

Challenges in Human Resource Training in the Hybrid Working Era

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ABSTRACT

The purpose of this study is to identify and analyze the main challenges in Human Resources (HR) training in the hybrid working era, and to offer adaptation strategies that can be applied. The methods used in this study are literature review and analysis of current trends and practices in HR training management. The results of the study indicate that there are several main challenges, including adaptation of training methods, participant engagement and motivation, digital divide and accessibility, communication and collaboration, and evaluation of training outcomes. The conclusion of this study is that the success of HR training in the hybrid working era depends not only on technical solutions, but also on the transformation of organizational culture that supports continuous learning and collaboration. Organizations need to adopt a more adaptive, personalized, and technology-based training approach, and invest in the development of an integrated hybrid training strategy, supporting technology and infrastructure, flexible and modular training program design, facilitator skill enhancement, implementation of proactive communication strategies, utilization of online collaborative learning methods, development of adaptive performance evaluation metrics, focus on digital skills development and adaptability, building a culture of continuous learning, and conducting continuous evaluation and adjustment.

INTRODUCTION

The work environment is no longer standing still. It moves with the flow of changing times, dragged by global dynamics, touched by waves of technology, and swayed by the ever-changing social and economic situation. This change has given birth to a new face of the world of work, where the boundaries between professional and personal space are increasingly blurred. The hybrid work system is also present as an answer to the need for flexibility and efficiency, but also brings its own challenges in its implementation.

One of the biggest challenges lies in how organizations prepare and train their human resources. Traditional training models that rely on face-to-face meetings now have to compete with digital approaches that require rapid adaptation, both in terms of technology and work culture. Several HR management processes such as employee recruitment and hiring, performance evaluation, and HR development have utilized the use of digital technology as a whole to improve service delivery to stakeholders (Mosca, 2020).

One of the significant transformations that has occurred is the shift in the work model from a conventional system in the office to a remote work scheme (work from home) and has now developed into hybrid working, namely a combination of working from home and from the office. The hybrid work model is a response to the need for work flexibility, efficiency, and efforts to maintain productivity amidst limited space and time. It seems that this system is quite popular with young people, especially Gen Z, especially since this generation seems to be gifted with the talent to grapple with technological media. However, this shift does not come without challenges. Adapting to new work steps is not only about technology and systems, but also about how humans reorganize their way of thinking, maintain habits, and align speech in a world that is now distant but still connected.

However, adaptation to digital transformation in HR management also has its own challenges for global companies. Multinational companies that have high complexity because they have to operate in several countries with cross-country cultural contexts, regulations, and organizational structures. In addition, digital transformation in HR management requires cross-functional collaboration efforts and skills. Digital transformation not only changes traditional functions but demands a new role for HR as agents of change and supporters of innovation (Nuriya Fadilah, Mochammad Isa Anshori. 2025).

LITERATURE REVIEW

If observed, the first challenge that can be seen is the need for a flexible and adaptive HR strategy. This strategy must be able to adapt to the pulse of local culture and the rhythm of different policies in each country where the company operates. Fedorova is quoted in the article *Digital Transformation Study on Global HR Management Systematic Literature Review*, saying that digital technology significantly changes the way employees respond to stimuli and signals. This change affects the way they think and their responses, such as behavior, interaction, and learning (Nuriya Fadilah, Mochammad Isa Anshori. 2025). This change does not just shake up the system, but penetrates into the recesses of how humans interpret the meaning of the work they do. It changes

mindsets, reshapes the way they interact, and reorganizes the way individuals learn in the midst of an ever-evolving world of work.

The next thing that also needs to be considered because it is a big challenge in this case is that digital transformation requires cooperation between divisions and relevant new skills. Digital transformation cannot run alone in an isolated workspace. It demands synergy between divisions, namely technology, HR, operations, to management to understand each other's roles and complement each other in the adaptation process. Each line needs to develop new skills, from digital literacy to data analysis skills, in order to move in line with rapid and complex changes.

Collaboration in digital transformation is like a grand orchestra. Each division is a different instrument: some play like violins, some beat like drums, and some gently interject like pianos. Without harmony, these voices overlap, creating chaos rather than symphony. But when led by a shared vision and listening to each other, they can produce a beautiful and impactful composition of change.

