



## IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT STRATEGIES IN NATIONAL COMPANIES IN THE ERA OF DIGITAL TRANSFORMATION IN INDONESIA

Khaeruman<sup>1\*</sup>, Irma Nurmala Dewi<sup>2</sup>, Abdal Ahmed<sup>3</sup>

<sup>1,2</sup>Universitas Bina Bangsa, Indonesia

<sup>3</sup>Tula's Institute, Dehradun, Uttarakhand, India

Email: [khaeruman.oce@gmail.com](mailto:khaeruman.oce@gmail.com)<sup>1</sup>, [irma.nurmala.dewi@binabangsa.ac.id](mailto:irma.nurmala.dewi@binabangsa.ac.id)<sup>2</sup>, [ahmed.legalaid@gmail.com](mailto:ahmed.legalaid@gmail.com)<sup>3</sup>

### Abstract

The objective of this investigation is to evaluate the effectiveness of human resource management (HRM) strategies in Indonesian national companies as they navigate the digital transformation era. The qualitative case study approach was implemented in three national companies operating in the banking, manufacturing, and telecommunications sectors. Data were gathered via in-depth interviews, observation, and documentation, and subsequently analyzed using NVivo 12 software. The findings indicate that HRM management strategies focus on three primary components: enhancing employee digital competencies through reskilling and upskilling programs, integrating technology into the HRM system, and reinforcing an organizational culture that is adaptable to digital change. The successful implementation of a digital HRM strategy is highly dependent on transformative leadership, digital literacy, and readiness for a new work culture. This study contributes theoretically to the advancement of strategic HRM theory and presents practical recommendations for national companies to enhance competitiveness via digital-based HRM.

**Keywords:** Human Resource Management, Digital Transformation, Digital Competence, Organizational Culture, National Company.

## INTRODUCTION

The term “Human Resource Management” (HRM) refers to a strategic function within an organization that is responsible for effectively managing people as the organization's primary asset. Workforce planning, recruitment, competency development, performance management, compensation, and labor relations are all examples of processes that fall under the umbrella of human resource management (HRM) (Sundari & Nugroho, 2022). This function has undergone substantial development in the digital era. For instance, Sundari & Nugroho (2022) assert that “digital transformation impacts a variety of sectors, such as human resource (HR) management”. The recruitment, employee development, and performance assessment processes can be expedited through the implementation of digital technology in HR. Illustrates that HRM is no longer merely administrative; instead, it is becoming more strategic and interconnected with technological advancements.

Human resource management here refers to how organizations, particularly national companies in Indonesia, design and implement HR management strategies to support business objectives, particularly in the context of digital transformation. Human Resource management involves formulating strategies to enhance digital competency, cultivate an adaptive organizational culture, deploy HR information systems

(HRIS), and strategically involve HR in digital transformation (Vitaharsa, 2023). Vitaharsa (2023) states that “organizations are increasingly adopting HR digitalization, HR analytics, and Artificial Intelligence to enhance efficiency, data-driven decision-making, and employee skill development”. Therefore, human resource management is not only about managing employees; it is also about managing talent to create an environment in which employees can meet the challenges of the digital era.

For the research context, the chosen research location is a national company in Indonesia in the era of digital transformation. National companies, including both state-owned enterprises (SOEs) and large, nationally based private companies, are at a crossroads regarding digitalization and globalization. For example, a case study at PT Telkom Indonesia demonstrates that HR development strategies in response to digital transformation include strengthening digital competencies, fostering a digital work culture, and cultivating adaptive leadership (Putra et al., 2023). The research findings indicate that “digital transformation is a strategic challenge for Telkom Indonesia, such as strengthening digital competencies through Telkom Corporate University, implementing a digital work culture, and developing digital leadership” (Putra in collaboration with others, 2023). A national company in Indonesia will be selected for this study, which aims to investigate how human resource strategies are implemented within the context of Indonesia's specific conditions, including regulations, work culture, digital infrastructure, and global competition.

