



Research Article

# Transformation The Indonesian Military in the Revolutionary Era Industry 4.0: Integrative Model and Digital HR Strategy

Kasih Prihantoro<sup>1\*</sup>, Mia Kusmiati<sup>2</sup>

<sup>1</sup> Universitas Pertahanan Republik Indonesia

<sup>2</sup> STIE Yasa Anggana, Indonesia

\* Corresponding Author : [totokimam@gmail.com](mailto:totokimam@gmail.com)

**Abstract:** Purpose – This article aim For develop approach new in management source Power strategic human resources with integrate dimensions adaptive and cognitive in context digital transformation of organizations . Research This based on synthesis theoretical from works Prihantoro et al . (2022–2023), in order to review return the role of HR as driver main superiority competitive based knowledge in the era of disruption technology . Design/ methodology / approach – This article use method studies library conceptual with approach qualitative- descriptive analysis done to six work main topic that discusses strategic HR topics , digitalization organization and learning organization . Synthesis done For building an integrative model that emphasizes influence digital transformation towards performance and development of organizational human resources . Findings – Results of analysis show that approach adaptive-cognitive can strengthening HR strategy in face change environment business . Merger digital competence , ability Study organization , as well as leadership transformative proven become key in optimize HR functions in general strategic . HR is not Again only nature administrative , but is driving force main innovation and efficiency . Implications practical – Organization need designing repeat digital learning- based HR policies , building ecosystem management knowledge , as well as push culture Innovation . Data- driven and intelligence-driven HR practices artificial is also recommended For taking decision strategic . Originality / Value – This article offer novelty conceptual through integration theory learning organization and approach mark in digital HR management . Contribution This expand traditional HRM coverage to realm more strategic responsive to challenge technology .

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## 1. Introduction

Digital revolution has change fundamentally paradigm organization in manage source Power human resources (HR). Development technology like intelligence artificial intelligence , big data, cloud computing and the Internet of Things (IoT) have create challenges and opportunities new in practice human resource management . In context this , approach conventional which only emphasize aspect administrative , such as recruitment , payroll , and evaluation performance , to be No Again adequate For answer increasingly global dynamics complex and fast changed .

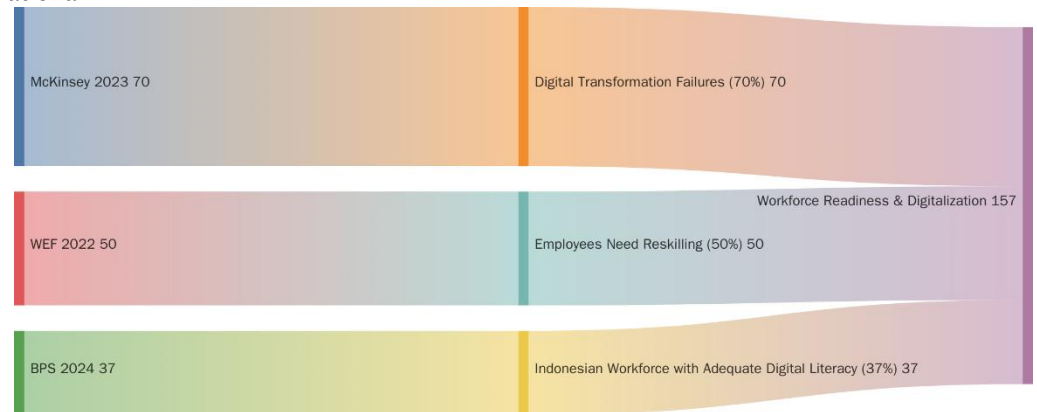
Urgency HR transformation in line with mandate Constitution Republic of Indonesia Number 38 2014 about Apparatus Civil Service, which emphasizes importance development competence , professionalism , and innovation in management of state apparatus human resources . In addition that , in Regulation President Number 95 of 2018 about System Government Based Electronics (SPBE), it is emphasized that digitalization of work processes



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must accompanied by with improvement human resource capacity for digital transformation to run smoothly effective and sustainable .

report McKinsey (2023) show that more of 70% of digital transformation in the sector public and private fail reach expected results Because low readiness and involvement of human resources in the change process . Meanwhile that , World Economic Forum (2022) estimate that 50% of all over global employees will need reskilling by 2025 due to disruption technology . In Indonesia itself , BPS (2024) report that only about 37% of power formal work that has digital literacy level medium to above , signifies Still low HR readiness in support digitalization national .



