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The Role Of Job Rotation, Reskilling, And Digital Mindset In Building Resilient Workforce Readiness In The Industry 5.0 Era: A Study At Pt. Aerofood Acs Indonesia Surabaya Unit

Sefriana Klarita Bessi[1] , Rifki Suwaji[2]

[1,2] YAPAN College of Economics

*rittasefrina270@gmail.com , rifki@stieyapan.ac.id

Abstract

This study aims to examine the influence of job rotation, reskilling, and digital mindset on workforce readiness at PT. Aerofood ACS Indonesia Surabaya Unit. In the context of the Industry 5.0 era, companies are increasingly required to develop resilient human resources capable of adapting to rapid technological advancements and operational transformation. Nevertheless, the implementation of human resource development strategies, particularly job rotation and reskilling, often produces varying outcomes across organizations. This research employed a quantitative approach using a survey method. Data were collected from 34 employees via questionnaire distribution and subsequently analyzed using multiple linear regression with the assistance of SPSS software. The findings reveal that digital mindset has a positive and significant impact on workforce readiness, whereas job rotation and reskilling do not individually demonstrate significant effects. However, when tested simultaneously, the three variables collectively exert a significant influence on workforce readiness.

Keywords: job rotation; reskilling; digital mindset; workforce readiness; Industry 5.0

INTRODUCTION

The rapid development of digital technology has driven significant changes across various industrial sectors. The shift toward the Industry 5.0 era emphasizes collaboration between humans and technology to create more adaptive, innovative, and sustainable work systems. This era requires organizations to have human resources (HR) that are

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not only technically competent but also prepared to navigate technology-driven changes in the work environment. Human resource readiness has become a critical factor in supporting organizational success in addressing the increasingly complex challenges of digital transformation (World Economic Forum, 2023).

Resilient human resource readiness refers to an individual's ability to adapt to change, utilize technology, and demonstrate flexibility in responding to dynamic work challenges. Organizations with prepared and resilient human resources tend to enhance productivity and maintain competitiveness in a highly competitive business environment. Therefore, developing human resource readiness has become one of the primary strategies in modern human resource management (Nasir et al., 2025). Efforts to improve HR readiness also require continuous competency development strategies to ensure that employees remain aligned with technological advancements and evolving industrial demands (Noe et al., 2020).

One strategy that can be implemented in human resource development is job rotation. Job rotation refers to the process of transferring employees from one job position to another within an organization to enhance skills, work experience, and understanding of different organizational functions. The implementation of job rotation allows employees to gain broader work experience, thereby improving flexibility and readiness to handle changes in job responsibilities and tasks (Prasetyo et al., 2024). Additionally, job rotation fosters cross-functional understanding, which supports work effectiveness and strengthens employees' adaptability to evolving work environments.

In addition to job rotation, reskilling plays a vital role in enhancing human resource readiness in response to technological changes. Reskilling refers to the process of learning new skills relevant to future job requirements. Rapid technological development requires employees to continuously update their competencies to remain relevant in modern industry demands. Effective reskilling programs can help employees improve their competencies and strengthen their readiness to face changes in technology-based work systems (Halawa et al., 2025). Through reskilling initiatives, organizations can ensure that their workforce possesses the necessary capabilities to meet continuously evolving industrial needs.

Beyond technical skills, workforce readiness is also influenced by individuals' mindset toward technology, commonly referred to as a digital mindset. A digital mindset represents an individual's openness to technological change, innovation, and the use of digital tools to support work performance. Individuals with a strong digital mindset tend to be more adaptable to change and capable of leveraging technology effectively to improve

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work performance (Dwifani, 2023). Digital mindset has become a critical factor in supporting workforce readiness in the rapidly evolving digital era.

Although previous studies have examined the influence of job rotation, reskilling, and digital mindset on human resource development, there remains limited research that simultaneously investigates these three variables in building resilient human resource readiness, particularly within organizational contexts in Indonesia. Furthermore, studies linking these variables to workforce readiness in the Industry 5.0 era remain relatively scarce. Therefore, empirical research is needed to provide deeper insights into the factors influencing human resource readiness in facing digital transformation challenges.

Based on the background described above, this study aims to analyze the role of job rotation, reskilling, and digital mindset in building resilient human resource readiness in the Industry 5.0 era. This research is expected to contribute to the development of effective human resource management strategies for enhancing workforce readiness to face technological changes in the future.

