

RECONSTRUCTION OF HUMAN RESOURCE MANAGEMENT STRATEGIES IN THE ERA OF DIGITAL DISRUPTIONS

Yhonanda Harsono, Norhayah Zulkifli

Faculty of Economic and Business, Pamulang University, Pamulang, Indonesia
Faculty of Business and Accountancy, Universiti Selangor, Bestar Jaya, Malaysia

Correspondence: Yhonanda H. E-mail: yhonanda2906@gmail.com

Abstract

The era of digital disruption has fundamentally changed organizational operations, where technology is no longer merely a supporting tool but has become the core of business strategy. This phenomenon demands a reconstruction of Human Resource Management (HRM) strategies to remain relevant to the dynamics of rapid change. This study aims to identify the HRM paradigm shift through a systematic literature review of various thoughts and research findings over the past five years. The results of the study indicate a significant transition from administrative-procedural HRM to strategic HRM based on data analysis. The reconstruction strategy formulated in this study encompasses four main pillars: digital technology integration, agile leadership development, strengthening a culture of continuous learning, and optimizing employee experience. The conclusion of this study confirms that organizational success in the digital era depends heavily on management's ability to synergize technological efficiency with human mental well-being. This framework is expected to serve as a strategic guide for organizations in managing human capital amidst the uncertainties of the modern business environment.

Keywords: Digital Disruption, HR Reconstruction, Organizational Strategy

1. Introduction

The world today is at a turning point where automation, artificial intelligence (AI), and digitalization are redefining the way humans work (Schwab, 2021). The phenomenon of digital disruption is forcing organizations to abandon rigid, old patterns. According to Dessler (2020), HR must adapt to technological changes to maintain organizational effectiveness. The main problem faced is the talent gap (skills gap) between industry needs and the capabilities of current HR. Therefore, HR is no longer merely an administrative function but must transform into a strategic partner that creates added value (Ulrich, 2020).

Several previous studies have attempted to examine this phenomenon. For example, Anwar & Abdullah (2021) found that conventional HR practices begin to lose their relevance in improving organizational performance if not accompanied by system flexibility. Furthermore, Al-Kasasbeh et al. (2022) highlighted that digital transformation often fails not because of technological limitations, but because of HR resistance to changing work patterns. Meanwhile, Bhardwaj & Sharma (2023) focused their study on the implementation of AI in the recruitment process, but left room for discussion on how the human touch can be maintained in automated systems.

This is where the novelty of this article lies. Unlike previous research that tends to focus on a single, partial technological aspect, this study reconstructs HRM strategy holistically through a systematic literature review. This article brings together four key pillars: digital integration, agile leadership, continuous learning, and employee experience into a strategic framework that is adaptive to the disruptive context of 2026. The focus on the synergy between machine efficiency and human mental well-being is a key contribution that distinguishes this study from earlier digital management literature.

2. Methods

This study employed a Systematic Literature Review (SLR) method. Data were collected from reputable databases such as Google Scholar and Scopus using the keywords "Digital HR," "Strategic HRM," and "Disruption." Articles

published between 2020 and 2026 were selected to ensure relevance to current conditions (Al-Kasasbeh et al., 2022). The analysis was conducted through the stages of concept identification, screening, and synthesis based on contemporary management theory to formulate an applicable reconstruction model.

3. Results and Discussion

3.1. Paradigm Shift: From Procedural to Strategic

Literature shows that digital technology enables HR departments to automate routine tasks. Technology integration in HRM is not simply document digitization, but rather a fundamental shift in how organizations interact with their employees (Bondarouk & Brewster, 2023). The use of Artificial Intelligence (AI) in HRM helps organizations predict employee behavior more accurately and objectively (Bhardwaj & Sharma, 2023).

3.2. Digital Talent Development: Upskilling & Reskilling

Conventional recruitment strategies are now shifting toward progressive internal capacity development. According to Sousa & Rocha (2023), digital learning and competency development are key to navigating uncertain market dynamics. Organizations must facilitate a learning ecosystem that allows employees to independently upskill through micro-education platforms (Nankervis et al., 2021).

3.3. Digital Leadership and Agile Culture

In the era of remote work, the role of leadership has become crucial. Digital leadership serves as a catalyst for increasing employee engagement and maintaining team coordination (Pitaloka & Sofia, 2024). However, the biggest challenge lies not in the technological infrastructure, but rather in the mental and cultural readiness of the people within it (Kane et al., 2022). Harsono (2024) emphasized that organizational adaptability depends heavily on how quickly human resources can respond to technological disruption through an open and collaborative mindset.

3.4. Employee Welfare Transformation

Digitalization has resulted in a blurring of boundaries between personal and professional life. Reconstructed HR strategies must consider work-life balance to prevent digital burnout (Marescaux et al., 2023). This aligns with international management principles that emphasize the importance of culture and human behavior as determinants of the success of global business strategies (Luthans & Doh, 2021).

4. Conclusion

Reconstructing HR strategy in the era of digital disruption involves four key elements: digital integration, agile leadership, continuous learning, and a humanized employee experience (Anwar & Abdullah, 2021). This literature review confirms that the success of digital transformation lies not solely in technological sophistication, but rather in the organization's ability to humanize that technology. This transformation requires a shift in mindset from bureaucratic control to trust-based empowerment to create sustainable competitive advantage.

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