Furthermore, factors influencing the implementation of HR management strategies are factors of the digital transformation era. Digital transformation in this context encompasses the adoption of technologies such as AI, big data analytics, automation, HRIS, digital recruitment systems, online training, and flexible working arrangements. As an illustration, Zakaria, Hadiyan, and Pandawan (2021) stated that “technological innovations such as automation, big data analytics, and artificial intelligence have transformed traditional HRM functions and processes”. Moreover, Vitaharsa (2023) identified that the primary challenges in Human Resource Management in the digital age are the digital skills gap, resistance to change, and data privacy concerns. These factors affect the design and implementation of HR management strategies. For example, HR must develop upskilling/reskilling programs, apply HR analytics for decision-making, and build a work culture that supports transformation (Suriyanto et al., 2022). Thus, the success of an HR strategy depends heavily on organizational readiness, adaptive leadership, technological infrastructure, and a supportive organizational culture.

The survey in this study was necessary to obtain an initial overview of the state of HR management in national companies in the era of digital transformation. We can determine the level of digitalization of HR processes (for example, the use of human resource information systems (HRIS), digital recruitment, and online training), the level of digital competence of employees, the culture of the organization, internal barriers such as resistance and infrastructure, and initial results from the implementation of digital HR

strategies (efficiency, employee engagement, and talent retention). For instance, according to research conducted, “65% of Indonesian digital firms report difficulties in recruiting advanced digital talent” and “40% of firms already leveraging international talent pools” (Farida, 2024) are examples of findings published. The collection of this kind of data serves as a foundation for developing suitable survey instruments and identifying important variables, such as digital competence, adaptive culture, and organizational technology systems.

Research phenomena emerging in the context of national companies during the digital transformation era include the shift in HR's role from administrative to strategic partner, the increased use of technology in HR functions, and the emergence of challenges such as skills gaps, resistance to change, and data risks. For example, a case study of an Indonesian manufacturing company found that “digital transformation encourages the transfer of manual tasks to be automated by technology, as well as an increase in the role of HR as a strategic partner in supporting business growth” (Krisnadwipayana et al., 2022). It indicates that in the realm of human resources, the function has evolved beyond mere administration to support the business through talent and technology strategies. Moreover, Ilham, Abdullah, and Natsir (2023) assert that in the realm of startups and the digital landscape in Indonesia, the adoption of technology and transformational leadership has a substantial influence on employee engagement and organizational performance.

This phenomenon illustrates that national companies that want to remain relevant in the digital era must undertake comprehensive HR transformation, not just IT system procurement.

Problems in implementing HR management strategies in the digital transformation era include the following: (1) a digital competency gap between employees and digital demands (skill-gap); (2) organizational cultural resistance to digital change; (3) inadequate technological infrastructure or lack of integration between HR systems and business systems; (4) data management and privacy and cybersecurity risks; (5) changes in HR roles that require new competencies for which HR departments are not yet ready; (6) misalignment between HR strategies and digital business strategies; and (7) increasingly competitive digital talent retention. Vitaharsa (2023) states that “challenges such as digital skill gaps, resistance to change, data privacy risks, and the phenomenon of the “Great Resignation” are major obstacles in the digital era. Putra et al. (2023) also emphasize that “the implementation of these strategies faces various challenges, including intergenerational competency gaps, resistance to change, and limited training budgets”. These problems suggest that, although national companies in Indonesia have developed digital HR strategies, their implementation is not straightforward and requires special attention to ensure effective execution.

In light of this, the research project titled “Implementation of HR Management Strategies in National Companies in the Era of Digital Transformation in Indonesia” will investigate how national companies design, implement, and evaluate HR management strategies in order to align with the digital era. Throughout this study, best practices, supporting factors, key barriers, and strategic recommendations will be identified to ensure that human resources play a significant role in the successful digital transformation of an organization. Through surveys and analysis of phenomena, this study aims to provide practical contributions to Indonesian national companies, addressing the challenges and opportunities of the digital transformation era.