In the midst of an ever-changing work landscape, traditional approaches to training and HR management are no longer sufficient to meet the challenges of the times. Old methods that are one-way, rigid, and uniform often fail to meet the needs of individuals who are now more dynamic and digitally connected. Companies are required to be more adaptive and integrate technology, pay attention to the diversity of learning styles, and encourage cross-generational collaboration so that training is truly effective and relevant. Companies are required to be more flexible in facing the times by weaving technology into the pulse of work, embracing the diversity of ways humans learn, and bridging generations in one living collaborative space. Only in this way can training no longer be just a routine, but a meaningful journey towards readiness and relevance.

For example, many global companies such as Google or Microsoft have implemented blended learning in their HR training. In the world of education, leading private schools in Indonesia have begun to adopt a hybrid learning-based teacher training model. Teachers not only participate in face-to-face training, but are also equipped with digital modules, interactive webinars, and online learning communities across schools. This is done so that educators are able to master learning technology, understand the fast-paced character of Gen Z students, and can still establish emotional closeness even through a screen.

Another challenge that also needs to be reviewed in the hybrid working era is that HR is no longer sufficient to only carry out administrative functions. They are required to transform into change agents and driving forces of innovation amid flexible and distributed work patterns. However, HR training at this time faces challenges that are not easy, such as the digital divide, limited direct interaction, and resistance to role changes. This is where the main challenge arises: how to equip HR with new competencies while forming an adaptive mentality so that they are able to lead change, not just follow it.

The HR function is no longer just about managing employees but also about creating an engaging work experience, empowering innovation, and ensuring

the organization remains relevant in the face of market dynamics. This makes HR an increasingly critical function in determining the future success of organizations, as expressed by Metris, in the book *The New Era of Human Resource Management Transformation and Innovation in the World*.

The statement accurately captures the transformation of the role of HR, which is now no longer merely carrying out administrative functions, but rather becoming a driver of organizational strategy and culture. In the vortex of change, HR is the captain who navigates the direction so as not only to keep the ship upright, but also to ensure that every crew understands the purpose, is united in the rhythm of work, and sails together towards the future port that continues to shift with the currents of time.

In designing HR training, especially in the hybrid era, it is important to adopt the principles of andragogy. Knowles (1980) stated that adults learn effectively when they are involved in planning their own learning, when the material being learned is relevant to their experiences and career goals, and when they have the opportunity to apply new knowledge directly."

"Bandura (1977) in his Social Cognitive Theory highlighted that learning occurs through observation and social interaction. In the context of hybrid training, participants can learn by observing competent colleagues or instructors, as well as through interaction and collaboration with fellow participants. Participants' self-confidence in mastering the material is also an important factor influencing the success of the training."

Therefore, this chapter will discuss in depth the main challenges in HR training in the era of hybrid working, as well as offer an initial overview of adaptation strategies that can be implemented to ensure training effectiveness in changing working conditions.

METHODOLOGY

This article uses a literature review method, which is indicated by its focus on the synthesis and analysis of information from various literature sources, the use of extensive literature sources to support arguments, the structure of the argumentation built on the analysis and interpretation of previous research findings and theories, and the purpose of the article to provide a comprehensive understanding of the challenges and strategies in HR training in the hybrid working era rather than generating new knowledge through field research.

RESEARCH RESULT AND DISCUSSION

Digital Skills

In this fast-paced digital era, digital skills are no longer just an added value, but an essential foundation for full participation in modern life. Just imagine, almost every aspect of our lives is now in contact with technology, from how we communicate, work, learn, to accessing public services and entertainment.

Digital skills empower individuals to:

- 1) Actively participate in the digital economy: The current job market is dominated by jobs that require the ability to operate digital devices, use software, analyze data, and understand basic cybersecurity concepts.

Without these skills, a person risks being left behind and having difficulty getting a decent job.

- 2) Increased productivity and efficiency: Digital skills enable us to complete tasks more quickly and effectively. For example, the ability to use word processing applications, spreadsheets, or online collaboration tools significantly increases productivity in a variety of jobs.
- 3) Accessing information and learning independently: The Internet is a limitless storehouse of information. Digital skills enable us to search, evaluate and use this information to learn new things, develop ourselves and make better decisions.
- 4) Communicate and collaborate effectively: Digital platforms have changed the way we interact. Skills in using email, social media, and other online communication tools are essential for maintaining personal and professional relationships.
- 5) Creating new opportunities: Digital skills open doors to entrepreneurship and innovation. The ability to create digital content, market products online, or develop simple applications can be a source of income and self-actualization.
- 6) Protecting yourself in the digital world: Understanding cybersecurity, data privacy and digital ethics is essential to avoid the risks of online fraud, identity theft and the spread of misinformation.

