

Adaptive Human Resource Management in Improving Employee Performance: A Literature Study

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Abstrak

Perubahan lingkungan kerja yang semakin dinamis akibat perkembangan teknologi, tuntutan kompetensi, dan ketidakpastian global menuntut organisasi untuk mengelola sumber daya manusia secara lebih fleksibel dan responsif. Penelitian ini bertujuan untuk menganalisis bagaimana manajemen sumber daya manusia (SDM) adaptif berperan dalam meningkatkan kinerja karyawan serta membangun kesiapan individu dan organisasi dalam menghadapi perubahan. Metode yang digunakan adalah studi literatur dengan pendekatan kualitatif melalui penelaahan dan sintesis artikel ilmiah nasional dan internasional periode 2020–2025 yang membahas praktik SDM adaptif dan kinerja karyawan. Hasil kajian menunjukkan bahwa penerapan kebijakan SDM yang fleksibel, pengembangan kompetensi berkelanjutan, sistem manajemen kinerja yang kontekstual, budaya organisasi yang mendukung pembelajaran, serta pemanfaatan teknologi digital secara terpadu mampu meningkatkan produktivitas, kualitas kerja, dan kemampuan adaptasi karyawan. Temuan ini juga mengindikasikan bahwa lingkungan kerja yang suportif dan kepemimpinan yang terbuka terhadap perubahan memperkuat keterlibatan serta motivasi karyawan, sehingga berdampak positif pada kinerja individu maupun tim. Dengan demikian, dapat disimpulkan bahwa manajemen SDM adaptif bukan hanya menjadi respons terhadap perubahan, tetapi merupakan strategi penting untuk membangun sumber daya manusia yang tangguh, kompeten, dan berdaya saing, sekaligus mendukung keberlanjutan kinerja organisasi dalam jangka panjang.

Kata Kunci : *SDM Adaptif, Kinerja, Karyawan.*

Abstract

The increasingly dynamic work environment due to technological developments, competency demands, and global uncertainty requires organizations to manage human resources more flexibly and responsively. This study aims to analyze how adaptive human resource (HRM) management plays a role in improving employee performance and building individual and organizational readiness to face change. The method used is a qualitative literature study through the review and synthesis of national and international scientific articles from 2020–2025 that discuss adaptive HRM practices and

Page 291 of 304

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employee performance. The study results indicate that the implementation of flexible HRM policies, continuous competency development, a contextual performance management system, an organizational culture that supports learning, and the integrated use of digital technology can improve employee productivity, work quality, and adaptability. These findings also indicate that a supportive work environment and leadership that is open to change strengthen employee engagement and motivation, thus positively impacting individual and team performance. Therefore, it can be concluded that adaptive HRM is not merely a response to change but a crucial strategy for building resilient, competent, and competitive human resources, while supporting the long-term sustainability of organizational performance.

Keywords: Adaptive HRM, Performance, Employees.

Introduction

Organizations can achieve competitive advantage by optimizing employee performance through human resource (HRM) management (Aji & Aravik, 2023). In the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era, business environment challenges are increasingly complex, requiring evolving HRM practices. An adaptive approach that enables companies to respond to rapid changes within and outside the organization is necessary, as the traditional, rigid HRM paradigm is no longer adequate. This study demonstrates that adaptive HRM is crucial for improving employee performance amidst increasing global uncertainty. Previous studies have shown that implementing adaptive management enables organizations to increase flexibility and innovation in their work processes, enabling them to adapt to new requirements without compromising productivity. (Ma'ruf et al., 2024)

Adapting HRM strategy is a continuous process that involves an organization's understanding of labor market changes, technological advances, and increasingly diverse employee needs. This is reflected in contemporary HRM theory. This innovative strategy focuses on aligning company goals with employee personal needs, such as performance management and competency development through appropriate training (Ramadhany, et.al, 2023). This approach not only encourages employee development but also creates a more responsive work environment to external changes. This is in line with the results of

previous research which shows that flexible HR strategies are very important for increasing employee productivity and engagement. (Siska Asriyanti et al., 2024)