RESEARCH METHOD

To examine the impact of job rotation, reskilling, and digital mindset on resilient human resource readiness in the Industry 5.0 era, this study employs a quantitative associative approach. A quantitative method was selected because it enables the objective analysis of relationships between variables using numerical data collected from respondents via established instruments. The objective of this associative study is to elucidate the causal relationship between the dependent variable, resilient human resource readiness (Y), and the independent factors: job rotation (X_1), reskilling (X_2), and digital mindset (X_3). Consequently, the findings are expected to provide empirical insights into how these variables contribute to strengthening workforce readiness in a dynamic, technology-driven work environment.

The population in this study consisted of all employees at PT. Aerofood ACS Indonesia's Surabaya Unit, which operates in the catering and service industry under the Garuda Indonesia Group. This research location was selected due to its operational complexity, high service standards, and increasing demand for workforce adaptability in response to technological changes and industry dynamics. Given the relatively small population size, this study employed a saturated sampling technique, in which all members of the population were included as respondents. A total of 34 employees participated in this study, representing the entire population and ensuring comprehensive data coverage.

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The data collection instrument in this study consisted of a closed-ended questionnaire utilizing a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire items were constructed based on indicators adapted from relevant theories and previous empirical research, then tailored to suit the context of human resource management practices within the service and inflight catering industry.The job rotation variable (X_1) was measured using five indicators: frequency and regularity of job rotation, clarity of rotation objectives, alignment of job assignments with employee competencies, skill enhancement following rotation, and the extent of cross-functional learning and experience gained (Noe et al., 2020). The reskilling variable (X_2) was measured through five indicators: availability of new skill training programs, relevance of training materials to job requirements, improvement of competencies after training, ability to apply new skills in work activities, and the impact of training on job performance (Noe et al., 2020). The digital mindset variable (X_3) included five indicators: openness to new technology, willingness to learn digital systems, positive attitude toward technological change, confidence in using technology, and the ability to adapt to new digital work systems (Kane et al., 2019). Meanwhile, the resilient human resource readiness variable (Y) was measured using five indicators: ability to adapt to work changes, readiness to face new systems and technologies, resilience in handling work pressure, self-confidence in performing tasks, and willingness to continuously learn and develop (Nasir et al., 2025).

Table 1. Operationalization of Research Variables

Variable	Indicators	Scale
Job Rotation (X1)	1. Job transfer between positions 2. Diversification of work experience 3. Skill enhancement through rotation 4. Understanding of different job functions 5. Adaptation to new work responsibilities	Likert (1–5)
Reskilling (X2)	1. Participation in training programs 2. Acquisition of new competencies	Likert (1–5)

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	3. Improvement of job-related skills 4.Adaptation to technological changes 5. Readiness to learn new skills	
Digital Mindset (X3)	1.Openness to digital transformation 2.Positive attitude toward technology 3. Willingness to adopt digital tools 4. Ability to adapt to digital changes 5. Continuous learning in a digital environment	Likert (1–5)
Resilient Human Resource Readiness (Y)	1. Ability to adapt to changes 2.Readiness to face work challenges 3. Problem-solving capability 4. Flexibility in work situations 5.Resilience in a dynamic work environment	Likert (1–5)

The validity and reliability of the research instrument were assessed using SPSS software prior to data collection. Each item was able to measure the intended construct, according to the validity test, which used the Corrected Item-Total Correlation with a minimum threshold of 0.30. Cronbach's Alpha was used for the reliability test, with a minimum acceptable value of 0.70 to ensure the instrument's internal consistency (Ghozali, 2021). The final data analysis included only items that met the validity and reliability criteria.

Data were collected and subjected to multiple linear regression analysis following the validation and reliability assessment of the instrument. The following is the formulation of the regression model used in this study:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y = Resilient Human Resource Readiness

X_1 = Job Rotation

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X_2 = Reskilling
X_3 = Digital Mindset
β_0 = Constant
β_1, β_2, β_3 = Regression coefficients
ε = Error term

Descriptive statistical analysis, traditional assumption testing, and hypothesis testing were among the steps in the data analysis process. To ensure the regression model met the necessary statistical assumptions, traditional assumption tests included tests for heteroscedasticity, multicollinearity, and normality. The F-test was used to examine the combined effect of all independent variables on the dependent variable, while the t-test was used to examine the individual effect of each independent variable. The extent to which the independent variables account for changes in the dependent variable was also determined using the coefficient of determination (R^2).