In short, digital skills are the key to unlocking opportunities and overcoming challenges in this modern era. Individuals with adequate digital skills will be more adaptive, competitive, and able to contribute significantly to the digital society.

Understanding the Digital Skills Gap

Despite the growing recognition of the importance of digital skills, there is still a significant gap in the mastery of these skills across society. The digital skills gap refers to the difference between the level of digital skills that individuals need to function effectively in modern life and work, and the level of digital skills that they actually possess. This gap can be caused by a number of factors, including:

- 1) Unequal access to technology and infrastructure: Not everyone has equal access to computers, stable internet, and adequate electricity. Geographic, socioeconomic, and demographic factors are often key determinants of this access.
- 2) Differences in education and literacy levels: Lower levels of education often correlate with lower levels of digital skills. In addition, inadequate basic literacy can also be a barrier to learning and mastering digital skills.
- 3) Lack of opportunities for training and skills development: Not everyone has the same opportunity to participate in training or digital skills development programs, either due to limited costs, time, or information.
- 4) Age and generational differences: Older generations may have had less exposure to digital technologies from an early age than younger generations, and therefore tend to have lower levels of digital skills.

- 5) Gender disparities: In some contexts, there are gender gaps in digital skills acquisition, where women may have more limited access and opportunities than men.
- 6) Rapid technological development: Digital technology continues to develop at a very fast pace, so skills that are relevant today may become obsolete in a short time. This requires continuous efforts to improve and update digital skills.

The digital skills gap has significant consequences for both individuals and society as a whole. For individuals, it can hinder career opportunities, reduce competitiveness, and limit participation in digital life. For societies, it can widen social and economic inequalities, stifle innovation, and slow the growth of the digital economy.

Implications and Efforts to Address the Digital Skills Gap

The digital skills gap is not just an individual issue, but also a social and economic issue that needs to be addressed seriously. If not addressed, this gap can worsen inequality and hinder the progress of nations in the digital age. Some of the key implications of the digital skills gap include:

- 1) Increased unemployment and vulnerable workers: Individuals with low digital skills will find it increasingly difficult to compete in an increasingly digitalised job market, potentially increasing unemployment rates and the number of vulnerable workers with low wages.
- 2) Barriers to digital economic growth: Lack of a workforce with adequate digital skills can hamper a country's innovation, productivity and economic competitiveness in the digital era.
- 3) Deepening social inequalities: The digital skills gap can widen the gap between those with digital access and capabilities and those without, creating inequalities across multiple aspects of life.
- 4) Low participation in digital society: Individuals with low digital skills may have difficulty accessing online public services, participating in online discussions, or taking advantage of the opportunities offered by digital platforms.

To address the digital skills gap, collaboration from various parties is essential, including the government, educational institutions, the private sector, and civil society organizations. Efforts that can be made include increasing access to infrastructure and technology through government investment in the development of equitable digital infrastructure and providing subsidies or assistance programs to increase public access to devices and internet connections. In addition, the integration of digital skills education into the curriculum from an early age through the formal education system, from elementary to tertiary levels, with a curriculum that is relevant to the needs of the job market and technological developments, is also crucial. The provision of affordable and easily accessible digital skills training and development programs for various community groups, including vulnerable groups, by the government, the private sector, and civil society organizations is also important. Other efforts include increasing awareness and motivation through public campaigns and

socialization programs to emphasize the importance of digital skills and encourage continuous learning and self-development. Encouraging collaboration and partnerships between various parties is key to creating an effective and sustainable digital skills development ecosystem. With these targeted and sustainable efforts, it is hoped that the digital skills gap can be narrowed, so that all levels of society can utilize the full potential of the digital era to improve the quality of life and contribute to the progress of the nation.

Involvement And Employee Motivation

The success of a company is seen from the performance of its employees. Therefore, it is natural for companies to demand that employees continue to improve their performance. And seeing the world situation that continues to develop, human resources within the company need to continue to be given various kinds of training so that employee competencies continue to develop and ultimately can do their jobs well and optimally.