Research has significantly enhanced the understanding of implementing human resource management strategies within a digital framework. Krisnadwipayana, Rivai, and Hakim (2022) illustrated that significant transformations have occurred in job descriptions and HR functions in the digital age, with technology supplanting the majority of administrative tasks and enhancing HR's focus on strategic competency development. Putra et al. (2023) corroborate similar findings, who found that the HR development strategy at PT Telkom Indonesia emphasizes strengthening digital competencies, a digital work culture, and transformational leadership. Meanwhile, Vitaharsa (2023) highlighted that the main obstacles to HR digitalization in Indonesia are low digital literacy and organizational cultural resistance to innovation. Farida (2024) also added that the challenges of HR management in the digital era extend beyond the technological aspect to managerial aspects, including digital talent retention and the integration of HR systems with business strategy. These results suggest that prior research has focused on specific contexts or partial aspects, such as the role of technology or digital competencies, but has not yet comprehensively examined the collaboration between HR management strategies and digital transformation in national companies.

The review of these studies reveals a significant research gap. Most studies still focus on the technical implementation of HR function digitalization (e.g., the use of HRIS or digital recruitment systems), while studies on HR management strategies that integrate aspects of organizational culture, leadership, and transformation readiness are still limited (Vitaharsa, 2023; Farida, 2024). Furthermore, most research has been conducted in specific sectors, such as telecommunications (Putra et al., 2023) or manufacturing (Krisnadwipayana et al., 2022), and thus does not provide a general overview of HR strategies across Indonesian national companies. Previous research also tends to be descriptive in nature and has not explored the strategic dimension of HR as a business partner in the digital transformation process. A notable gap exists in the absence of empirical methodologies connecting HR management strategies to organizational performance outcomes within the realm of digitalization, which is essential for maintaining sustainable change at the national company level.

This research is unique in that it takes a comprehensive approach to analyzing the implementation of human resource management strategies in Indonesian national companies. It does so by simultaneously considering the aspects of technology, culture, leadership, and organizational performance in relation to HR management strategies. This research not only investigates the implementation of digital human resource technology but also examines the processes by which HR management strategies can be designed to align with the national digital transformation vision. Furthermore, this research will broaden the context by involving national companies across sectors to obtain a more representative picture of HR readiness and strategies for facing the digital era. This approach is expected to provide new contributions to the HRM literature in Indonesia, both theoretically and practically, particularly in formulating an adaptive, digitally oriented, and sustainable HR management model amidst the increasingly rapid dynamics of digital transformation.

## **LITERATURE REVIEW**

### **Strategic Human Resource Management**

When it comes to effectively achieving business objectives, strategic human resource management emphasizes the importance of aligning organizational strategy with HR management practices. In this context, human resources is no longer merely an administrative function; instead, it has evolved into a strategic partner that contributes to the decision-making process and helps the company maintain its competitive advantage. Sundari & Nugroho (2022) explain that strategic human resource management emphasizes the alignment between HR practices and organizational strategies to improve business performance. In line with this, Putra et al. (2023) add that human resource strategy development must align with the digital business roadmap, integrating leadership, culture, and digital capability enhancement. Therefore, this theory serves as a crucial foundation for developing HR management strategies that align with the company's digital transformation direction, aiming to achieve superior and sustainable organizational performance.

### **Transformasi Digital**

Digital transformation is a term used to describe the comprehensive change that occurs within an organization as a result of implementing digital technology. Not only does this transformation affect work systems and structures, but it also impacts company culture, employee behavior, and HR management strategies. Vitaharsa (2023) emphasized that digital transformation is not only about technology adoption but a comprehensive change in organizational mindset and HR policies. Similarly, Farida (2024) stated that organizations that integrate digital technologies into HR processes experience higher efficiency but

must address challenges such as skill gaps and employee resistance. Based on this theory, national companies in Indonesia must view digital transformation as a systemic change that requires adaptation from all organizational components, primarily HR. Therefore, HR management strategies must be able to accommodate these changes by emphasizing the development of digital competencies, work flexibility, and an innovative culture.

