In a high levels of trust environments, commitment in organizations is greatly reduced when leaders failed to manage procedures and results fairly, it shows that in a low trust environment, establishing a clear rule of procedure and the distribution of results is a chance, because this will have a positive effect on employee commitment as far as fair procedures and fair or profitable results can be delivered as well. Whereas, the failure to set some clear rules about procedures and results is a threat in environments with high levels of trust, because it has a potential to ruin the employee's commitment if the procedure is unfair or create unfavorable results, (Seifert, et al., 2016).

For further research stated that, the role of Human Resources divisions is needed in the human resources implementation, (Trullen, et al., 2016). From their research, it was stated that HR can contribute in the implementation of the effectiveness HR practices by line managers. The contribution of their research involves the development of new theories in the HR Practices implementation by focusing on the role of organizations other than line managers, namely the department of human resources that can influence the results of the implementation of HR Practices. This can be done by giving high-quality human resources and sufficient technical advice for the field. Research Trullen, et al., (2016), found evidence of HR practices that were not implemented effectively, this was shown when the HR department remained passive, implementation would likely to fail. In addition, their research also adds the widely accepted structure by highlighting the different ways where HR departments can shape business success. Facilitating the implementation of effective HR practices, which are the cornerstone of the effectiveness of HR in the whole aspects (this is based on the viewpoint (Wright and Nishii, 2013). The further contribution of their research was to provide professional HR with practical advice. It's about how to handle the implementation of HR Practices by line managers. As a recommendation from research Trullen, et al., (2016), the results of the analysis they conducted shows that the line manager implementation behavior must be well understood in a similar manner to the other productive work behaviors.

According to Marcus and Gopinath, (2017), demography is an important factor that is considered in the most human resource and management decisions because it influences work behavior and employee productivity. Their study analyzed the impact of demographic variables such as age and

gender in the employee perceptions of the corporate practice involvement. Demographic variables, they are: age and gender are chosen based on their relevance. Jiang, et al., (2015), added that the frequency and quality of interactions between employees and other organizational members can be affected by the existence of demographic inequality. It also influence the relevancy and credibility of information received from other sources, and thus affect the alignment between perceptions of HR manager practices and coworkers and employees' perceptions of HR practices.

Productivity can be defined as a relative concept and the ratio of output divided by inputs, that cannot be proven to increase or decrease without measurement, either changes from competitors or other standards at some points of time, (Hossain, et al., 2018). From their research, the productivity of employees means the output of a worker at a certain time such as hours, days, weeks or months with the effectiveness of employees. It measures the ability of employees or a group of workers as well. Delmas and Pekovic, (2018) added that the organizational team work in combination with environmental practices should lead to higher work productivity because the association would enable the employees to increase the diversity and their interpersonal contacts' wealth by working across departments and permitting the development of relationships with workers in outside their own unit.

Based on the explanations that have been stated, it can be stated that the research on the Human Resources Professional Transformation (HRPT) has three strong foundations. First; there is a need to collaborate HR analytics as an area of research that can easily inform businesses, by seeing how HR analytics will be seen in the future. HR analytics shows that the responsibility for identifying and measuring humans as a stimulation of business results lies in the function or division of HR. Second; HR professionals must be more actively engaged in the business planning process to respond the specific situations and change quickly. Third; Successful HR transformation will increase the business additional value of human resources. If HR professionals really become business partners, then the goal is business, (Heuvel and Bondarouk, (2017); Zeidan and Itani (2020), Jackson, et al., (2014); Ulrich, et al., (2009)).

2 LITERATURE REVIEW

2.1 Synthesis of Human Resources Professional Transformation

Theory of Human Capital is a classic study theory of GS Becker, (1964, 1993) which discusses the results of investing in knowledge and skills in a person. In theory investment in individual education and training is the same as a set of business investments. GS Becker, (1964, 1993) suggests that human capital is knowledge contained in humans. Because human resources contain knowledge and skills, as well as economic development for the advancement of technological and scientific knowledge that depends on the accumulation of human resources itself. Roos, et al., (1997) suggests that human capital comes from knowledge, attitudes and intellectual agility of the employees. Human capital focus on training policies and human resource management that allow managers to see all investments implemented in the short term of time.