The hypotheses were evaluated based on the significance level, where a p-value below 0.05 and a positive regression coefficient ($\beta > 0$) indicated acceptance of the hypothesis. The analytical findings were then interpreted by relating the empirical results to relevant theories in human resource management, particularly concepts related to job rotation, reskilling, digital transformation, and resilient workforce readiness. Through this approach, this study is expected to provide strategic recommendations for organizations, particularly PT. Aerofood ACS Indonesia Surabaya Unit, in enhancing resilient human resource readiness through effective human resource development practices.

RESULT AND DISCUSSION

Description of Respondent Characteristics

This study involved **34 respondents**, consisting of employees of PT. Aerofood ACS Indonesia Surabaya Unit. The analysis of respondent characteristics aims to provide an overview of the demographic background, which supports the interpretation of research findings.

Table 2. Profile of Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	29	85.3%
	Female	5	14.7%

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Characteristics	Category	Frequency	Percentage (%)
Age	<25 Years	1	2.9%
	25–30 Years	11	32.4%
	31–35 Years	15	44.1%
	>35 Years	7	20.6%
Length of Employment	Less than 1 year	1	2.9%
	1–3 Years	11	32.4%
	4–6 Years	15	44.1%
	>6 Years	7	20.6%
	Planning & Store	22	64.7%
	Purchasing	3	8.8%
	Accounting	2	5.9%
Division	Engineering & Housekeeping	3	8.8%
	Others	4	11.8%
Total		**34**	**100**

Based on Table 2, the majority of respondents are male (85.3%), indicating that the workforce structure in the operational environment of PT. Aerofood ACS Indonesia is still dominated by male employees. This condition reflects the characteristics of operational and technical divisions that generally require higher physical involvement.

Most respondents are in the 31–35 age range (44.1%), indicating that they are in a productive and mature career phase. Employees in this phase tend to have better work experience, a greater sense of responsibility, and greater adaptability in responding to organizational changes.

In terms of tenure, the majority of respondents have worked for 4–6 years (44.1%), indicating that they already possess a strong understanding of organizational systems and work processes. This supports the assumption that the data collected reflects informed perceptions of employees regarding job rotation, reskilling, and a digital mindset.

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Validity and Reliability Test of the Instrument

Table 3. Results of the Validity Test of the Instrument

Variable,	Number of Items,	Range of Correlation Values.	Criteria	Description
Job Rotation (X_1)	7	0.595 – 0.880	> 0.30	Valid
Reskilling (X_2)	7	0.354 – 0.867	> 0.30	Valid
Digital Mindset (X_3)	7	0.381 – 0.934	> 0.30	Valid
Workforce Resilience (Y)	7	0.381 – 0.879	> 0.30	Valid

Source: Processed Data (SPSS 26, 2026)

Table 4. Results of the Instrument Reliability Test

Variable	Number of Items	Cronbach's Alpha	Criteria	Description
Job Rotation (X_1)	7	0.965	≥ 0.60	Reliable
Reskilling (X_2)	7	0.965	≥ 0.60	Reliable
Digital Mindset (X_3)	7	0.965	≥ 0.60	Reliable
Workforce Resilience (Y)	7	0.965	≥ 0.60	Reliable

Source: Processed Data (SPSS 26, 2026)

Based on the findings presented in Table 3, all questionnaire items produced correlation values above 0.30 with significance levels below 0.05. These results indicate that each measurement item is valid and capable of accurately reflecting the constructs of job rotation, reskilling, digital mindset, and resilient workforce readiness.

Additionally, the results shown in Table 4 reveal that all variables achieved a Cronbach's Alpha value of 0.965, which is higher than the required minimum value of 0.60. This finding confirms that the research instrument possesses strong internal consistency and a high level of reliability. Consequently, the instrument used in this study can be considered reliable and suitable for further statistical analysis.

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Classical Assumption Tests

Prior to conducting multiple linear regression analysis, several classical assumption tests were performed to ensure the regression model met statistical requirements. These tests included the normality test, multicollinearity test, and heteroscedasticity test. The tests were designed to ensure the data were normally distributed, the independent variables were not highly correlated, and residual variances remained consistent across observations.