### **Employee Competence and Development**

Competence emphasizes the enhancement of individual skills that facilitate the attainment of organizational objectives. This theory emphasizes the importance of developing digital competencies, critical thinking skills, and interdisciplinary collaboration as essential for competitiveness in the digital age. Krisnadwipayana, Rivai, and Hakim (2022) state that digital transformation shifts HR focus toward developing employee competencies in technology adaptation, problem-solving, and digital communication. Meanwhile, Ilham, Abdullah, and Natsir (2023) emphasize that leadership transformation and a continuous learning culture are crucial for developing sustainable HR competencies in the digital era. Based on this theory, HR management strategies in national companies should focus on developing sustainable technology-based core competencies, as relevant competencies will determine an organization's ability to survive and grow amid the acceleration of digital transformation.

## **METHOD**

### **Research Approach and Type**

To gain a comprehensive understanding of the implementation of human resource management strategies in national companies during the digital transformation era, this research employs a qualitative approach using descriptive methods. This method was selected because the research is not predicated on hypothesis testing, but rather on the contextual examination of managerial phenomena, organizational strategies, and the dynamics of HR policies. According to Moleong (2021), qualitative research aims to “understand the phenomena experienced by research subjects holistically, through descriptive means in the form of words and language in a natural context. “Therefore, this approach is suitable for exploring the perceptions, experiences, and strategies implemented by HR managers in managing human resources in the digital era.

The research being conducted is of a descriptive, qualitative nature, and its primary objective is to investigate the implementation of human resource strategies, as well as the challenges and success factors encountered in the context of national companies. Rather than attempting to influence the subjects in any way, the researcher adopts the role of an active observer to gain an understanding of the social and organizational realities as they currently exist.

## **Research Location and Subjects**

This research was conducted at national companies in Indonesia that are either currently undergoing or have implemented digital transformation, including those in the telecommunications, manufacturing, banking, and energy sectors. Based on specific criteria pertinent to the research objectives, purposive sampling was employed to select relevant sites. These criteria included: (1) national-scale companies with more than 500 employees, (2) having a digital technology-based HR management unit (HRIS or e-HRM system), and (3) currently implementing an internal digital transformation program. The research subjects consisted of key informants, including HR managers, heads of training and development, heads of digital transformation, and employees directly involved in implementing HR strategy. By involving various levels of management, researchers gained a broader understanding of the dynamics of HR management in the digital era.

## **Data collection technique**

Data were collected through three main techniques: in-depth interviews, participant observation, and documentation.

### **1. In-depth Interview**

Researchers used a semi-structured interview guide to gather information on HR management strategies, HR digitalization processes, challenges faced, and informants' perceptions of the strategy's effectiveness. Interviews were conducted both in person and online to accommodate digital work conditions.

### **2. Participatory Observation**

Researchers directly observed the implementation of digital HR systems in companies, including the use of HRIS platforms, online performance evaluation systems, and e-learning-based training. Observations were conducted to understand real-world organizational interactions and behaviors.

### **3. Documentation**

Documents such as annual reports, HR strategy guidelines, digital transformation policies, and company publications were used as secondary data sources to support and strengthen the findings from interviews and observations.

According to Sugiyono (2022), data collection in qualitative research is conducted using various complementary techniques to ensure the depth of information and the validity of the data.

## **Data Analysis Techniques**

Data analysis was conducted using NVivo 12 Plus software, which assisted in the coding and thematic analysis of interview and document data. The analysis process involved several stages:

### **1. Data Transcription**

All interview results were recorded and transcribed verbatim, allowing for systematic analysis.

### **2. Data Coding**

Researchers identified key themes such as “digital HR strategy”, “work culture transformation”, “digital competency”, and “implementation challenges”. NVivo was used to group the data pieces based on these categories.

### **3. Thematic Analysis**

The coding results were analyzed to find patterns, relationships between themes, and deeper meanings related to the implementation of HR strategies.

### **4. Conclusion Drawing**

The findings that emerge from the analysis results are then interpreted to answer the research focus and relate them to relevant theories.

Creswell (2020) stated that “thematic analysis in qualitative research allows researchers to interpret meanings and connections among data categories, rather than mere description”. Hence, the use of NVivo helps to make the analysis process more objective and transparent.