The success of training in the workplace is not only determined by the material delivered or the technology used, but also by how much involvement and motivation employees have in following the process. Every knowledge given in the training will have an impact if employees follow the training enthusiastically and wholeheartedly. In this case, employee motivation is needed. Without motivation to work and develop, employees will be less enthusiastic about their work and self-development.

Motivation is very necessary for an individual because basically humans need encouragement or inducement to be able to work better. In the era of hybrid work, the dynamics of engagement are becoming increasingly complex because direct interaction between individuals is sometimes limited, so new approaches are needed so that training remains impactful and relevant to company employees.

Employee Engagement

Employee engagement is a state of an individual who is fully active in producing something different at work. Job/personal resources help employees stay engaged, while at the same time serving as a buffer against demands for continuous change and development (Zuhaena et al., 2021). Job demands are generally considered as tensions but can also serve as limiting obstacles or challenges that encourage desired behavior, depending on the employee's capacity to deal with them.

In the context of training, employee engagement is reflected in the extent to which individuals pay full attention, actively participate, and demonstrate high levels of enthusiasm for the ongoing learning process. However, in a hybrid work environment, achieving this level of engagement can be challenging, given that remote training often reduces the sense of connection and accountability among participants. Some key factors that can influence employee engagement levels in training include engaging and interactive training design, where training that avoids one-way lectures and adopts methods such as online group discussions, case studies, interactive quizzes, and gamification tend to increase engagement significantly.

In addition, the relevance of the training material also plays an important role, with employees being more motivated when the material being learned has a direct relevance to their work or supports their career development. The flexibility of time and accessibility of training, which allows participants to learn at their own pace and time (asynchronous), also contributes positively to engagement, as it gives employees space to manage the balance between work, training and personal life.

Finally, recognizing and rewarding employees' efforts in participating in training, whether through certification, recognition from superiors, or career development opportunities, has been shown to increase engagement levels. It is important to remember that building engagement is not a one-way process, but rather requires an active commitment from the training provider to consistently listen to participant feedback and make continuous improvements.

1) *Social Engagement*

In this digital era, social engagement is a crucial dimension for successful training, especially in hybrid schemes, where the sense of connectedness between employees not only strengthens the network but also enriches the learning experience. However, virtual social engagement has different characteristics from face-to-face interactions, thus requiring the implementation of special approaches. These approaches include building a learning community through online discussion groups or internal forums that allow participants to exchange ideas, ask questions, and provide support, which ultimately creates a sense of belonging and strengthens social interactions despite physical separation. In addition, virtual mentoring and coaching can be utilized to build a more personal relationship between mentors and mentees online, which serves as a catalyst for emotional and intellectual engagement in training. Virtual ice-breaking and team-building activities, although seemingly simple, such as casual quizzes, online games, or online coffee talks, also play an important role in breaking the ice and strengthening social ties among training participants.

This aspect of social engagement is critical to building a positive and collaborative learning culture. Employees who feel connected to their peers are more likely to share knowledge and support each other.

2) *Employee Motivation in a Hybrid Context*

According to Hasibuan (2007), motivation comes from the Latin word *movere* which means encouragement or giving a driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively, and integrate with all their efforts to achieve satisfaction. According to Handoko (2012), it is stated that motive can be interpreted as an effort that encourages someone to do something. Motive can be said to be a driving force from within and within the subject to carry out certain activities in order to achieve a goal. Motivation is the entire process of giving subordinates work motives in such a way that they are willing to work optimally and sincerely in order to achieve organizational goals efficiently and economically. Motivation is also the main driving force in the learning process.

In a hybrid work environment, the factors that motivate employees can vary, depending on each individual's personal and professional context. However, in general, motivation can be divided into two types:

a) Intrinsic motivation

According to Siagian (2004) intrinsic motivation comes from within the individual. This motivation produces integrity of goals, both organizational goals and individual goals where both can be satisfied. Intrinsic motivation is a work driver that comes from within the worker as an individual, in the form of awareness of the importance or benefits or meaning of the work they do (Ichsanudin & Gumantan, 2020). Hasibuan (2007) argues that there are several factors of intrinsic motivation, including responsibility, appreciation, the work itself, development and progress.

b) Extrinsic motivation

Permana (2009) quoted from Nawawi explaining that extrinsic motivation is a work driver that comes from outside the worker as an individual, in the form of a condition that requires carrying out work optimally. According to Manullang (2001) it is stated that if the company provides inadequate working conditions, wages, benefits or work safety, the company will have difficulty in attracting good employees and turnover and absenteeism will increase. Extrinsic motivation is a form of motivation that is physical (tangibles, and includes among others: salary (pay), benefits (benefits), promotions (promotions), and work environment (work environment).