Human Capital Theory inspires many researchers to consider the resources used by companies in special forms of investment in human capital. BE Becker and Huselid (1998) stated that the role of human capital as a potential source of sustainable competitive benefit, such as, work knowledge and workers, intellectual capital, and work systems for high performance. The existence of intellectual assets and organizational systems by developing the assets are used as important parts in making strategic decisions. Furthermore, BE Becker, et al., (2001) states that the strategic role of human resources or human capital will implicitly focus on the productive behaviour of people in the organization. This is because tautologically, people in the organization can influence the organization's environment. They also suggested that strategic behaviour is a subset of productive behaviour that directly functions in implementing the company's strategy.

Boudreau and Ramstad, (2004) states that the evolution of Human Resources (HR) and measurement of HR will require a science decision for human capital, which actually informs and refines the decisions about human resources. This term is referred to a talent that focuses on hidden talent and real talent from employees who have potential. This new science decision will focus on providing excellent HR processes and programs, by providing a concept for identifying decisions about human capital and the most importantly how to logically connect those decisions with the effectiveness of organizational. Human capital/intellectual capital/

human resources/talents are the resources which found in the employees and how organizing is recognized as important point for strategic to achieve success and competitive advantage, (Boudreau and Ramstad, 2007). They also argued that human capital is a decision needed to improve resources in an organization that does not only cover individual abilities but includes motivations and opportunities to be faced.

According to Lawler III and Mohrman, (2003), Professionals in Human Resources need to have more effective strategic business partners. Ulrich, (1998), argued further that HR professionals must make the transition from strategic business partners to become contributors in their organizations. In this regard, Losey, (1999) also argues that HR professional groups see many chances to change human capital strategies into long- term competitive benefits. Thus, part of the strategy to be creative and improve productivity is to have the competencies needed to achieve the result, (Long and Ismail, (2011). By doing work for an organization with existing HR professionals, successful organizations can be characterized from the following three aspects, namely leadership, individuals (talent), and ability. Individuals need to be more productive to provide any strategy, organizations need to have the right abilities; and throughout the organization, leadership have to be shared widely. These three organizational dimensions can be seen as the result of human resources, to lead the human resource professionals, (Ulrich, 2014). Of the three domains, this study uses individuals (talent) to determine the work of human resources in achieving results seen from the business context.

Individual abilities (talent or human capital) use a simple formula which is able to help HR professionals and managers to develop more productive talents: namely (Talents= Competence *Commitment *Contribution), (Ulrich, 2014). The three elements of these similarities need to be fully integrated in order to manage talent (individual abilities) HR professionals. According to his theory competence means that an individual who has the knowledge, expertise and value needed to do a work. Competence is obviously considered important because an inability can led to poor decision making. Ulrich, (2014), also argues that in the past decade, competence and commitment have become an axis for talent. The next generation of employees may be competent (capable of doing work) and committed, if the employees make a real contribution through work. Their productivity can also decrease If their interest in what they do decreases. Contributions occur when

employees feel that their personal needs are fulfilled through their participation in the organization.

The human resources future logic starts with the direction in which HR must add a value. This direction has to be connected with business, both the business context that form decision making and certain stakeholders of the business strategy, (Ulrich, 2013). Ulrich also developed a STEPED framework that was linked to the business context. This framework consists of some trends they are: Social, Technological, Economic, Political, Environmental, and Demographic trends. From this framework this research leads to Demographic trends, namely trends.

Specifically, HR professionals have to approach the work from outside / inside and provide value by knowing the context of business for an organization. Human resources will need Specific actions in order to add value of targets for HR work (individual, organizational, and leadership) and areas for HR investments (Human resources function, practices, people, and analytics), (Ulrich and Dulebohn, 2015). HR professionals can consume this HR work target to face an obstacle. HR professionals must also realize that not only external business factors can affect work within the organization, but also the HR work nature itself and how the work will be finished. The view of Ulrich and Dulebohn, (2015) with the purpose of adding value, and as part of the approach of work in / out of HR, is very helpful in achieving the targets or HR work results. Furthermore, the approach of HR work outside/ in will build a talent and improve the work of employees. A strategy also needs to be given to individuals/employees so that they become more productive and able to adjust their behaviour in supporting the strategy.

Management infrastructure that understands and able to implement the company's strategy is the base of the HR strategy that creates value. In general, the role of professionals in the field of HR function is supposed to lead to these efforts. This implies that there is a beginning of the traditional functional orientation by HR managers and also a broader strategic role comprehending that HR may have in the company, (BE Becker, et al., (2001).

