

# Innovation in Human Resource Management: Building an Adaptive and Inclusive Work Culture at PT.Agro Niaga Abadi

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**Abstract:** This study aims to conduct a comprehensive analysis of innovations in human resource management (HRM) instituted by PT. Agro Niaga Abadi, with the aim of fostering an adaptive and inclusive organizational culture. The methodology used in this study is qualitative, utilizing a case study framework that combines extensive interviews with human resource development (HRD) managers, department leaders, and direct observation techniques within the company environment. The findings of this investigation reveal that PT. Agro Niaga Abadi has successfully implemented various innovative practices in HRM, including the adoption of digital recruitment methodologies, progressive training initiatives, and competency-based performance evaluations. In addition, the organization has effectively fostered an adaptive work culture through the implementation of internal innovation projects, the facilitation of regular deliberation forums, and the provision of adaptive leadership training programs. Initiatives aimed at building an inclusive work culture are exemplified by the implementation of equality policies and the guarantee of fair access to career advancement opportunities for all personnel. However, the organization faces several barriers, including resistance to transformative change, constraints in digital infrastructure, and the need for continuing education training.

**Keywords:** HR Innovation, Adaptive Work Culture, Inclusive Work Culture, HR Management,

Received: March 19<sup>th</sup>, 2025

Revised: March 30<sup>th</sup>, 2025

Accepted: April 23<sup>th</sup>, 2025

Published: April 30<sup>th</sup>, 2025

Curr. Ver.: April 30<sup>th</sup>, 2025



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## 1. INTRODUCTION

In the context of globalization and digital transformation, Human Resource Management (HRM) is essential for achieving organizational goals. Establishing an adaptive organizational culture is crucial, as it equips the entity with the ability to react quickly to market fluctuations and technological advancements, thereby nurturing innovation and creativity among the workforce. Additionally, developing an inclusive workplace is critical in fostering diversity and a sense of belonging, which, in turn, enhances employee engagement and retention (Sudiantini et al., 2023). Actively engaged employees demonstrate high productivity and commitment, thereby contributing greatly to the overall prosperity of the organization. Furthermore, HR transformation through digital means streamlines operational processes and enriches employee experience, thereby ensuring that organizations maintain their competitive edge in the digital age (Yulianto & Madiistriyatno, 2023). As organizations maneuver through the myriad of cultural and regulatory intricacies emanating from globalization, formulating an effective HR strategy becomes critical in upholding uniformity and excellence across international operations

(PUTRI, 2024). Integrating these components in HRM can foster a thriving organizational environment that adeptly addresses contemporary challenges.

Advancements in HR management are essential to fostering an adaptive and inclusive organizational culture that enhances employee engagement and collaboration. Through the implementation of Diversity, Equity, and Inclusion (DEI) strategies, organizations can advocate inclusive principles that reduce bias and build an equitable work environment, ultimately optimizing the capabilities of every individual, regardless of their background, gender, or ability (Hidayat & Prasadio, 2023). Additionally, utilizing an Employee Engagement Platform allows HR practitioners to assess and improve employee sentiment, which is critical to fostering a collaborative atmosphere. Adopting inclusive hiring practices further strengthens this goal by ensuring fair opportunities and attracting a diverse talent pool, resulting in improved organizational performance (Gorbacheva, 2022). Furthermore, embracing a Collaborative Leadership style empowers employees and promotes transparent communication, thereby strengthening collaboration and trust within teams. Lastly, implementing Workplace Culture Analytics allows organizations to monitor the efficacy of these initiatives and continuously improve their work environment (Rizal & Rony, 2024).