Employee motivation is not a phenomenon that occurs by itself, but rather is the result of a supportive work environment, inspiring leadership, and an adaptive and humane training system. Therefore, effective training must be designed to facilitate both intrinsic and extrinsic motivation.

Some strategies that can be implemented to achieve this include providing a clear career development path as an incentive for employees to take training, encouraging participants to play an active role in determining their own learning plans (learning goals), linking training outcomes to real work results (performance outcomes) so that participants can feel the direct contribution of learning to their work, and providing constructive and ongoing feedback.

Delivery Material Training

According to Bernardin (2023), training is any effort to improve employee performance related to the position being carried out and is related. According to Gomez-Mejia (2004), training is a process of providing certain skills to employees or helping them overcome deficiencies in their performance. According to Kaswan (2011), training is a process of improving employee knowledge and skills. Based on the opinions of the experts above, it can be concluded that training is one effort to improve the quality of human resources by improving the skills, knowledge, and competencies they have.

1) *Training methods*

With the development of the era as it is today, the method of delivering training materials has undergone major changes. This is proven by the fact that the training process can be carried out using two main methods, namely online

and offline. Each method has its own advantages and challenges that need to be considered by training organizers.

a. Offline training material delivery method

Offline training is training that is carried out directly in a certain place, such as a classroom, seminar room, or training room. This offline training is very important in areas that have limited internet access. According to research from Fitria (2019), offline training can provide opportunities to improve quality even without adequate infrastructure support. Offline training has certain advantages such as direct interaction, increased practical experience and a focused environment. The disadvantages of offline training include being limited by time and place, operational costs, and lack of re-access to materials.

b. Method of delivering training materials online

Online training that is often used can be through digital platforms such as Zoom, Google Meet, or a learning management system (LMS) to deliver training materials. In online training, participants can attend training sessions remotely without physical location restrictions. Similar to offline training methods, online training methods also have advantages and disadvantages. The advantages of online training are flexibility of time and place, can access materials anytime and anywhere and reduced costs. The disadvantages of online training include limited direct interaction, inadequate technology problems, lack of direct practical experience.

Regardless of the advantages and disadvantages of both offline and online training delivery methods, there are several crucial factors to consider in choosing an effective training delivery method. The first factor is the type of training material; technical training that requires practical skills will be more effectively delivered offline, while training that focuses on theory or general discussion is more suitable for online methods. The second factor is the number of training participants; training with a large number of participants is more efficient if conducted online, while training with fewer participants will be more effective if conducted offline. The third factor is the cost and budget available; if the budget is limited, online training is a more economical option because it eliminates the need for rental costs or transportation.

2) Adjustment of training materials according to individual/team needs

Adapting training materials to the needs of individuals or teams is a very important first step in designing effective training that is in accordance with training objectives. If the training materials are not relevant to the needs of the participants, then the training can be ineffective, wasting time, energy, and even money. Aspects that must be considered in adapting training materials are optimizing training results, increasing participant motivation, along with time and resource efficiency. The needs of individuals or teams in training vary greatly, depending on the level of knowledge, skills, and goals to be achieved.

Some steps that can be taken to adjust training materials to the needs of individuals or teams include several important things. First, is to analyze the training needs and objectives through a comprehensive initial assessment. Second, ensure the relevance of the material to the specific needs of the participants, namely achieving the right fit. Third, design the program and

choose the most appropriate and effective training methods. Finally, carry out evaluations and follow-ups to measure the extent to which the training materials have met the needs of the individual or team concerned.

Several important steps need to be considered in implementing the adjustment of training materials to suit the needs of individuals or teams. First, is the use of technology in adjustment, where in technology-based training (online), the learning platform must be designed to suit the needs of participants through the use of modules that can be accessed at different speeds and levels of ability.