Flexibility in the context of increasingly heterogeneous global organizations is a crucial component of adaptive human resource management. Studies in multinational companies have shown that flexible and responsive human resource practices tailored to local cultural values can improve cross-border collaboration and overall team performance. Agile HRM principles combine aspects of flexibility, collaboration, and continuous learning, significantly helping organizations adapt to changing work environments. This cross-cultural adaptation demonstrates how adaptive human resource management can help address complex global challenges. (Sangkota et al., 2025)

The need for adaptive human resource management is driven by digital transformation and the adoption of the latest technologies. Digitalization is not only changing the way companies hire and assess their performance but also providing HRM with new opportunities to enhance employees' digital skills and become more flexible. Other studies emphasize how HRM must adapt to digital transformation and its impact on the labor economy to create relevant strategies and strengthen companies' competitiveness in today's market. Therefore, adopting technology is a strategic imperative to maintain HR's crucial role in improving organizational performance.

An adaptive work culture is considered essential, in addition to technology, for improving employee performance. An adaptive and inclusive work culture helps employees engage, develop skills, and exchange ideas (Amin & Aravik, 2023). By reinforcing contemporary values such as cross-functional team collaboration and continuous learning, organizations that can foster an innovative culture are more likely to retain talented employees and increase productivity. Case studies show that a flexible work culture can help improve employee performance and engagement. (Maulana, 2025)

Each employee's adaptive skills are a crucial component of adaptive human resource management. Employees' ability to adapt to changes in tasks, work procedures, and the work environment is crucial to organizational success in the face of the pandemic and digitalization. A recent study shows that improving employees' adaptability skills through continuous training and learning can improve their resilience and job performance in a variety of dynamic work environments. This suggests that improvements in employee performance are directly influenced by the amount of money spent on developing their adaptability skills.

The relationship between HR strategy and employee performance orientation is also discussed within the theoretical framework of adaptive HRM. Studies show that, particularly in service sectors and knowledge-based firms, a strategic HRM orientation enhances employee creativity and capabilities (Dewi & Aravik, 2023). It is evident that developing a human resource management approach that emphasizes employee engagement, empowerment, and psychological support enhances a company's ability to adapt to emerging competitive pressures. Furthermore, these findings add to the literature on the role of human resources as a strategic partner in building adaptive capabilities that support overall organizational performance.

The literature review shows that adaptive human resource management is not simply a response to change; it is a crucial strategy encompassing individual development, a flexible work culture, adaptive leadership, and the use of technology to support employee performance. This understanding provides a strong theoretical basis for human resource management research and practice across various organizational contexts. Furthermore, using a recent literature review, this article will further explore how adaptive human resource management concepts, strategies, and practices contribute to improved employee performance.

Research Methods

This article employs a literature review method with a qualitative approach. The study focuses on analyzing scientific publications discussing adaptive human resource management and employee performance for the period 2020–2025. The literature analyzed comes from accredited national journals and reputable international journals. The analysis is conducted through a review and synthesis of previous research findings to identify the concepts, strategies, and implications of adaptive human resource management for improving employee performance in an organizational context.

Results and Discussion

1. The Concept and Characteristics of Adaptive Human Resource Management

Adaptive human resource management (HRM) is defined as an approach to human resource management that is responsive to changes in the work environment, such as technology, market needs, and social and cultural dynamics within the organization. Adaptivity is also seen as the ability to adapt to change and the ability to systematically and systematically integrate it into an organization's HR policies, practices, and systems to maintain organizational sustainability in the face of external and internal dynamics. Adaptive HRM emphasizes the transformation of the HR function from a traditional administrative role to a strategic role focused on flexibility, continuous learning, and human capacity development within the organization to adapt quickly and effectively to global and digital change. This aligns with literature findings that HRM adaptability involves the ability to adjust HR strategies to the demands of a changing digital environment.