Table 5. Results of the Normality Test

Test	Value	Criteria	Description
Kolmogorov-Smirnov Sig.	0.811	> 0.05	Normally Distributed

Source: Processed Data (SPSS 26, 2026)

The results of the normality test using the Kolmogorov–Smirnov approach yielded a significance value of 0.811, which exceeds the threshold of 0.05. This finding indicates that the residual data are normally distributed. Consequently, the regression model satisfies the normality assumption and is considered appropriate for subsequent statistical analysis.

Table 6. Results of the Multicollinearity Test

Variable	Tolerance	VIF	Criteria	Description
Job Rotation (X_1)	0.135	7.407	Tolerance > 0.10 VIF < 10	No Multicollinearity
Reskilling (X_2)	0.281	3.552		No Multicollinearity
Digital Mindset (X_3)	0.101	9.868		No Multicollinearity

Source: Processed Data (SPSS 26, 2026)

The results of the multicollinearity test show that each independent variable has a tolerance value above 0.10 and a Variance Inflation Factor (VIF) value below 10, indicating that no serious correlation exists among the independent variables included in the regression model. Although the digital mindset variable produced a relatively high VIF value of 9.868, the value remains within the acceptable threshold. Thus, it can be concluded that the regression model does not experience multicollinearity issues.

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Table 7. Results of the Heteroscedasticity Test

Variable	Sig.	Criteria	Description
Job Rotation (X_1)	0.245	> 0.05	No Heteroscedasticity
Reskilling (X_2)	0.594	> 0.05	No Heteroscedasticity
Digital Mindset (X_3)	0.351	> 0.05	No Heteroscedasticity

Source: Processed Data (SPSS 26, 2026)

The results of the heteroscedasticity test show that all independent variables have significance values greater than 0.05. This indicates that there is no heteroscedasticity problem in the regression model. In other words, the variance of the residuals is constant across observations.

Multiple Linear Regression Analysis

Table 8. Results of Multiple Linear Regression

Variable	B	Std. Error	Beta	t	Sig.
Constant	0.549	4.749	-	0.116	0.909
Job Rotation (X_1)	0.047	0.208	0.047	0.227	0.822
Reskilling (X_2)	-0.027	0.272	-0.014	-0.098	0.922
Digital Mindset (X_3)	0.961	0.263	0.876	3.654	0.001

Source: Processed Data (SPSS 26, 2026)

Based on Table 8, the regression equation can be formulated as follows:

$$\mathbf{Y = 0.549 + 0.047X_1 - 0.027X_2 + 0.961X_3}$$

The regression results indicate that digital mindset has the largest regression coefficient (0.961), showing that it is the most influential variable in improving workforce resilience. Meanwhile, job rotation and reskilling show very small coefficients, indicating a weak contribution.

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Hypothesis Testing

Table 9. Hypothesis Testing Results

Hypothesis	Relationship	t/F Value	Sig.	Decision
H1	Job Rotation → Workforce Resilience	0.227	0.822	Rejected
H2	Reskilling → Workforce Resilience	-0.098	0.922	Rejected
H3	Digital Mindset → Workforce Resilience	3.654	0.001	Accepted
H4	Simultaneous Effect	47.195	0.000	Accepted

Source: Processed Data (SPSS 26, 2026)

The results of the t-test show that job rotation and reskilling do not have a significant effect on workforce resilience, as their significance values exceed 0.05. In contrast, digital mindset has a positive and significant effect, indicating that employees with a higher level of digital adaptability are better prepared to face work challenges. The F-test results show that all independent variables simultaneously have a significant effect on workforce resilience, indicating that the model is statistically valid.

Coefficient of Determination

Table 10. Coefficient of Determination

R-Square	Adjusted R-Square	Description
0.825	0.808	Strong

Source: Processed Data (SPSS 26, 2026)

The coefficient of determination (R-squared) obtained in this study was 0.825, meaning that 82.5% of the variation in resilient workforce readiness can be explained by the variables of job rotation, reskilling, and digital mindset. Meanwhile, the remaining 17.5% may be attributed to other factors not included in the research model. Additionally, the Adjusted R-Square value of 0.808 indicates that the regression model continues to demonstrate strong explanatory power even after adjusting for the number of independent

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variables, reflecting that the model makes a substantial contribution to explaining workforce resilience.

DISCUSSION

The Effect of Job Rotation on Resilient Human Resource Readiness

The statistical analysis showed that job rotation did not significantly influence resilient human resource readiness at PT. Aerofood ACS Indonesia Surabaya Unit. The hypothesis testing results indicated a significance value of 0.822 (>0.05) with a t-value lower than the critical value, meaning that the implementation of job rotation within the organization has not yet substantially contributed to strengthening employees' readiness in facing organizational and technological changes.