Second, is real case-based training, which is the use of real case studies that are relevant to the work of participants or teams to facilitate understanding and improve the application of training in the context of actual work. By recognizing the specific needs of participants, both individuals and teams, training materials can be more relevant and have a significant impact. Therefore, careful needs analysis and utilization of appropriate methods will make training more effective and have a positive impact on improving individual and team performance.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The era of hybrid work has brought about a fundamental transformation in the work environment, and its impact on Human Resources (HR) development is significant. This chapter has explored the challenges that organizations face in designing, implementing, and evaluating training programs in a workplace environment that combines face-to-face and distance elements. The key challenges identified include:

- 1) **Adaptation of Training Methods**
The difficulty in transforming traditional training methods into an effective and engaging hybrid format.
- 2) **Participant Engagement and Motivation**
Efforts to maintain active participation and learning motivation of employees working from different locations.
- 3) **Digital Divide and Accessibility**
Ensuring that all employees have equal opportunities to access educational tools and technology.
- 4) **Communication and Collaboration**
Encourage efficient communication and information exchange between trainees and instructors in a hybrid setting.
- 5) **Evaluation of Training Results**
The complexity of measuring learning transfer and performance impact in flexible work contexts.

However, these challenges also stimulate innovation and push organizations to explore more adaptive, personalized, and technology-based training approaches. The success of human resource training in the hybrid work era depends not only on technical solutions, but also on the transformation of organizational culture that supports continuous learning and collaboration across locations.

Recommendation

Based on the analysis of challenges and opportunities that have been reviewed, here are some recommendations that can be considered by educational administration practitioners, human resource training developers, and organizational leaders. among others:

1. **Developing an Integrated Hybrid Training Strategy**
Organizations need to design learning strategies that clearly consider blended work models, including identifying specific learning needs for this work environment.
2. **Investment in Supportive Technology and Infrastructure**
Ensuring the availability of reliable online learning platforms, effective virtual collaboration tools, and adequate technical support for all employees.
3. **Flexible and Modular Training Program Design**
Develop training materials that are accessible in a variety of formats (e.g., short videos, interactive modules, live online sessions) and allow participants to learn at their own pace and preferences..
4. **Facilitator Skills Enhancement for Hybrid Environments**
Train instructors to effectively lead online and face-to-face training sessions, facilitate inclusive discussions, and build engagement with participants from multiple locations..
5. **Proactive Communication Strategy Implementation**
Clearly communicate the objectives, benefits, and mechanisms for participation in blended training programs to all employees..
6. **Utilization of Online Collaborative Learning Methods**
Encourage interaction and exchange of knowledge through online discussion forums, virtual group projects, and peer-to-peer learning sessions.
7. **Adaptive Performance Evaluation Metrics Development**
Using a combination of quantitative and qualitative evaluation methods relevant to the hybrid work context, including 360-degree feedback and competency-based assessments.
8. **Focus on Digital Skills Development and Adaptability**
Equipping employees with the skills needed to work effectively in a digital environment and have the ability to adapt to change.
9. **Building a Culture of Continuous Learning**
Encourage employees to take the initiative in self-development and provide the resources and support necessary for independent learning.
10. **Conduct Continuous Evaluation and Adjustment**
Regularly evaluate the effectiveness of hybrid training programs and make adjustments based on participant, manager, and performance feedback.

By implementing these suggestions, organizations can overcome the challenges of HR training in the hybrid working era and build competent, adaptive human resources that are ready to face the flexible future of work.

ADVANCED RESEARCH

The transition to hybrid work environments necessitates a profound reevaluation of traditional HR development paradigms, requiring a multifaceted, research-driven approach to training design, delivery, and evaluation. Future studies should investigate the longitudinal impacts of integrated hybrid training strategies on employee performance and organizational resilience, with particular emphasis on the interplay between digital infrastructure investment, modular content accessibility, and facilitator competencies. Additionally, empirical research is needed to refine adaptive evaluation frameworks that holistically measure learning outcomes across diverse work settings, incorporating both competency-based and behavioral indicators. As organizations increasingly rely on digital ecosystems, exploring the role of continuous learning cultures and the development of meta-skills such as digital literacy, self-regulation, and adaptability becomes critical. Ultimately, advancing scholarly inquiry in these areas will provide robust, evidence-based foundations for crafting sustainable human capital development models in the dynamic landscape of hybrid work.

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