In the digital era, the concept of adaptive HRM has received particular attention because rapid technological change is impacting traditional HRM operations, such as recruitment, training, evaluation, and employee retention. In the adaptive HRM literature,

the use of digital technologies such as artificial intelligence and big data is no longer seen as merely process tools; Instead, they must be able to respond to challenges such as the digital revolution, the use of artificial intelligence, hybrid work, and global competition by strengthening digital competency, work flexibility, and the use of information technology to increase the effectiveness and responsiveness of HR policies. (Surianto et al., 2024).

Adaptive HR management places a learning culture as the backbone of an organization's response to change. Therefore, employee training and development policies are consistently strategically evaluated for readiness. Key characteristics of adaptive HR management include an emphasis on continuous learning, work flexibility, and responsiveness to environmental changes.

Recruitment and performance management that adapt to rapid business changes are among the hallmarks of adaptive HR management (Yulianti, et.al, 2020). Adaptive recruitment means that the recruitment process is designed to meet short-term needs and anticipate future competency needs; while adaptive performance management means that performance appraisal systems can adapt indicators and objectives to the organization's evolving strategic objectives. An adaptive HR management framework incorporates a responsive approach to changes in the internal and external environment, and developing these practices is considered a critical component of this framework. (Farawowan, 2025)

Adaptive HR management also encompasses employee development that adapts to the organization's needs in real time through training programs that respond to competency gaps arising from changes in the labor market and technology. To ensure that employees have the skills needed to meet changing needs, such as digital skills, interpersonal skills, and relevant industry knowledge, an emphasis is placed on continuous upskilling and reskilling. This strategy is considered crucial because without consistent, adaptive human resource development, companies risk stagnation in performance and loss of competitiveness in an increasingly competitive market.

Adaptive HRM requires a change in corporate culture that supports innovation, risk, and collective learning. Organizations with an adaptive culture encourage employees to

participate in change, communicate openly, and create policies that value feedback and improvement efforts across the organization (Munandar, et.al, 2024). Because such a culture is crucial for implementing adaptive HRM practices, without adequate cultural support, it will be difficult to internalize strategic changes into daily work behaviors. (Pahlan, 2025)

The use of technology to improve HR functions is closely related to adaptive HRM. Some examples of this technology include people analytics, digital HR systems, learning platforms, and data-driven performance evaluation tools that can facilitate faster and more accurate decision-making. Technology can help organizations adapt more quickly to changes in the industry and the external environment. It is not just about automation, but also a strategic tool for predicting workforce trends, analyzing work patterns, and measuring the effectiveness of HR policies.

While adaptive HRM has many strategic benefits, it also faces several challenges. These include cultural resistance, technology incompatibility, and limited individual adaptability. To address these issues, companies must create flexible policies and employ leaders capable of driving change. They must also establish a regular monitoring and evaluation system to assess the effectiveness of HR strategy changes. In the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era, HRM adaptability is expected to become a key competency for organizations in the future. This will combine digital technology, sustainability, and humanistic elements to achieve the organization's long-term goals. (Muna et al., 2025)

2. Implementing Adaptive Human Resource Management to Improve Employee Performance

To address the dynamic changes in the work environment, adaptive human resource management (HRM) is a strategic organizational approach. This approach emphasizes the flexibility of employee management policies, processes, and practices to adapt to the organization's internal and external demands. This method enables organizations to adapt quickly to technological, market, and work pattern developments without compromising productivity. Studies show that organizations that implement adaptive HRM tend to have more productive employees because work policies can be tailored to employees' actual needs. (Hendriarto et al., 2025)

In the recruitment and selection process, the application of adaptive HRM emphasizes the flexibility and capabilities of prospective employees. Recruitment takes into account technical skills in addition to individual readiness for changes in the work environment. This method is crucial to ensure that workers can adapt to organizational dynamics and constantly changing job demands. Previous studies have shown that employee placement based on adaptability increases productivity and the sustainability of employee performance in the long term. (Hariputra et al., 2025)

Adaptive and contextual performance appraisal systems are used within the context of performance management to enable the implementation of adaptive HRM. With an adaptable appraisal system, organizations can provide relevant and ongoing feedback in response to changing organizational goals and the working conditions faced by their employees. Studies show that employee motivation increases with a performance management system that is responsive to change, enabling them to achieve goals tailored to the company's current circumstances. (Muliyani, 2025)

The use of adaptive HR management requires employee competency development. Organizations must provide training programs focused on enhancing and improving skills, especially in the digital age. Adaptive competency development methods help employees improve their performance in the workplace and be better prepared to keep up with technological developments. Research shows that adaptively designed training improves employee productivity and performance quality.