## **RESEARCH RESULTS AND DISCUSSION**

### **Research result**

The findings of this research were obtained through in-depth interviews, observations, and an analysis of internal documents conducted at three national companies in Indonesia that are currently undergoing digital transformation processes. These companies in Indonesia are in the banking, manufacturing, and telecommunications industries. Data were analyzed using NVivo 12 Plus to identify key themes related to HR management strategies. Based on the qualitative analysis, three major themes were identified: (1) HR digital competency development strategies, (2) technology integration in HR management systems, and (3) organizational culture challenges to digital transformation.

#### **1. HR Digital Competency Development Strategy**

The national companies studied demonstrated a high level of awareness of the importance of digital competency for employees. Digital training programs, technology workshops, and

collaborations with startups are key strategies for improving employees' abilities to navigate technological disruption.

Table 1 below describes a digital-based HR development strategy.

Table 1. HR Digital Competency Development Strategy

No	Main Strategy	Implementation	Results Achieved
1	Digital Skills Training	Cloud computing and data analytics training program	75% of employees master basic digital applications
2	External Collaboration	Collaboration with technology startups	Innovation is increasing in the field of digital services
3	Reskilling & Upskilling Program	Cross-departmental competency development	Productivity increased by 15%

Source: Field research, 2025

Based on interview data, the majority of HR managers stated that the success of digital training programs has a direct impact on employee productivity. However, challenges arise in the form of senior employees' resistance to adopting new technologies.

## 2. Technology Integration in HR Management Systems

The integration of digital systems into HRM is a key indicator of digital transformation in national companies. Recruitment and performance assessment systems are now based on applications and artificial intelligence (AI).

Table 2. Technology Integration in HRM

No	Technology Used	Objective	Impact on Efficiency
1	Artificial Intelligence (AI)	Automatic candidate selection	Save 40% recruitment time
2	Human Resource Information System (HRIS)	Employee data management	Minimize administrative errors
3	E-Performance Management	Real-time performance monitoring	Increased assessment transparency

Source: Field research, 2025

NVivo's analysis revealed that “efficiency and accuracy of digital systems are key strengths”, although employees must possess a high level of digital literacy. Additionally, respondents underscored the necessity of cybersecurity and personal data protection in digital HR systems.

## 3. Organizational Culture Challenges in Digital Transformation

Changes in organizational culture are a crucial factor influencing the successful implementation of digital HR management strategies.

Table 3. Organizational Culture Challenges in Digital Transformation

No	Types of Challenges	Impact	Handling Strategy
1	Resistance to Change	Delays in implementing digital systems	Intensive communication training and approaches

No	Types of Challenges	Impact	Handling Strategy
2	Generation Gap	Conflict between young and senior employees	Mentoring and collaborative teams
3	Role Uncertainty	Confusion in the new assignment	Job description revision and internal socialization

Source: Field research, 2025

Interviews revealed that companies with transformational leadership were more successful in managing cultural resistance. HR managers stated that “digital transformation is not just about technology, but also about changing mindsets and work culture”. Therefore, the role of internal communication and participatory leadership is key to successful HR management in the digital age. Consequently, the research findings suggest that Indonesian national companies have gradually implemented digital HR management strategies, with an emphasis on developing competencies, integrating technology, and adapting their cultures. Nevertheless, the extent of readiness is contingent upon the company's digital infrastructure and the support of top management.

## Discussion

### 1. Strengthening HR Digital Competence

In the current era of digital transformation, research has confirmed that a successful HR management strategy is contingent upon enhancing digital competencies. Employees can adapt to the requirements of emerging technologies by enhancing their digital skills through training, reskilling, and upskilling. According to Krisnadwipayana et al. (2022), the transition to digital transformation necessitates that HR prioritize the development of employee competencies in digital communication, problem-solving, and adapting to technology. This method enables national companies to establish a workforce that is more productive and adaptable. Additionally, continuous digital training fosters a culture of innovative learning, where employees are not only active contributors to business process innovation but also proficient users of technology.