Although job rotation is theoretically considered capable of increasing employee adaptability and work flexibility, the empirical findings of this study suggest that rotational practices within the company may still function as administrative or operational adjustments rather than strategic competency development mechanisms. Employees who experience work rotation may gain broader exposure to organizational activities; however, such movement does not automatically improve their capability to respond to digital transformation challenges.

This finding aligns with the perspective proposed by Robbins and Judge (2021), who emphasized that organizational adaptability requires not only structural flexibility but also competency alignment and continuous learning support. Similarly, Dessler (2020) explained that workforce development strategies should focus on enhancing employees' long-term competencies rather than merely reassigning workers across functions.

In the context of PT. Aerofood ACS Indonesia's Surabaya Unit, job rotation appears to be implemented more as a functional staffing approach rather than as a systematic developmental strategy integrated with future workforce preparation. Employees may experience movement between positions, but without structured mentoring, competency mapping, or digital capability enhancement, the impact on workforce resilience remains limited.

Another possible explanation relates to the operational characteristics of the company environment. Since most respondents work in operational and planning divisions, rotational assignments may primarily aim to support workflow efficiency and manpower distribution rather than strategic skill transformation. Consequently, employees may perceive rotation as an additional operational responsibility rather than an opportunity for capability expansion.

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These findings indicate that workforce resilience in the digital era cannot rely solely on positional mobility. Organizations need to integrate job rotation with competency-based development systems, digital learning exposure, and the reinforcement of an adaptive organizational culture. Without these supporting elements, job rotation may not significantly contribute to the development of resilient and future-ready human resources.

The Effect of Reskilling on Resilient Human Resource Readiness

The findings of this study also revealed that reskilling did not have a significant partial effect on resilient human resource readiness. The statistical results showed a significance value of 0.922 (>0.05), indicating that the reskilling initiatives implemented within the company have not yet produced measurable contributions toward strengthening employees' adaptive readiness.

Conceptually, reskilling is regarded as an important organizational strategy for preparing employees to face rapid technological change and evolving job demands. According to Noe et al. (2020), reskilling enables employees to acquire new competencies relevant to organizational transformation and future business needs. However, the insignificant findings in this study suggest that the implementation of reskilling within PT. Aerofood ACS Indonesia Surabaya Unit may still face several limitations.

One possible explanation is that reskilling programs may focus predominantly on technical or short-term operational training without sufficiently fostering strategic understanding, digital adaptation, or behavioral transformation. Employees may participate in training activities, yet the competencies acquired may not be directly integrated into their daily responsibilities or long-term career development.

This finding also supports the argument of Halawa et al. (2025), who stated that effective reskilling requires continuous organizational support, competency relevance, and learning sustainability. Training activities that are not aligned with organizational transformation goals may reduce employees' ability to internalize new competencies effectively.

Furthermore, employees' readiness to absorb new knowledge may vary considerably. Tóth et al. (2023) emphasized that resilient human resources are characterized not only by technical competence but also by learning agility, adaptability, and openness toward uncertainty. Therefore, with , the effectiveness of reskilling programs depends heavily on employees' willingness to continuously learn and adapt.

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Within the organizational context of PT. Aerofood ACS Indonesia's Surabaya Unit, the operational workload and routine-based working environment may also influence the effectiveness of reskilling implementation. Employees working under tight operational schedules may have limited opportunities to fully apply or develop newly acquired competencies.

These findings imply that reskilling should not merely be treated as a training agenda, but rather as part of an integrated organizational transformation strategy involving continuous learning systems, digital adaptation support, and long-term competency planning.

The Effect of Digital Mindset on Resilient Human Resource Readiness

In contrast to job rotation and reskilling, a digital mindset was found to have a positive and statistically significant effect on resilient human resource readiness. Hypothesis testing results revealed a significance value of 0.001 lower than 0.05 accompanied by a t-value exceeding the critical threshold. These findings indicate that employees with a stronger digital mindset are more likely to demonstrate greater preparedness in adapting to organizational changes and responding to evolving workplace demands.

This finding confirms that psychological readiness toward digitalization plays a crucial role in shaping adaptive and resilient human resources. Employees who demonstrate openness toward technology, a willingness to continuously learn, and readiness to accept organizational change are generally better equipped to navigate dynamic work environments.