In addition to improving skills, building a flexible and creative work environment helps create adaptive human resources. An adaptive workplace encourages people to remain open to change, work together in teams, and learn continuously. A flexible workplace increases employee participation and enhances their commitment to the organization. Empirical studies show that a flexible work culture improves employee performance and satisfaction. (Hizbulloh, 2025)

The implementation of flexible HR management, an adaptive work culture, flexible policies, competency development, and a responsive performance system enhance employee performance. These methods help companies maintain productivity and competitiveness amidst uncertain business environments. Previous studies have shown that adaptive human resources function not only as administrative staff but also as strategic partners in achieving consistent organizational performance.

3. The Impact of Adaptive Human Resource Management on Employee Performance

Adaptive human resource management improves employee performance by systematically and sustainably adapting to a dynamic work environment. This method emphasizes adjusting human resource policies to meet the real needs of employees, such as role flexibility, job well-being, and organizational support. Organizations that implement adaptive and well-being-oriented human resource practices tend to demonstrate more stable work performance, are more responsive, and proactive in responding to changing tasks and job demands. This indicates that adaptive human resources not only impact work outcomes but also improve performance (Sheikh et al., 2023).

Increased human resource flexibility demonstrates the benefits of adaptive human resource management. It directly contributes to employee performance (Aravik, et.al,

2020). With human resource flexibility, companies can adjust work structures, task allocations, and employee competencies to meet changing operational needs. With a flexible system, employees have more opportunities for development, manage their workload effectively, and balance job demands with their own capabilities. Studies show that a flexible organizational culture supported by employee flexibility can increase employee satisfaction and positively impact overall productivity and performance quality (Kristanto et al., 2021).

Adaptive human resource management, in addition to being flexible, impacts employee performance by enhancing each employee's adaptive capabilities resulting from continuous learning and competency development. Training relevant to current and future needs, such as enhanced digital skills and the ability to adapt to rapidly changing work environments, must be provided by companies employing adaptive human resources. High adaptive capabilities enable employees to maintain their jobs despite the pressures of changing work systems and technology. Therefore, developing adaptive capabilities is a crucial component that bridges the gap between adaptive HR policies and improved employee performance.

With HR management practices that are responsive to change, open communication, trust among team members, and cross-functional collaboration significantly improve. An adaptive work environment allows employees to actively participate, share knowledge, and innovate to solve company problems. Because this effective collaboration accelerates task completion and improves operational efficiency, employee performance improves individually and collectively in achieving organizational goals. (Risnawati et al., 2025)

Overall, adaptive HR management has been proven to have a strategic impact on improving employee performance in both the short and long term. This approach enables organizations to build human resources that are flexible, competent, and ready to face complex changes in the work environment. By integrating employee well-being, work flexibility, competency development, and team collaboration, adaptive HR becomes a

critical foundation for creating sustainable employee performance and strong organizational competitiveness in an era of global uncertainty.

Conclusion

Based on a review of various scientific sources, it can be concluded that adaptive human resource (HRM) management plays a crucial role in improving employee performance amidst increasingly rapid and uncertain work environments. This approach enables organizations to adapt policies, work systems, and employee competency development more flexibly and contextually. Through the implementation of continuous learning, responsive performance appraisal systems, and the use of technology, employees become better prepared to face dynamic work demands, thereby maintaining and even improving their productivity and performance quality. Furthermore, adaptive HRM also contributes to building a work climate that supports individual engagement, collaboration, and readiness for change. An organizational culture open to innovation, supported by leadership that encourages participation and self-development, makes employees feel more valued and motivated. This ultimately not only improves individual performance but also strengthens the organization's overall performance and sustainability in facing the challenges of the digital era and global uncertainty.

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