Huselid, et al., (1997), also summarized that most companies had demonstrated the acceptable levels of technical competence and potency of human resources, none of the capabilities of traditional human resources were not reduced in a value. The value was not sufficient to meet the needs of a broader HR strategy. Competencies that HR managers need to develop and have the greatest impact on company performance are business and strategic of HR competencies.

Schuler and Walker, (1990), suggested that HR strategies are a sequence of processes and activities distributed by human resources and line managers in solving business problems related to people. Through the HR strategy, HR management try to add value by identifying these issues, assessing them, evaluating and resolving the important problems for organizational competitiveness which eventually leads to the organization success. Furthermore, a number of complementary activities that leads to the creation of the HR strategy are found: First, in response to the lots of changes in the environment, attention and more pressure in HR. Second, issue orientation is used to frame the human and business resource agenda. Third, human resource concerns are treated as business issues related to individuals and become an integral part of successful organizational change. Fourth, line managers get involved in human resource problems.

Losey, et al., (2005), argued that a business context can be built through: Positive psychology contracts with belief and respect, are supported by progressive management practices designed monitoring their implementation. These are o the chances for employees to share comprehensive information about their organization and participation in decision making. Good design and flexible work that stimulates people to take part and grow. talent developments can be achieved through selection, induction, and careful learning. Positive leadership at whole levels of work with the same goals and values. Getting value from differences as a goal to achieve business success. Organizational climate that respects and recognize the behaviour is needed for the organization achievements. Decentralized self - management and teams that make the decisions.

A more specific explanation stated by Yeung, et al., (1999) stated that the organizational effectiveness learning styles depends on conformity with the broader business context, namely culture, business strategy and characteristics of industry. In the recent stages of the research, they did, they were convinced that organizations could generate new ideas differently due to the business context. In turn, they found that different organizational learning styles produced different performance results. Although organizational learning styles often overlap in organizations significantly, it is clear that successful organizations develop their abilities through one type of learning to grow, develop, and adapt to changing business environments.

According to Argyris and Schon, (1978) argues that organizational learning is a metaphor that requires us to re-examine organizational ideas.

Individual assemblies regulate when members arrange regulations for decision delegation and collective membership. In regulating regulatory behaviour, they act for collectives in ways that reflect the task system. Just as the theory of individual actions can be inferred from individual behaviour, the theory of organizational action can be inferred from the pattern of organizational action. Organizational learning occurs when members of an organization act as agents of learning for organizations, responding to changes in the organization's both of internal and external environment by detecting and correcting errors in the theory used, and instilling the results of their investigations in person, through pictures, organizational maps.

The four categories of HR Analytics, this research leads to the structure. Then Heuvel and Bondarouk, (2017) stated that the findings regarding the structure of HR Analytics can be divided into three parts: the positioning of HR analytics in organizations, the internal and the external factors involved. Related to this, the categories of the internal actors involved are categories that lead to the business context. This is also supported by the statement of Heuvel and Bondarouk, (2017) from the research conducted that HR analytics will have a main influence on decision making in organizations in the future. Furthermore, as a function, human resources analytics tends to influence the arrangement and role of HR.

Zeidan and Itani (2020) added that organizations must pay attention to the need in improving their HR analysis capabilities, this can be done by further investing in HR technology. The more investment that is put into an HR analysis, the higher the rate of return on investment that goes to the HR division and organizational results. HR analysis, which refers to business and technology, will be beneficial for organizations to have entities that support other HR functions in decision making and overall business strategy. The HR Division should truly go through a revolution with the introduction and application of HR Analysis. Therefore, it is important for organizations to run this division thoroughly in order to take a more strategic role and be more capable in achieving business goals and objectives.

In addition, Marler and Boudreau, (2016), argues that in evaluating HR Analytics one of the theoretical perspectives categories that explains about management strategy as the cause-and-effect relationships of the main social science disciplines, they propose a theoretical framework that explains the main cause and effect relationships one of them is the HR strategy by (BE Becker, et al., 2001). The views of BE Becker, et al., (2001) suggest that

professionals in Human Resources are increasingly challenged to take part in making more strategic perspective on their part in the organization.

