

PROFICIENT Community Service

Sustainable Optimization Of Excellent Human Resources And Gen Z Talent Management In The Era Of Digital Trasformation

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ABSTRACT

**Keyword: Excellent
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Talent Management,
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Sustainable Human Resource Management, or Green Human Resource Management (GHRM), is an approach to human resource management that integrates environmentally friendly practices and sustainability into recruitment, training, development, performance evaluation, and employee compensation systems. GHRM aims to support organizational goals in terms of sustainability by ensuring that every aspect of human resource management supports environmental preservation, reduces negative impacts on nature, and promotes efficient resource use. GHRM refers to HR policies, practices, and systems designed to support environmental management within organizations. This includes adopting environmentally friendly policies in the selection process, developing employees' green skills and knowledge through training, and motivating employees to support green initiatives through compensation and reward systems. Five (5) strategies were identified for optimizing sustainable superior human resources in the era of digital transformation: regulations and incentives to build human resource excellence in the era of digital transformation; building the capacity of superior human resources to develop entrepreneurship in the digital era; developing the capacity of superior human resources to optimize the potential of natural resource wealth in the era of digital transformation; expanding networks and enhancing stakeholder cooperation in the digital era; and developing innovative and creative superior human resources in the digital era.

I. INTRODUCTION

Sustainable Human Resource Management or Green Human Resource Management (GHRM) is an approach to managing human resources that integrates environmentally friendly practices and sustainability into recruitment, training, development, performance evaluation, and employee compensation systems. GHRM aims to support the organization's goals concerning sustainability by ensuring that every aspect of human resource management supports environmental preservation, reduces negative impacts on nature, and promotes efficient resource use. According to Renwick, Redman, and Maguire, 2013 (Makmur M. T., 2020), GHRM refers to HR policies, practices, and systems designed to

support environmental management within organizations. This includes adopting environmentally friendly policies in the selection process, developing employees' green skills and knowledge through training, and motivating employees to support green initiatives through compensation systems (Sucianti, 2025); (Pujiati, 2023)

Excellent Human Resources (HR) have become essential in today's digital era. The development of superior Human Resources (HR) with high quality has become a necessity in the digital age. There are several aspects that can influence the achievement of superior HR, namely individual aspects, group aspects, and organizational system aspects. Individual aspects that can enhance the quality of HR and impact performance include individual abilities, job satisfaction, and organizational commitment. Excellent Human Resources (HR) have become essential in today's digital era. The development of superior Human Resources (HR) with high quality has become a necessity in the digital age. There are several aspects that can influence the achievement of superior HR, namely individual aspects, group aspects, and organizational system aspects. Individual aspects that can enhance the quality of HR and impact performance include individual abilities, job satisfaction, and organizational commitment ((Zuhrofi, 2025); (Sugiyasin, 2025).

II. METHODS

Community service carried out in collaboration with several universities such as Universitas Jember, Universitas Sriwijaya, Universitas Mulawarman, Universitas Mitra Bangsa, Institute Teknologi dan Bisnis Bina Sarana Global, Universitas Internasional Batam, dan STIE STEKOM Sukoharjo. The form of community service is a National Webinar conducted online via Zoom and YouTube (<https://bit.ly/live-talentagenz>)

III. RESULTS AND DISCUSSION

From the discussion, five (5) strategies were identified for optimizing sustainable superior human resources in the era of digital transformation: regulations and incentives to build human resource excellence in the era of digital transformation; building the capacity of superior human resources to develop entrepreneurship in the digital era; developing the capacity of superior human resources to optimize the potential of natural resource wealth in the era of digital transformation; expanding networks and enhancing stakeholder cooperation in the digital era; and developing innovative and creative superior human resources in the digital era ((Makmur, 2020).

Regulatory and Incentive Strategy

Diperlukan kerangka regulasi yang sifatnya afirmatif, yang mendukung dan sekaligus memberikan insentif untuk pengembangan kapasitas sumber daya manusia yang unggul dan berdaya saing, secara khusus untuk pemulihan dan membangkitkan kembali usaha mikro, kecil dan menengah, yang diharapkan dapat lebih cepat dipulihkan dan dibangun kembali dengan dukungan permodalan yang relatif lebih memungkinkan, di tengah keterbatasan sumber bantuan pembiayaan, baik melalui Pemerintah maupun sumber pembiayaan dari sektor perbankan.

Building Superior Human Resource Capacity in Developing Entrepreneurship

The capacity of superior human resources is focused on transforming entrepreneurship patterns that are more oriented toward the digital economy and creative economy, including entrepreneurship that is startup-oriented, which starts from micro, small, and medium enterprises, before being further developed into digital and creative economic ventures in the digital era.

