



CONTEMPORARY RESOURCE MANAGEMENT: ADAPTIVE, INNOVATIVE, PARTICIPATORY, AND INTERACTIVE STRATEGIES FOR DEALING WITH UNEXPECTED CRISES

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ABSTRACT

Unexpected challenges and crises can arise at any time and affect various aspects of life. Such crises require quick, appropriate and innovative responses from the parties involved. This research aims to identify and analyze the adaptive, innovative, participatory, and interactive strategies used in dealing with unexpected crises. This research uses qualitative research methods. The data collection technique was carried out by literature study obtained through Google Scholar. The data obtained were then analyzed through three stages, namely data reduction, data presentation, and conclusion drawing. The results showed that there are several adaptive, innovative, participatory and interactive strategies that can be used to deal with unexpected crises, including forming an emergency response team consisting of various elements of the community, conducting effective communication and coordination with the community, using information technology to disseminate information and coordinate crisis management activities, developing an early warning system to anticipate the occurrence of a crisis and increasing the capacity of the community to deal with crises.

Keywords: Adaptive, Innovative, Participatory, and Interactive Strategy, Crisis

INTRODUCTION

A crisis is an unstable and dangerous situation that can affect individuals, groups, communities, or entire societies (Indasari et al, 2020). Crises can be caused by various factors, including natural disasters, wars, social conflicts, economic crises, and pandemics (Sukahar & Situmorang, 2022). Crises have several characteristics, according to Seeger et al, explaining that crises have four characteristics, namely special events that are unexpected and not routine, or a series of events that produce high levels of uncertainty and threat, or danger to the core goals of the organization (Alifha & Hapsari, 2021).

In unexpected crises, it has properties that can arise at any time and has the potential to affect various aspects of people's lives. This kind of crisis can be related to various things, and many more (Maqin, 2020). One of the main features of an unexpected crisis is its ability to emerge without prior warning. This often makes the situation very critical in a short time, and the impact can extend to various sectors, including social, economic, and environmental, for example what happened recently is the Covid-19 pandemic.

The COVID-19 pandemic is the spread of disease caused by a new type of coronavirus, namely SARS-CoV-2, which was first detected in Wuhan, China in late 2019. The rapid and widespread spread of this

virus to various countries and regions around the world, resulting in serious global health impacts. The COVID-19 pandemic is characterized by easy human-to-human transmission and varied symptoms, including fever, cough, and difficulty breathing (Winarmo, 2020).

The COVID-19 pandemic has had a broad and complex impact on various aspects of life, including social, economic, and environmental (Agung, 2020). In the social aspect, there are school and university closures that disrupt the learning process and have an impact on the educational development of students. On the economic front, business closures and social distancing policies have led to unemployment and decreased incomes for many workers. Meanwhile, in the environment, restrictions on movement and industrial production have led to a decrease in air and water pollution, as well as an improvement in environmental quality (Salam, 2021). Efforts to deal with unexpected crises need to require adaptive, innovative, participatory, and interactive responses.

In previous research conducted by (Suwandi, 2023), research findings show that one effective strategy in dealing with disasters and sudden challenges is through an adaptive approach. This includes measures such as monitoring the internal and external environment, adopting an attitude of flexibility and adaptability, designing contingency plans, implementing transparent communication, collaborating effectively, and conducting learning and evaluation of crisis management. Another study by (Fidya et al, 2022) shows that Obadiah Tour has managed to survive and continue to carry out its function as a travel agency during the pandemic. Adaptive Strategy in dealing with the crisis by making slight modifications to the company's operations by creating new types of businesses such as Health Care, Food Service, and Cycling Equipment. The absence of research that examines adaptive, innovative, participatory, and interactive strategies used in dealing with unexpected crises simultaneously is a novelty in this study.

This study aims to identify and analyze adaptive, innovative, participatory, and interactive strategies used in dealing with unexpected crises. The limitation of this research is adaptive, innovative, participatory, and interactive strategies in dealing with unexpected crises in society.

METHOD

This study used qualitative research methods. Qualitative research is a research process to understand human or social phenomena by creating a comprehensive and complex picture that can be presented in words, reporting detailed views obtained from informant sources, and carried out in a natural setting (Fadli, 2021). Data collection techniques are carried out by literature studies obtained through Google Scholar. Literature study is a research method that involves collecting data and information from written sources such as books, scientific journals, articles, reports, and other publications (Hermawan, 2019). The data obtained is then analyzed through three stages, namely data reduction, data presentation, and conclusion drawing.

RESULTS AND DISCUSSION

Human resource management (HR) is an effort made by the company to manage its workforce, with the aim of achieving targets or goals set by the company. The company's target is the main focus of all activities carried out by employees (Jumady & Lilia, 2021). However, in more contemporary HR management, this approach is not only limited to achieving company targets, but also pays attention to the development of individuals who are part of the talent possessed by the company. This paradigm has changed because talent is not only seen as a driver of productivity, but also as a valuable asset owned by companies. Orientation that was originally pragmatic has now undergone a shift to an orientation that is more focused on process. This is due to the belief that the better the development of individuals in the talents possessed by the

company, the greater the contribution that can be made to the overall performance of the company (Sunramony et al., 2018).