The findings support the perspective of Kane et al. (2019), who argued that successful digital transformation depends more on people and organizational mindset than on technology itself. Similarly, Goldmann (2025) explained that a digital mindset functions as a strategic driver of workforce adaptability because it influences how employees perceive change, innovation, and technological integration.

At PT. Aerofood ACS Indonesia's Surabaya Unit, employees with stronger digital mindset characteristics appear to adapt more effectively to organizational changes and digital work demands. This reflects the growing importance of cognitive flexibility and technological awareness within modern organizations.

Furthermore, Dwifani (2023) emphasized that employees who possess positive perceptions toward digital transformation tend to demonstrate stronger work readiness and higher adaptability. In this study, digital mindset emerged as the sole variable

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significantly influencing resilient workforce readiness, suggesting that adaptive thinking patterns may hold greater influence than structural HR practices alone.

These findings also suggest that organizational resilience in the digital era is strongly influenced by employees' mental readiness for change. Technical programs such as job rotation and reskilling may not yield optimal results if employees lack adaptive mindsets and openness toward technological transformation. Therefore, organizations should prioritize the development of a digital culture, a continuous learning orientation, and innovation-based work systems to strengthen workforce resilience in the long term.

The Simultaneous Effect of Job Rotation, Reskilling, and Digital Mindset on Resilient Human Resource Readiness

The results of the simultaneous analysis showed that job rotation, reskilling, and digital mindset collectively had a significant influence on resilient human resource readiness. The F-test yielded a significance value of 0.000 (<0.05) with an F-value of 47.195, indicating that the regression model is statistically significant. Additionally, the coefficient of determination (R^2) value of 0.825 indicates that 82.5% of the variation in resilient workforce readiness can be explained by the three independent variables included in this study. This demonstrates that workforce resilience is influenced by a combination of organizational development practices and employees' adaptive psychological characteristics.

Although job rotation and reskilling individually did not show significant effects, their interaction with digital mindset contributed meaningfully to organizational readiness. This finding indicates that workforce resilience cannot be fostered through isolated HR programs. Instead, organizations need integrated strategies combining competency development, an adaptive culture, and a focus on digital transformation.

According to Nasir et al. (2025), resilient human resources in the Industry 5.0 era require continuous learning capability, technological adaptability, and strong cognitive readiness toward organizational change. Similarly, Suwaji et al. (2024) emphasized that organizations must balance technological transformation with human capability development to achieve sustainable competitiveness.

The findings of this study indicate that PT. Aerofood ACS Indonesia's Surabaya Unit has begun implementing organizational transformation practices; however, strengthening employees' digital mindset remains the most dominant factor influencing workforce resilience. Therefore, future HR strategies should focus not only on structural

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development programs but also on building an adaptive organizational culture and fostering employees' psychological readiness.

CONCLUSION

This study concludes that a digital mindset has a positive and significant effect on resilient human resource readiness at PT. Aerofood ACS Indonesia Surabaya Unit. Employees who demonstrate openness toward technological change, a willingness to continuously learn, and adaptive thinking patterns tend to show higher readiness in facing organizational transformation and workplace challenges in the digital era.

Meanwhile, job rotation and reskilling were found to have no significant partial effect on resilient workforce readiness. These findings indicate that the implementation of rotational assignments and reskilling programs within the company has not yet been fully optimized as strategic instruments for strengthening adaptive human resources. Organizational development initiatives may require stronger integration with competency mapping, continuous learning systems, and digital transformation strategies.

However, simultaneously, job rotation, reskilling, and a digital mindset collectively demonstrated a significant influence on resilient human resource readiness. This finding confirms that workforce resilience is formed through the interaction between organizational development practices and employees' adaptive capabilities.

The results of this study provide practical implications for PT. Aerofood ACS Indonesia's Surabaya Unit in strengthening human resource management strategies, particularly in preparing employees for the challenges of digital transformation and Industry 5.0. Organizations are encouraged to prioritize the development of a digital mindset, a culture of continuous learning, and adaptive organizational systems to support future workforce readiness.

Future studies are recommended to include a larger sample size, cover a broader range of industries, and incorporate other relevant variables such as organizational culture, leadership style, employee engagement, and technological readiness in order to provide more comprehensive insights into the development of resilient human resources in the era of digital transformation.

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