In the contemporary and rapidly evolving business landscape, it is imperative for organizations to prioritize not only operational efficiency but also continuous human resource development to achieve success. Human resource development is critical to enhancing employee competency and adaptability, thereby generating competitive advantage (Nemeth, 2016). Furthermore, promoting an inclusive workplace culture is paramount, as it ensures that diverse employees feel valued and empowered, thereby driving innovation and engagement. To navigate these challenges adroitly, organizations must embrace adaptive leadership methodologies that empower leaders to navigate uncertainty and foster a culture of adaptability (Manao & Senen, 2024). Furthermore, implementing effective change management strategies can help organizations minimize disruption and build trust among employees during the transition phase. Ultimately, cultivating organizational agility, defined as the ability to perceive and respond to fluctuations in the marketplace, will be critical to maintaining relevance and performance in a dynamic environment (Rao et al., 2014)..

Previous studies have shown that organizations that promote an inclusive workplace culture substantially increase employee retention rates and overall performance, as underscored by empirical findings (Shore et al., 2018). However, many companies continue to adhere to traditional management paradigms, characterized by inflexible hierarchies and top-down decision-making, making them ineffective in meeting today's evolving workforce needs. To mitigate rising turnover rates, organizations must implement effective employee retention strategies that emphasize inclusivity and adaptability. This requires modeling adaptive management that responds to employee expectations, thereby fostering a culture of diversity, equity, and inclusion (DEI) (Wahyudi et al., 2023). By shifting away from antiquated practices and cultivating an inclusive environment, organizations can not only retain top talent but also improve performance outcomes, ultimately positioning themselves favorably in the competitive landscape.

## **2. LITERATURE REVIEW**

### ***Human Resource Management***

Human Resource Management (HRM) is essential to enhance organizational efficacy through strategic administration of human resources, which encompasses a range of critical functions including recruitment, training, performance evaluation, and compensation administration. A robust recruitment and selection framework ensures the acquisition of suitable candidates, which serves as the foundation for organizational success (Lestari, 2023). Initiatives focused on training and development are essential to equip employees with the required competencies, thereby enhancing performance and productivity levels. A performance appraisal system provides a systematic assessment of employee output, depicting strengths and areas for improvement, which is essential for individual career advancement and organizational development (Samsuni, 2017). In addition, compensation management is a critical factor in attracting and retaining skilled

personnel, as an effectively structured compensation strategy has the potential to incentivize employees and improve overall organizational performance.

### ***Innovation in Human Resource Management***

Innovation in human resource management is crucial to enhance organizational effectiveness and efficiency. The assimilation of digital HR solutions, including HR and analytics software, facilitates streamlining of processes and execution of data-driven decisions, ultimately improving organizational performance. Furthermore, the implementation of employee engagement strategies is crucial to maintain motivation and commitment among personnel, resulting in increased levels of satisfaction and retention (Hidayat & Prasadio, 2023). Furthermore, the use of artificial intelligence in HR has the potential to automate various processes, improve decision-making, and enhance operational efficiency. Efficient talent management practices are equally important, as they focus on attracting, developing, and retaining skilled employees, thereby securing a competitive advantage in the market (Shipton et al., 2016). Collectively, these innovations not only address the increasing challenges faced by organizations but also contribute to improved performance and adaptability in a fluctuating business environment.

### ***Adaptive and Inclusive Work Culture***

An adaptive organizational culture is essential for entities to succeed in an environment characterized by rapid transformation, as it fosters flexibility, innovation, and perpetual learning. This adaptive capacity is intricately linked to the core values and beliefs that influence organizational behavior, as explained by Schein (2010). Furthermore, a work culture that promotes inclusivity, recognizing the importance of diversity in gender, ethnicity, age, and other demographics, significantly increases employee satisfaction and engagement (Leuhery et al., 2024). Empirical evidence shows that when employees perceive themselves as valued and accepted in an organization, their motivation to contribute to the organization's success is strengthened, resulting in increased innovation and creativity. The incorporation of adaptive and inclusive cultural components not only enhances employee well-being but also drives overall organizational performance, making it a strategic necessity in the contemporary competitive landscape (An Empirical Study of Factors Affecting an Inclusive Workplace: A Diversity Management Framework, 2023).