Current resource management is a very relevant approach in facing unexpected challenges and crises. Corporate Social Responsibility (CSR) also plays an important role in adaptive, innovative, participatory, and interactive human resource management strategies. According to (Suwandi et al., 2021) the implementation of CSR initiatives is an expression of how companies live the quality of life of their environment. It refers to how human beings as individuals who are part of society, have a role in responding to existing social conditions. CSR programs aim to maintain the environment, be utilized, and enjoyed by the entire community.

CSR can be used as a tool to build a strong corporate reputation when it comes to human resource management. Companies that are committed to CSR tend to be more attractive to qualified and ethical candidates. By integrating CSR values in HR strategies, companies create a positive work environment and strengthen their attractiveness as a workplace. In addition, CSR can support innovation strategies in human resource management. Companies can allocate resources to innovative training and development programs, which in turn increase employee capabilities and productivity. CSR programs focused on education and community development can also help create a greater supply of talent.

Efforts to deal with unexpected crises need to require adaptive responses. Adaptive strategy refers to the ability or approach to adapt to changes or new situations that arise, this involves flexibility in planning and implementing actions, as well as the ability to change direction if needed (Sekarbuana et al., 2018). Efforts to deal with disasters and sudden challenges, adaptive strategies play an important role to minimize negative impacts and ensure readiness to respond to rapid changes (Irianto et al., 2021). One of the main strategic aspects is to carry out careful monitoring of the internal and external environment, making it possible to obtain the latest information necessary to make informed decisions. In addition, it is important to adopt an attitude of flexibility and adaptability, as rapidly changing situations often necessitate immediate and effective adjustment of plans. Contingency planning is also a crucial component in this adaptive strategy, as it plans alternative measures that can be implemented in emergency conditions (Suwandi, 2023).

Transparent communication also plays a big role in this strategy. By providing honest and timely information to the public and related parties, it will help build trust and minimize uncertainty (Handoko, 2020). Effective collaboration with various parties, such as government agencies, community organizations, and the private sector, will also expand the resources available in handling emergency situations (Ulya, 2020). Learning and evaluation are important elements in this adaptive strategy. Every response step taken needs to be evaluated periodically, so that the experience of emergency situations can be used as valuable lessons to respond to future crises (Mardiyah & Salma, 2021). Based on these learnings, better improvements and adjustments can be formulated in adaptive strategies to deal with disasters and sudden challenges, with the combination of all these elements, adaptive strategies enable organizations and communities to respond to unexpected changes in an effective and responsive way.

Efforts to deal with unexpected crises also require innovative responses. Innovation refers to new ideas, methods, or solutions created to address problems or meet needs (Bhaki et al., 2022). Innovative strategies involve creative thinking and the exploration of new ways to solve challenges. Innovative strategies in dealing with unexpected crises involve creative and novel

approaches to responding to emergency situations (Zebua, 2023). One important aspect of this strategy is the use of new technologies and solutions to address emerging challenges. In the digital age, the use of information and communication technology can contribute to gathering and disseminating information, coordinating relief efforts, and accelerating responses to crises.

The utilization of technology as an innovative strategy in dealing with unexpected crises involves the use of various technology tools and platforms to respond quickly, efficiently, and effectively (Setiawan et al, 2023). Here are some examples of using technology as an innovative strategy in dealing with unexpected crises:

1. Crisis Monitoring App

Development of custom apps that allow people to report emergencies and damage to their surroundings in real-time. The app can be both mobile and web-based, allowing users to submit photos, videos, and location information useful to rescue workers in emergency response planning.

2. Early Warning System

Development of early warning systems that integrate sensors and monitoring technology to detect early symptoms of a crisis, such as earthquakes or extreme weather changes. The system can notify the public and authorities quickly, allowing them to take preventive action.

3. Emergency Communication

Utilization of emergency communication technology, such as radio broadcasts or automated text messages, to convey important information to the public in crisis situations. It helps in providing evacuation instructions or necessary security measures.

4. Social Media and Crowdsourcing

Utilization of social media as a tool to monitor crisis developments, gather the latest information, and communicate with the public. Crowdsourcing can also be used to organize volunteers and coordinate aid.

Then, efforts to deal with unexpected crises need to require participatory responses. Participatory strategies in dealing with unexpected crises involve active collaboration and involvement of various relevant parties, including communities, organizations, and governments (Goeritman, 2021). The aim is to ensure that decisions taken take into account various views and needs, as well as build a sense of belonging and shared responsibility in dealing with crises (Lalili, 2022). Here is an example of a participatory strategy in dealing with an unexpected crisis:

1. Public Consultation Forum

Governments or organizations can hold public consultation forums or open discussions about steps to be taken in dealing with the crisis. The community is invited to provide their input, suggestions, and concerns. For example, in situations of natural disasters, local authorities may hold open meetings to discuss evacuation and rescue plans with local communities.

