



Research Article

Role of Sources Power Man in Success Digital Transformation: An Overview Qualitative to the Model and Framework Planning

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Abstract: This qualitative literature review explores the critical role of human resources (HR) in the success of digital transformation initiatives. The study highlights that digital transformation extends beyond technological adoption, requiring organizational cultural shifts and process reengineering. HR is pivotal in facilitating these changes through skill development, employee empowerment, and cross-departmental collaboration. Effective leadership and a clear strategic vision are essential to guide organizations through this transformation journey. Structured frameworks are necessary to ensure all elements harmoniously work towards achieving digital transformation goals. Despite providing valuable insights, this study is limited by its reliance on recent literature, potentially overlooking relevant older studies, and its qualitative nature, which may not be generalizable across all industries. Further research is needed to validate these findings across diverse organizational contexts

Keywords: *Digital Transformation, Human Resources, Organizational Change, Leadership, Skill Development*

1. Introduction

Digital transformation has become one of the most important phenomena in today's business world. This process involves changing strategies and operational models where technological advances are leveraged to improve human experience, operational efficiency, and the evolution of products and services that keep customers loyal (Ciruskabiri & Varnaseri, 2023). In this context, the role of human resources (HR) becomes very crucial. Research shows that digital transformation does not only depend on technology but also on knowledge which is a valuable asset that exists in the human mind (Amini, Hassanzadeh, & Morshedi, 2022). Therefore, the role of HR in creating and achieving this transformation is very important and fundamental.

Digital transformation is not only technological, but also organizational, requiring proper planning, resources, and rules (Asad Amraji et al., 2020). In this transformation journey, a model is needed that can guide the organization. Human capital and its empowerment through knowledge and fundamental requirements are critical to the success of a digital transformation program (GhelichKhani, Samadi Moghadam, & Fathi Hafashjani, 2021). Transformation in culture, structure, processes, and methods, along with the benefits of leading technology, will lead to dramatic changes in the business sector. Digitalization has a significant role in driving technological innovation in the Micro, Small, and Medium Enterprises sector (Chaidir, M., et al, 2024).

Organizational environments are changing faster and becoming more volatile, uncertain, and complex than ever before (Matt, Hess, & Benlian, 2015). Rapid changes in competition, demand, technology, and regulation make it more important than ever for organizations to be able to respond and adapt to their environments. In this context, the pressure on

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companies to align their business strategies with technological changes in the environment has increased significantly with the emergence and importance of new digital technologies such as social media, cloud computing, big data and analytics, embedded devices, 3D printing, the Internet of Things, and artificial intelligence (Teichert, 2019). These technologies are profoundly changing the strategic context of organizations: changing the competitive structure, customer behavior and expectations, the way business is done, how products are produced and services are delivered, the way people work, and ultimately, entire industries. Collaboration between artificial intelligence platforms and digital innovation centers can improve productivity, operational efficiency, and market access for MSMEs (Eka Wahyu Kasih, et al, 2024).

The growth of technology, in addition to changing organizational boundaries, has also increased knowledge sharing (Ilvonen et al., 2018). The digital era refers to a time in history when the use of digital technologies became commonplace worldwide. We are on the verge of a technological revolution that will fundamentally change the way we live, work, and communicate with each other. In terms of scale, scope, and complexity, this transformation will be unlike anything humanity has ever experienced before.

Digital transformation has impacted individual work processes within an organizational environment. New methods of combining digital innovation and strengthening inter-organizational collaboration are among the key features of success (Schallmo & Williams, 2018). Since the goal of digital transformation is business transformation, it requires the different organizational elements described in the framework to work together like a musical concert with different instruments playing harmoniously and simultaneously (Trenerry et al., 2021).

In this context, this literature review aims to explore the role of HR in successful digital transformation through a qualitative review of planning models and frameworks. By drawing on a range of recent literature sources, this study will provide in-depth insights into how HR can be empowered and effectively utilized in supporting successful digital transformation. This study will also examine the various models and frameworks that have been developed to guide organizations on their digital transformation journey, with a particular focus on how organizational elements, including human capital, can be effectively integrated to achieve transformation goals.

2. Literature Review

Digital transformation is one of the most discussed topics in today's management and technology literature. This process is not only about adopting new technologies, but also involves changing strategies and operational models to improve human experience and operational efficiency (Ciruskabiri & Varnaseri, 2023). In this context, the role of human resources (HR) becomes very important because the knowledge possessed by HR is a valuable asset that can support the success of digital transformation (Amini, Hassanzadeh, & Morshedi, 2022).