## **3. METHOD**

This study uses a descriptive qualitative methodology, which aims to describe and analyze innovations in human resource management, as well as to investigate initiatives undertaken to foster an adaptive and inclusive organizational culture at PT. Agro Trade Abadi. This methodological choice is based on the need for a comprehensive understanding of the processes, experiences, and social dynamics that characterize the workplace. The investigation was conducted at PT. Agro Niaga Abadi, with the research period starting from May to August 2024. The focus subjects of this investigation consisted of individuals directly involved in the human resource management process at PT. Agro Niaga Abadi, including HRD Managers, Division Heads, HRD Staff, and employee representatives from various units and divisions.

## **4. RESULTS & DISCUSSION**

### **Research result**

#### **Innovation in Human Resource Management at PT. Agro Niaga Abadi**

Based on the findings obtained from interviews conducted with Human Resource Development (HRD) managers and division heads, PT. Agro Niaga Abadi has instituted various innovations in the field of human resource management. Some of the innovations seen include:

Digital Recruitment System: The organization has shifted to using digital platforms in recruitment and selection procedures, which includes the use of artificial intelligence for initial candidate screening. Adaptive Training Programs: PT. Agro Niaga Abadi formulates

training programs based on anticipated competency requirements, exemplified by IoT-based agricultural technology training and digital data management. Work Arrangement.

Flexible: For certain non-operational divisions, the organization has instituted a hybrid work policy (office meetings and remote work) to improve employee work-life balance.

Competency-Based Performance Appraisal System: Employee performance evaluations are no longer exclusively centered on work results, but also include assessments of adaptability, collaboration, and creativity.

### **Efforts to Build an Adaptive Work Culture**

From the analysis of observations and interviews, it is evident that PT. Agro Niaga Abadi fosters an adaptive work culture through many strategies:

Implementation of Internal Innovation Projects: Each operational unit is given a target to propose at least one operational innovation every year, which is then tested and implemented.

Discussion Forums and Sharing Sessions: The organization regularly facilitates experience-sharing forums, where employees can consider challenges and innovative solutions faced in their respective fields.

Adaptive Leadership Training: Supervisors and managers undergo special training in situational leadership to effectively guide teams amidst conditions of rapid change.

### **Efforts to Build an Inclusive Work Culture**

Further investigation revealed that PT. Agro Niaga Abadi is involved in various initiatives to foster an inclusive work environment, including:

Equality and Diversity Policy: The organization has articulated a formal commitment to embrace employees from diverse backgrounds without discrimination, covering aspects such as gender, age, ethnicity, and disability.

Equitable Employee Development Program: All employees, regardless of their position, are given equal access to training and career advancement opportunities.

Implementation of "Employee Voice": PT. Agro Niaga Abadi establishes open communication channels, such as a digital suggestion box and monthly town hall meetings, to solicit employee aspirations, criticisms, and recommendations.

### **Challenges in Implementation**

Despite the many innovations undertaken, organizations face several challenges, including:

*Resistance to Change: Certain senior employees show resistance to newly established technology-based work systems.*

*Digital Infrastructure Limitations: Comprehensive implementation of hybrid work remains hampered by infrastructure deficiencies at certain work locations. Need for Continuous Training: Rapid competency evolution requires organizations to continually update training materials to maintain relevance.*

## **5. Discussion**

### **Innovation in Human Resource Management**

The research findings show that PT. Agro Niaga Abadi has implemented a series of innovations in the field of human resource management, including the adoption of a digital recruitment system, the establishment of flexible work arrangements, and the implementation of adaptive training programs. This is in line with the theory of human resource management innovation articulated by Ulrich et al. (2012), which asserts that contemporary organizations must develop new strategies for managing human resources to effectively navigate the rapidly evolving business landscape. The implementation of a technology-based recruitment system and a competency-oriented performance evaluation mechanism indicate that PT. Agro Niaga Abadi is committed to improving the

effectiveness and appropriateness of talent management practices. Furthermore, adaptive training initiatives based on future competency requirements illustrate that the organization is striving to cultivate a workforce that is sufficiently prepared for the digital era and transformation in the modern agricultural sector.