**Figure 1:** Digital Transformation and Workforce Readiness.

From a global perspective , McKinsey noted that more from 70% of initiatives digital transformation failed Because low involvement and readiness source Power human beings . This is strengthened with WEF findings that estimate that 50% of the world's employees will need reskilling by 2025 due to disruption increasingly advanced technology fast . Both of these data confirm that aspect human , not only technology , is factor key success digital transformation .

BPS data shows that only about 37% of power formal work in Indonesia that has intermediate digital literacy to above . This figure relatively low compared to global reskilling needs , so that show existence gap between demands digitalization with the available human resource capabilities . With Thus , this diagram emphasize importance investment sustainable development digital competence , both through training , reskilling, and policy strategies , so that digital transformation in Indonesia does not only adoption - oriented technology , but also strengthen readiness the human being .

Various approach has developed For answer challenge said , one of them is Strategic Human Resource Management (SHRM) which emphasizes importance relatedness between organizational strategy and HR strategy. However Thus , the traditional SHRM approach often still static and not yet fully accommodate need will learning organizational learning and adaptation cognitive in disruptive environment . Theory learning cognitive as stated by Argyris and Schön (1978 ) emphasize importance ability reflective and deep double-loop learning create organization learners . On the other hand , adaptive strategy theory ( Mintzberg, 1994 ) explains that organization need flexible and capable evolve follow dynamics external changes fast .

## 2. Methodology Study

Study This use Systematic Literature Review (SLR) research approach This use Systematic Literature Review (SLR) approach that has been tested validity academically . SLR was chosen Because his abilities in produce synthesis knowledge in a way systematic , transparent , and can replicated . Methodology This follow guidelines developed by Kitchenham and Charters (2007) , which became standard references in studies literature systematically in various discipline science , including management and technology organization .

SLR process in studies This started with formulate focus and goals clear research , namely For identify and synthesize in a way thematic literature the latest discussing connection between strategic human resource management , digitalization , learning organization , as well as adaptive strategies in face disruption technology . Focus This lowered to in question study

main : “ How framework Work conceptual that combines learning organization , digital competency , and adaptive strategy can increase effectiveness HR management in the digital era?” Question This Then become guide in the entire search and selection process literature conducted in a way systematic .

Stages next involves the process of identification and collection literature from various academic databases reputable international , such as Scopus, Web of Science ( WoS ), Google Scholar, IEEE Xplore, DOAJ, JSTOR, and ScienceDirect. In addition that , literature national is also being investigated through the SINTA DIKTI, GARUDA, and BRIN portals. Search done with use combination of keywords that have been determined in a way conceptual and empirical , such as “strategic HRM”, “digital transformation”, “organizational learning”, “digital competencies”, “HR analytics”, and “adaptive strategy”. Keywords This chosen For ensure that identified literature truly relevant with focus research , as well as covers dimensions theoretical and practical from the theme being studied .

Collected literature limited to publication scientific in range time 2021 to 2025 for ensure recency and relevance to context digital disruption in the midst of ongoing . Criteria inclusion in selection literature includes : (1) articles journal peer-reviewed scientific or book published academic in period time ( 2 ) access document in a way full text, and (3) the existence of discussion explicit about relatedness between HR strategy, digitalization , and learning organization . On the other hand , the criteria exclusion enforced to publications that are not fulfil standard academic , nature opinion without base empirical , or No available in version complete .

From the results search beginning against 342 publications , a screening process was carried out with examine title , abstract , and content article For evaluate suitability topic . After through a strict selection process , 70 literatures were obtained consisting of over 50 articles journal international and 20 references national that meets all criteria inclusion . Next , the analysis process is carried out thematic qualitative to content literature selected . Approach This allows grouping data based on themes main thing that appears in a way consistent in various publications , such as theme strategic HR management , digitalization of HR processes, development digital competence , organization learners , to adaptive strategies in face disruption technology .

Analysis done with refers to a number of framework theoretical relevant primary , such as Resource-Based View theory ( Barney, 1991 ) which emphasizes importance source Power man as superiority competitive organization , Human Capital theory ( Wright & McMahan, 2011 ) which views HR as asset strategic based knowledge , theory learning cognitive from Argyris and Schön (1978) who underlined importance reflection and two- way learning (double-loop learning), as well adaptive strategy approach from Mintzberg (1994) who acknowledged importance flexibility and innovation in respond change environment . In context digitalization of human resources, articles from Tursunbayeva (2024) , Venugopal et al. (2024) and Dabić et al. (2023) give contribution highly relevant conceptual with discussion this , in particular about implementation intelligence artificial , data -driven HR analytics , and the environment inclusive and sustainable digital work .