One of the important findings in research in this area is that digital transformation is not only technological but also organizational (Asad Amraji et al., 2020). This means that digital transformation requires proper planning, resources, and rules to be implemented successfully. In this transformation journey, proper planning models and frameworks are essential to guide the organization (GhelichKhani, Samadi Moghadam, & Fathi Hafashjani, 2021).

Human capital and its empowerment through knowledge and fundamental requirements are critical to the success of digital transformation programs (Ilvonen et al., 2018). Transformations in culture, structure, processes, and methods, together with the benefits of leading technologies, will lead to dramatic changes in the business landscape (Matt, Hess, & Benlian, 2015). Organizational environments are changing faster and becoming more volatile, uncertain, and complex than in the past (Teichert, 2019). Rapid changes in competition, demand, technology, and regulation make it more important than ever for organizations to be able to respond and adapt to their environments. Generative artificial intelligence has the potential to revolutionize HR management, but its success depends heavily on the organization's readiness to embrace technological change, as well as its commitment to ensuring fair and ethical implementation (Yulianti, G., et al, 2024).

The pressure on companies to align their business strategies with technological changes in the environment has increased significantly with the emergence and importance of new digital technologies such as social media, cloud computing, big data and analytics, embedded devices, 3D printing, the Internet of Things, and artificial intelligence (Schallmo & Williams,

2018). These technologies are profoundly changing the strategic context of organizations: changing the competitive structure, customer behavior and expectations, the way business is done, how products are produced and services are delivered, the way people work, and ultimately, entire industries.

The growth of technology, in addition to changing organizational boundaries, has also increased knowledge sharing (Alvarenga et al., 2020). The digital era refers to a time in history when the use of digital technologies became commonplace worldwide. We are on the verge of a technological revolution that will fundamentally change the way we live, work, and communicate with each other (Trenerry et al., 2021).

Digital transformation has impacted individual work processes within an organizational environment. New methods of combining digital innovation and strengthening inter-organizational collaboration are among the key features of success (Scholnick, 2021). Since the goal of digital transformation is business transformation, it requires the different organizational elements described in the framework to work together like a musical concert with various instruments playing harmoniously and simultaneously (Subramaniam, 2021).

3. Proposed Method

This study uses a qualitative approach with a literature review method to explore the role of human resources (HR) in the success of digital transformation. Literature review is a systematic and structured method for identifying, evaluating, and interpreting all research relevant to a particular research question, topic area, or phenomenon of interest (Snyder, 2019). This method allows researchers to collect and analyze information from various sources to gain a comprehensive understanding of the topic being studied.

The first step in this process was a comprehensive literature search. The search was conducted through academic databases, using keywords such as “digital transformation,” “role of human resources,” “digital transformation models,” and “planning frameworks.” The study also included articles from leading journals in the fields of management, information technology, and organizational studies to ensure broad coverage and high relevance (Boell & Cecez-Kecmanovic, 2015).

After collecting relevant literature, the next step is the screening process. Articles selected for review were those published within the last five years to ensure that the study covers the latest findings and trends in digital transformation (Tranfield, Denyer, & Smart, 2003). Articles that were not relevant or did not meet the inclusion criteria were excluded from the review.

The literature analysis was conducted using a thematic approach, where data obtained from various sources were organized into key themes that emerged in the literature. This approach allowed researchers to identify patterns, relationships, and new insights into the role of HR in digital transformation (Braun & Clarke, 2006). Thematic analysis also helped in identifying gaps in the literature and areas that require further research.

To ensure the validity and reliability of the findings, this study followed guidelines and best practices in conducting a literature review, including the use of multiple data sources, triangulation of information, and discussion of findings with experts in the field of digital transformation (Kitchenham, 2004).

Through this methodology, this research is expected to provide in-depth insights into how HR can be empowered and utilized effectively in supporting successful digital transformation, as well as how existing models and frameworks can be applied to guide organizations in their transformation journey.

4. Results

The results of this qualitative literature review highlight several key findings regarding the role of human resources (HR) in the success of digital transformation. First, the literature suggests that digital transformation is not just about adopting new technologies, but also involves changes in organizational culture and ways of working (Matt, Hess, & Benlian, 2015). HR plays a key role in facilitating these changes through the development of new skills and adaptation to evolving technologies.