Optimization of Natural Resource Wealth

Optimization is primarily conducted by considering the potential of natural resource wealth as the basis for developing the creative economy, which is expected to leverage the potential of local natural resources, while simultaneously increasing its added value, and combining it with digital technologies for broader marketing networks, to reach the potential market and consumers (captive market) on a national, regional, and global scale.

Expand Networks and Enhance Cooperation

Developing and expanding networks not only for marketing but more importantly for the expansion of cooperation to enhance the capacity of businesses that require capital support and an increase in production capacity, which is difficult for micro, small, and medium enterprises to achieve independently. Support from cooperative networks is needed to overcome the limitations faced by entrepreneurs, especially for start-up entrepreneurs who still require guidance and facilities from the government and from medium and large businesses through a partnership model that focuses on empowering businesses.

Innovation and Creativity Development

Innovation and creativity are the keys to creating added value and the necessary acceleration power for the recovery process and further development, in line with start-up businesses focused on the digital economy and creative economy in the digital era that is no longer based on conventional entrepreneurial patterns.

Sustainable Superior Human Resources

Sustainable superior human resource management is a key element in addressing technological, social, and environmental changes. According to Pfeffer (2010), the sustainability aspect in human resource management must include employee well-being, fairness in compensation, development opportunities, and protection of workers' rights. Organizations that adopt a sustainable superior human resource approach tend to have better long-term performance.

In the midst of the rapid development of digital technology and ongoing social transformation, the job market is experiencing significant changes. One of the main factors driving this change is the presence of Generation Z (Gen Z) in the labor market (Sugiayasin, 2025). This generation, born between 1997 and 2012, has characteristics that are very different from previous generations. Gen Z is known for its rapid adaptability to technology, openness to change, and a tendency to seek meaning in the work they do, including a balance between work and personal life (Anita, 2024).

Generation Z has a different perspective on how the workplace should operate. They do not merely see work as a source of income but also as a platform for personal development, creativity, and contribution to society (Ramadhani, 2022). A deep understanding of the characteristics and expectations of Generation Z is crucial for organizations to formulate effective talent management strategies (Muaviah, 2022). Gen Z offers various potentials to drive innovation and creativity in the workplace, and the challenges of managing them are not insignificant. This generation has high expectations for flexibility, career development, and the use of technology in every aspect of work (Kurniawaty, 2025); (Nurqamar, 2022).

One of the main challenges is how to integrate the more flexible and digital work culture of Generation Z into organizations that possess more stable and hierarchical traditional values. Furthermore, Generation Z's expectations regarding work-life balance, access to personal development, and the need to work with advanced technology are crucial aspects that organizational leaders must understand (Masrur, 2022). There is a significant opportunity for companies that can adapt to the changes brought by Gen Z. Talent management based on a deep understanding of the characteristics of Generation Z will

create opportunities for companies to adopt a more flexible approach, such as providing opportunities for remote work, developing digital skills, and allowing space for innovation (Siri, 2024).

One key strategy is to provide work flexibility with policies that support remote work and more flexible scheduling because Generation Z highly values work-life balance (Liu, 2023). Additionally, developing digital skills is crucial, given their reliance on technology (Zhao, 2022). Companies must also create space for Generation Z to innovate, collaborate, and make autonomous decisions as they seek jobs that allow freedom to explore new ideas. Creating a positive work experience that recognizes individual contributions, offers opportunities for career growth, and management based on rewards and inclusivity is also essential in retention strategies, as companies that can provide meaningful work experiences will be better positioned to retain their talent in the long term