2. Volunteer Organizing

Authorities can organize volunteers from the community to assist in various aspects of crisis response, such as rescue, evacuation, and aid distribution. The participation of these volunteers not only provides physical assistance but also involves the community directly in the crisis handling process.

3. Crisis Committee

Establish a crisis committee consisting of various stakeholders, including representatives of communities, governments, NGOs, and the private sector. This committee will play a role in decision-making, response planning, and oversight of steps taken in dealing with the crisis.

4. Participation in the preparation of crisis plans

Involve the community in the preparation of crisis response plans, so that the plans reflect the needs and capabilities of the community. For example, in flood disaster management, communities can provide input on vulnerable areas and suggestions for risk mitigation.

In addition, other efforts to deal with unexpected crises need to require an interactive response. Interactive means engaging in the active exchange of information and opinions between individuals or groups (Budiono, 2019). Interactive strategies involve open communication and ongoing dialogue between all parties involved. Interactive strategies in dealing with unexpected crises involve intense two-way communication between various parties involved in the response to the crisis (Hadi, 2019). The main objective is to build mutual understanding, exchange information effectively, and better coordination in overcoming crises (Beis et al, 2020). Here are ways interactive strategies can be applied in dealing with unexpected crises:

1. Regular Discussion and Meeting Room

Hold regular discussion rooms and meetings among the parties involved, such as the government, humanitarian organizations, non-governmental organizations (NGOs), and community representatives. This meeting serves to share up-to-date information, discuss emerging challenges, and plan better response measures.

2. Command and Coordination Center

Establish a command and coordination center where various parties can interact directly, share information in real-time, and make decisions together. This direct communication allows for a faster response and better coordination in crisis situations.

3. Online Collaborative Platform

Build an online platform that allows various parties to interact and collaborate in overcoming crises. The platform can be used for information sharing, exchange of views, as well as coordination of response steps.

4. Joint Crisis Response Team

Establish a crisis response team consisting of representatives from various parties involved. These teams work together to monitor crisis developments, make strategic decisions, and respond quickly to changing situations.

Efforts to deal with unexpected crises need to involve various parties such as the government, health institutions, aid organizations, and the general public are very important (Wibowo & Apriyani, 2021). The goal is to respond efficiently to emergency situations and mitigate any negative impacts that may arise. Unexpected crises become a test for adaptation and flexibility of communities or organizations (Nur, 2021). The response given must be dynamic, able to adapt to changing situations, and produce creative and innovative solutions. Therefore, awareness, preparation, as well as the ability to respond quickly become key factors in dealing with unexpected crises. Actions taken by the parties involved need to involve close coordination, transparent communication, and the ability to collaborate in evaluating and revising response plans as the crisis evolves. That way, adaptive, innovative, participatory, and interactive responses can optimize efforts to overcome crises that come suddenly. One concrete example of

an organization successfully implementing adaptive, innovative, participatory, and interactive strategies in the face of crisis is technology company Apple Inc. Apple has faced various challenges and crises over its history, and Apple's approach to addressing these challenges is an example of how today's resource management can succeed.

1. Adaptive Strategy

Apple has demonstrated the ability to adapt quickly to market and technological changes. An example is when Steve Jobs returned to the company in 1997, Apple was in a crisis situation. Jobs took adaptive action by focusing the company on a few key products (such as the iMac) and introducing revolutionary products—such as the iPhone and iPad—that changed the face of the tech industry (Mother Earth, 2018).

2. Innovative Strategy

Innovation has been one of the pillars of Apple's success, the company is constantly developing new products and services that meet customer needs. An example is the launch of Dynamic Island, this feature provides quick access to various applications and features that are most often used by users (Ferdiansyah, 2023).

3. Employee Participation

Apple motivates its employees to participate in decision-making and innovation. Apple supports a culture of creativity and collaboration, allowing innovative ideas to emerge from multiple levels within the organization.

4. Interactivity

Apple has a strong interactive relationship with their customers. Apple listens to customer feedback and regularly updates their products to meet customer needs and expectations.

This adaptive, innovative, participatory, and interactive approach has helped Apple overcome multiple crises, maintain its position as a leader in the technology industry, and achieve continued success. This example shows how contemporary resource management principles can deliver positive results in the face of unexpected business challenges.

CONCLUSION

The results show that there are several adaptive, innovative, participatory, and interactive strategies that can be used to deal with unexpected crises. These strategies include:

1. Forming an emergency response team consisting of various elements of the community. This emergency response team will be responsible for planning, implementing, and evaluating crisis management.
2. Conduct effective communication and coordination with the community. Effective communication and coordination will help people to understand crisis situations and participate in crisis management.
3. Use information technology to disseminate information and coordinate crisis management activities. Information technology can be used to disseminate information quickly and accurately, as well as to coordinate crisis management activities involving many parties.
4. Develop an early warning system to anticipate crises. An early warning system will help people prepare for crises.
5. Increase people's capacity to deal with crises.

Communities need to increase their capacity to deal with crises so that they can be more independent and resilient in facing crisis situations.

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