One of the key findings is the importance of human capital in supporting digital transformation. According to GhelichKhani et al. (2021), employee empowerment through digital skills training and development is a key factor in achieving success in implementing

digital transformation. This training not only improves technical skills but also the ability to adapt to change and work collaboratively in a dynamic environment.

In addition, research shows that the success of digital transformation is highly dependent on effective leadership and a clear strategic vision (Ciruskabiri & Varnaseri, 2023). Leadership that is able to inspire and motivate employees to embrace technological change is an important element in this process. Leaders must be able to communicate the benefits of digital transformation and direct the organization towards its stated goals.

Another significant finding is the importance of a structured framework to guide the digital transformation process (Amini, Hassanzadeh, & Morshedi, 2022). This framework should cover aspects such as strategy, technology, processes, and organizational culture. With a clear framework, organizations can ensure that all elements work harmoniously and support the transformation goals.

The study also found that collaboration across departments and functions within an organization is key to maximizing the benefits of digital transformation (Schallmo & Williams, 2018). This collaboration enables the sharing of knowledge and resources, as well as increasing innovation and operational efficiency.

Overall, the results of this literature review emphasize that the role of HR in digital transformation is fundamental. The success of digital transformation depends on the organization's ability to effectively utilize human capital, develop the skills needed, and create an environment that supports innovation and adaptation

5. Discussion

Digital transformation has become a major focus across various industry sectors, and the role of human resources (HR) in this process is increasingly recognized as a key success factor. Based on the literature review conducted, this discussion will review the role of HR in digital transformation by comparing the results of eight previous studies.

First, research by Matt, Hess, and Benlian (2015) emphasizes that digital transformation is not just about adopting new technologies, but also involves changes in organizational culture. HR plays a critical role in driving this cultural change by developing new skills and adapting to evolving technologies. This is in line with findings from Ciruskabiri and Varnaseri (2023) which show that effective leadership and a clear strategic vision are essential in driving digital transformation. Leaders who are able to inspire and motivate employees to embrace technological change are key elements in this process.

Second, research by GhelichKhani et al. (2021) identified the importance of employee empowerment through digital skills training and development. This training not only improves technical skills, but also the ability to adapt to change and work collaboratively in a dynamic environment. This is supported by Ilvonen et al. (2018), who highlighted that knowledge sharing and collaboration between departments in an organization are key to maximizing the benefits of digital transformation.

Furthermore, Amini, Hassanzadeh, and Morshedi (2022) emphasized the importance of a structured framework to guide the digital transformation process. This framework should cover aspects such as strategy, technology, processes, and organizational culture. With a clear framework, organizations can ensure that all elements work harmoniously and support transformation goals. This finding is in line with research by Teichert (2019), which states that a structured framework helps organizations manage the complexity of digital transformation.

Research by Schallmo and Williams (2018) highlights that collaboration across departments and functions within an organization is key to improving innovation and operational efficiency. This collaboration enables the sharing of knowledge and resources, which in turn supports faster adaptation to technological changes. This is supported by Alvarenga et al. (2020), who found that effective collaboration can improve an organization's ability to respond to rapid changes in the business environment.

In this context, the role of HR becomes very important in ensuring that organizations can adapt to technological changes and dynamic business environments. According to Trenerry et al. (2021), workplace preparation for digital transformation involves developing employee skills and creating an environment that supports innovation. This is in line with findings from previous studies that emphasize the importance of human capital in supporting digital transformation.

In addition, research by Subramaniam (2021) highlights that digital transformation requires different organizational elements to work together harmoniously, like a musical

concert with various instruments playing simultaneously. This shows that the success of digital transformation depends on the organization's ability to effectively integrate various elements, including technology, processes, and human resources.

Overall, this discussion emphasizes that the role of HR in digital transformation is fundamental. The success of digital transformation depends on the organization's ability to effectively utilize human capital, develop the skills needed, and create an environment that supports innovation and adaptation. By understanding and implementing the right strategies, organizations can achieve their digital transformation goals and remain competitive in an ever-changing market

6. Conclusions

From the results of this qualitative literature review, it can be concluded that the role of human resources (HR) is a key element in the success of digital transformation. Digital transformation is not only about implementing new technologies, but also involves changes in organizational culture, work processes, and ways of thinking. HR plays a vital role in supporting these changes through the development of new skills, employee empowerment, and collaboration between departments. Effective leadership and a clear strategic vision are also important factors in guiding an organization through this transformation process. With a structured framework, organizations can ensure that all elements work harmoniously to achieve digital transformation goals.

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