



Resistance to Change: Human Resources Issues in the Implementation of Industry 4.0 Technology

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Abstract. This research examines resistance to change in the context of implementing Industry 4.0 technology in Human Resources (HR) management. Through a literature study, we analyzed 15 articles covering various sectors, including the financial industry, education, and business. Key findings suggest that change resistance is often caused by factors such as a lack of technological skills and knowledge, fear of job loss, undesirable changes in organizational culture, and lack of senior management support. The impact of this resistance includes obstacles to organizational progress, limiting innovation, and reducing competitiveness in the market. The implications of the findings for HR management practices include the need for a holistic approach that includes developing employee skills, building an organizational culture that supports innovation, and effective communication in the change process. Challenges in overcoming resistance to change include lack of management support, uncertainty about the future, and concerns about negative impacts on jobs and careers. Effective strategies to overcome this resistance include open and transparent communication, involving employees in decision making, skills training, and providing incentives and rewards. By understanding the factors that cause resistance, its impact, and strategies for overcoming it, organizations can better prepare themselves to face technological change and ensure the successful implementation of Industry 4.0 technology.

Keywords: Resistance, Change, Human Resources, Industrial, Technology, 4.0.