### 2. Technology Integration and Operational Efficiency

The integration of technology into HR management systems is facilitated by digital transformation, aiming to enhance work efficiency and transparency. Digital systems, including e-performance management and HRIS, facilitate the monitoring of performance and administrative processes. Farida (2024) underscored that organizations that integrate digital technologies into HR processes experience increased efficiency; however, they must also address challenges such as skill gaps. Illustrates that the efficacy of implementation is contingent upon the readiness of human resources to operate it, in addition to the technology. Although unequal digital literacy among employees remains a challenge, digital system integration has been shown to enhance recruitment efficiency and performance assessments in the context of national companies.

### 3. Cultural Transformation and Adaptive Leadership

The transformation of an organization's culture is a crucial component that contributes to the success of digitally based human resource management. Because many senior employees exhibit resistance to new systems, leadership is required that can foster a culture of innovation and collaboration in the workplace. It was emphasized by Vitaharsa (2023) that digital transformation is not only about adopting technology, but also about a comprehensive change in the organization's mindset and policies regarding human resources. Adaptive leadership plays a crucial role in managing this change through open communication, digital culture training, and employee empowerment. By creating a work environment that fosters innovation, companies can accelerate their digital transformation process and enhance employee trust and engagement.

The results of this study reinforce the findings of Sundari & Nugroho (2022), who highlighted the importance of aligning HR strategy with organizational strategy. However, unlike their research, this study found that organizational culture has a more significant influence on the effectiveness of digital HR management in Indonesia than technological aspects. Human factors and work culture remain the most crucial elements in digital transformation. Therefore, HR management strategies need to strike a balance between technology-driven systems and people-centered cultures, where innovation and organizational values align to achieve a sustainable competitive advantage.

The research findings provide guidance for national companies in designing comprehensive digital-based HR management strategies. Reskilling and upskilling programs must be prioritized to prepare employees for the disruptions of Industry 4.0 and 5.0. Furthermore, companies need to build a secure, efficient, and integrated digital HR system. Farida (2024) emphasized that the effectiveness of HR digitalization will be optimal when accompanied by a culture of continuous learning. Therefore, organizations need to strengthen managerial digital literacy and data-driven assessment systems to ensure adaptive HR policies. With this strategy, national companies can increase competitiveness and create superior HR relevant to the digital era.

The purpose of this research is to broaden the application of strategic human resource management and competency theory by incorporating aspects of digitalization and organizational culture as important variables. According to these findings, the success of human resources is dependent not only on formal strategy but also on the level of adaptability that an organization possesses in order to deal with technological change. Putra et al. (2023) assert that "HR strategy development must align with the digital business roadmap, integrating leadership, culture, and digital capability enhancement". Therefore, this study enriches modern HR management theory by introducing an integrative perspective that bridges

strategy, technology, and culture as the primary foundation for successful HR management in Indonesia's digital era.

## **CONCLUSION**

In the digital transformation era, the implementation of human resource (HRM) management strategies in Indonesian national companies has shifted toward a more strategic, adaptive, and technology-driven approach, as this study concludes. The analysis demonstrates that the success of digital transformation is contingent upon the readiness of human resources and organizational culture, in addition to the sophistication of the technology that is implemented. Key strategies implemented include strengthening digital competencies through reskilling and upskilling programs, integrating technology into HR management systems, and managing work culture changes to align with the company's digital vision.

National companies that successfully implement HR digitalization generally have adaptive leadership and an organizational culture open to innovation. It reinforces strategic HR management theory and competency theory, which emphasize the importance of alignment between business strategy, employee competency development, and the implementation of digital technology. However, challenges persist in the form of digital literacy gaps, resistance to change, and limited technological infrastructure.

As a result, the findings of this study demonstrate that human resource management in the digital era should be geared toward a people-centered strategy that strikes a balance among human, technological, and cultural attributes. For national companies to effectively manage disruptions in the industrial sector and develop a sustainable competitive advantage in the future, they must continue to innovate in their human resource policies.

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