### **Building an Adaptive Work Culture**

PT Agro Niaga Abadi's efforts in cultivating an adaptive organizational culture are exemplified through the implementation of internal innovation initiatives, the establishment of regular discourse forums, and the provision of adaptive leadership training. This approach is in line with the adaptive culture framework as articulated by Kotter and Heskett (1992), which underlines the importance of organizational flexibility, receptivity to change, and perpetual innovation in a corporate environment. By accustoming employees to generate innovative proposals and facilitating a platform for open dialogue, the organization fosters a culture that is adept at responding to change. In addition, adaptive leadership training enhances leaders' readiness to navigate uncertainty, thereby accelerating the adaptation process at the team level.

### **Building an Inclusive Work Culture**

This study also found that PT. Agro Niaga Abadi diligently fosters an inclusive organizational culture through the implementation of equality policies, equitable development initiatives, and facilitation of platforms for "employee voice." This is in line with the theoretical framework of organizational inclusion put forward by Shore et al. (2011), which underlines the importance of fostering feelings of social connectedness (sense of belonging) and recognition of the uniqueness of each employee.

By adopting a diversity policy and accepting the aspirations of its workforce, PT. Agro Niaga Abadi fosters an environment that is conducive to collaboration across diverse backgrounds. This initiative has been shown to increase employee loyalty, engagement, and productivity, as evidenced by numerous studies exploring the affirmative correlation between inclusive culture and organizational performance.

### **Implementation Challenges**

Despite the implementation of many innovations, barriers remain in the form of resistance to change, digital infrastructure constraints, and the need for ongoing training. This is in line with the principles set forth by Lewin's (1947) theory of organizational change, which states that any transition process inevitably encounters "resistance forces" that must be overcome through the stages of unfreezing, changing, and refreezing. To mitigate these challenges, organizations must improve communication around change initiatives, provide comprehensive training related to the integration of new technologies, and accelerate the upgrade of hybrid work support infrastructure.

## **6. CONCLUSION**

This study comprehensively explains some of the progress in human resource management implemented by PT. Agro Niaga Abadi, in addition to the organization's efforts to foster an adaptive and inclusive work culture. Among the main conclusions obtained from this investigation are: Innovation in HR Management PT. Agro Niaga Abadi has institutionalized a digital recruitment methodology, adaptive training framework, and competency-oriented performance evaluation, which collectively facilitate a more efficient and responsive human resource management aligned with the needs of the contemporary agriculture sector. Adaptive Work Culture Through a series of initiatives that include internal innovation projects, discussion forums, and adaptive leadership training, the organization has successfully cultivated a work culture that is agile in the face of change and equipped to face future challenges. Inclusive Work Culture PT. Agro Niaga Abadi has also effectively built an inclusive work environment characterized by equality policies, fair

access to career advancement opportunities, and transparent communication channels that empower employees to articulate their aspirations and suggestions. Implementation Challenges Despite the implementation of various innovations, the organization faces obstacles such as resistance to change, digital infrastructure constraints, and the need for ongoing training to ensure effective implementation of these policies.

### Suggestion

Given the findings presented in this study, several recommendations can be put forward for PT. Agro Niaga Abadi to improve the efficacy of HR innovation and foster an adaptive and inclusive work culture: Improvement of Change Communication Programs Organizations should improve the clarity and structure of their communication regarding the changes made, thus enabling employees to more easily accept and adapt to the innovations implemented. Investment in Digital Infrastructure To optimize the implementation of hybrid work policies, organizations should allocate additional resources for improving digital infrastructure and supporting technologies to facilitate the smooth operation of remote work processes. Continuous Training Given the rapid evolution of competencies required in the digital era, organizations must continuously provide ongoing training that is in line with industry advancements and the competency requirements of their workforce. Improvement of Work Culture Evaluation To ensure that an adaptive and inclusive work culture is operating effectively, it is imperative to periodically assess its impact on employee engagement and productivity, in addition to making necessary adjustments.

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