According to Schuler and Jackson (2005), the professional human resources who are responsible in designing and managing HR systems must enhance an understanding of HR that cuts all HR activities like practices and policies. This means, the HR strategy implies that HR professionals have to maintain the capacity operation as HR generalists rather than HR specialists. Jackson, et al., (2014) also states that human resource professionals use the name "HR Strategy" widely to signal their belief. They believe effective HR contributes to the business effectiveness. As a result of the process of finding Losey, et al., (2005) determined that the future of HR employees-and HR professionals have to develop business acumen, functional expertise, talent management skills, leadership change, and partnership/relationship skills, while also learning how to use and applying technology. They also added that the challenge of other skills transformation was to enhance business acuity and push the process generally in various industries and have discipline under one organization.

The perspective of HR transformation that can successfully increase the additional value of human resources for business because human resources transformation must begin with an obvious understanding of the business context. Ulrich, et al., (2009) defined HR Transformation as an integrated, harmonious, innovative approach. The business focus to redefine how HR work is conducted in an organization. This can help organizations meet the needs made to customers, investors and other stakeholders. They also stated that the idea of HR transformation was aimed at HR professionals. HR professionals must understand the principles of HR transformation to be able to apply it to a much better position. Sousa and Dias (2020) added that HR transformation is aimed at the shift from an administrative function to a more strategic-oriented and integrated business function. The reorientation mentioned, intended to contribute that HR is not only to play an important role in the overall business strategic planning but also acts to clarify and direct employees about the desired organizational goals. The explanation and understanding of the Human Resource Analytics, Human Resources Professionals and Human Resources Transformation that have been put forward, it can be summarized as a temporary basis for draw conclusions that Human Resource Analytics is a portfolio of Human Resource Professionals and Transformation related to human

capital role as a potential source of sustainable competitive advantage to increase employee productivity. The description of the literature that has been presented is the basis of the flow of the synthesis of the concept of Human Resources Professionals Transformation which is contained in the appendix.

Human Resources Professional Transformation is the ability of line-division managers of HR who are innovative and adaptive toward the change to achieve the effectiveness of organization. In the process of implementing the professional transformation of human resources, companies collaborate on the ability of individuals/talents (line managers) to determine work in achieving results seen from the side of the business context. Collaboration HR Professionals Transformation is a relationship of an HR analytics to carry out the evolution of work with competitive strategies in the face of competition and the success of the company.

In the process of Human Resources Professional Transformation, line managers so must develop more productive talents as a skill to maintain competitiveness and competitive advantage of the company. These skills are applied in the form of commitment, having competence, being able to contribute to work that is seen based on demographics (age, education, gender and work experience) to increase employee productivity. In achieving success in competitive competition, companies must be able to adjust the innovation strategy of human resource management as a process of company activities to solve business problems.

Based on the results of the synthesis of Human Resources Analytics, Human Resources Professionals and Human Resources Transformation who request further research, it can be stated that the three concepts require new concepts to answer and solve problems in human resource management. The new concept offered to answer this problem gap is the Human Resources Professional Transformation as well as updates to this research. According to Barney, et al., (2011) one of the implications of a theory of maturity is declared critical, located when followed by revitalization or decline. Thus, it can be concluded, the concept of Human Resources Professional Transformation as renewal has met the requirements.

2.2 Proposition of Human Resources Professional Transformation

Flow and the description of its concept synthesis raises the following propositions: "Human Resources Analytics, Human Resources Professionals and Human Resources Transformation as an integrated

approach in the company's competitive advantage on the concept of" Human Resource Professional Transformation "that has the potential to increase Employee Productivity". The proposition of this study explains that the Human Resources Professional Transformation Influences Employee Productivity from the concepts of Human Resource Analytics, Human Resources Professionals and Human Resources Transformation as an integrated approach in the company's competitive benefits. This section must be in one column.

3 CONCLUSIONS

The developments of new concepts through theories synthesis that promote the findings of the new concept Human Resources Professional Transformation from the Functional objective perspective. Functional objectives emphasize conformity between activities, the capabilities of the human resources department, and business activities and changes. The new concept has an important role in theory as a construct that strengthens the theory of Human Resources aimed in the ability of individuals/ talents of line managers of the HR division to determine work as a corporate strategy in achieving more productive results. This new concept is also expected to contribute in strengthening the theoretical basis of the Human Resources Analytics, Professionals and Transformation as a sustainable competitive advantage.

ACKNOWLEDGEMENTS

This article is part of the author's scientific work and dissertation publication. The author would like to express his gratitude to Universitas Sumatera Utara.

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APPENDIX

HR Professional Transformation

Synthesis pathway of Human Resources Professional Transformation