Webinar Nasional

**"Optimalisasi SDM dan Talenta Gen Z :
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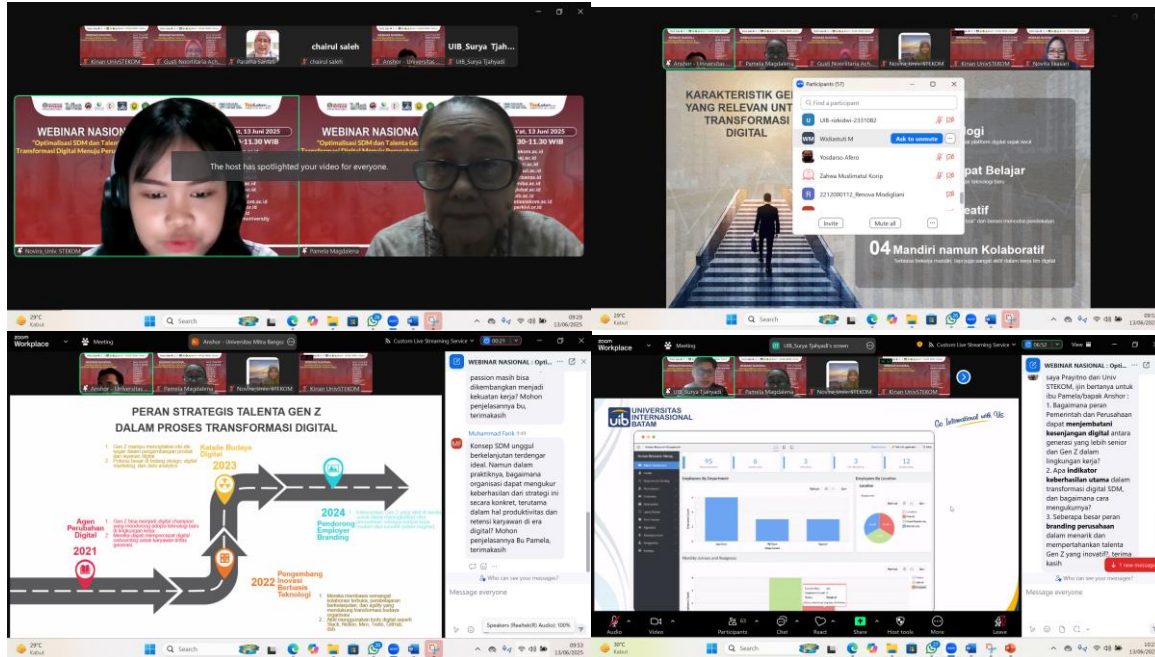


Figure Community Service Activity Photos

IV. CONCLUSION

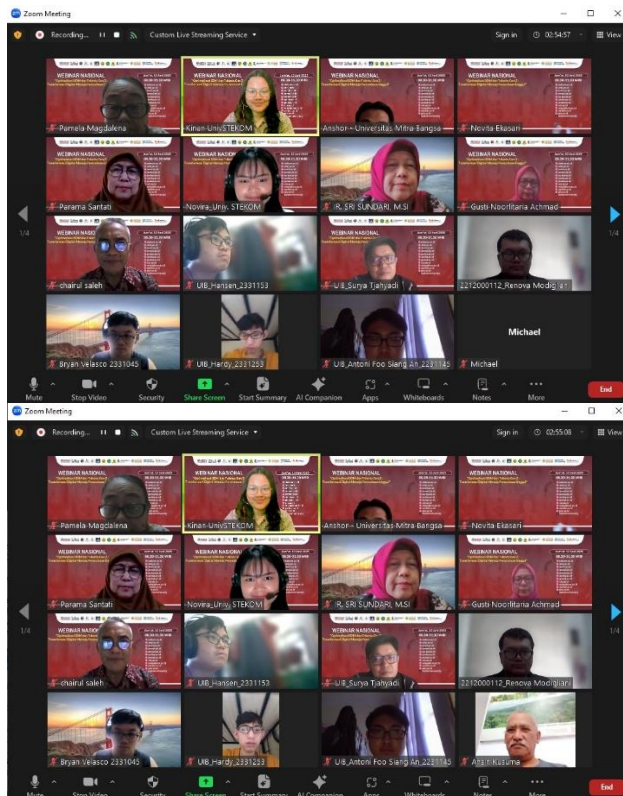
Effective talent management is very important in optimizing human resource potential in the digital era. By identifying, developing, and retaining the right Gen Z talent that matches the company's needs in the digital age, organizations can be better prepared to face technological changes and rapid competition. Good talent management can also enhance productivity, innovation, and the competitiveness of the company. Therefore, investing in effective talent management is the key to optimizing the sustainable development of outstanding human resources in the digital era.

Five (5) strategies were identified for optimizing sustainable superior human resources in the era of digital transformation: regulations and incentives to build human resource excellence in the era of digital transformation; building the capacity of superior human resources to develop entrepreneurship in the digital era; developing the capacity of superior human resources to five (5) strategies were identified for optimizing sustainable superior human resources in the era of digital transformation: regulations and incentives to build human resource excellence in the era of digital transformation; building the capacity of superior human resources to develop entrepreneurship in the digital era; developing the capacity of superior human resources to optimize the potential of natural resource wealth in the era of digital transformation; expanding networks and enhancing stakeholder cooperation in the digital era; and developing innovative and creative superior human resources in the digital era.

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LIST OF PARTICIPANTS



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