All over findings from the review and synthesis process literature This Then arranged become framework Work conceptual integrative that combines three element main , namely digital competence as foundation operational , learning organization as driving force improvement performance , and adaptive strategies as guide in face disruption environment strategic . Conceptual model This No only unite results study previously in a way comprehensive , but also offers approach new that can implemented in a way practice by the organization in designing a robust , responsive , and future - oriented digital HR transformation strategy . Therefore that , through comprehensive and systematic SLR method this article This No only contribute to strengthening the theoretical basis literature digital HR management , but also provides implications substantial practical for maker policies and actors organizations in the dynamic era of digital disruption .

### Question Study

- a) How HR management strategies can developed in a way flexible and transformative For bridge traditional HR functions with need organizations in the digital age?
- b) How integration digital technologies , such as big data, e-HRM, and intelligence artificial , contributing to effectiveness taking decision strategic in management source Power man ?

- c) How the integrative model based approach adaptive and cognitive can form framework Work responsive HR strategy to digital disruption and capable increase learning organization ?

### Search Strategy

Database used including Scopus, Web of Science, ScienceDirect, SpringerLink, SAGE, Wiley, JSTOR, DOAJ, and Google Scholar. Criteria inclusion : published articles between 2021 and 2025, written in Language English or Indonesia, has through a peer-review process and focusing on context sector public or defense .

### Criteria Inclusion / Exclusion

- a) Includes : Studies empirical , theoretical models , and research organization related human resource management , digital transformation and learning organization .
- b) Excluded : Technical articles pure without HR relevance , as well as article opinion or non-peer-reviewed.

## 3. Findings Thematic and Synthesis

### Strategic Human Resource Management

In Human Resource Management Advanced ( Prihantoro & Prakoso , 2023 ), HR strategies are developed For bridge between traditional HR functions and needs future organization . Approach This emphasize flexibility structural , collaboration cross function , as well as importance role leadership transformative in facing the digital era. This is in harmony with findings Dabić et al. (2023) that strategic HR success depending on the extent of the organization capable align policy internal with digital dynamics and globalization . According to Rizal and Rony (2024) also added that innovative strategy in capable human resource management increase performance organization in a way significant , especially If supported by the approach based technology and values organization .

### HR Digital Transformation

The book Digital Transformation in Strategic Management ( Prihantoro et al., 2023 ) highlights importance integration technology information in the process of taking decision strategic HR. The use of big data, e-HRM systems , and intelligence artificial in management talent become part important from the digitalization process . According to Venugopal et al. (2024) show that modeling topics in AI can utilized For planning power Work in a way predictive and dynamic . In addition Therefore , the study by Adawiah et al. (2023) emphasize that adoption technology in HR must customized with context organizations in Indonesia, including readiness digital infrastructure and culture Work .

### Competence and Learning Organization

In Human Resource Management Volumes 1 and 2 ( Prihantoro & Prakoso , 2023; Kusmiati , Ed.), emphasized that development digital competence becomes an integral part of culture organization and learning process adaptive learning This allows organization respond change environment external in a way effective and efficient . Fajriyani et al. (2023) identify that Still Lots organizations that have not own framework systematic in development digital competence . Braojos et al. (2024) underline role digital and environmental leadership supportive learning as factor key in forming committed human resources height . Tursunbayeva (2024) highlight that implementation of AI in human resource management must consider aspect ethics and sustainability . This in line with perspective Zhang and Chen (2023) that digitalization of human resources is not only question adoption technology , but also strengthening structure learning in future - oriented organization .

## 4. Digital Technology Integration

Use technology in human resource management has develop rapidly , especially through implementation e-HRM (electronic human resource management) systems and HR analytics. In the e-book Human Resource Management ( Prihantoro et al., 2022 ), it is explained that e-HRM plays a role important in facilitate the recruitment process , management performance , as well as training and development employee digitally . Transformation This allows efficiency operational at a time increase experience Work employees . More further , use big data and intelligence based HR analytics artificial intelligence (AI) enables organization For take

decision strategic in a way more accurate and predictive , as described by Venugopal et al. (2024) . The study by Tursunbayeva (2024) also shows that AI integration in HRM supports the decision-making process decision data -driven and accelerate the adaptation process organization to change technology .

Novelty main in article This lies in integration draft digital transformation , learning organization , and adaptive strategies to in One framework Work conceptually coherent and applicable . This model beyond HRM approach that has been This nature partial and administrative , as well as offer more solutions systematic to challenge HR management in the digital era. The book Digital Transformation in Strategic Management ( Prihantoro et al., 2023 ) emphasizes that synergy between innovation technology and organizational strategy is key success digital transformation . Meanwhile that , Kusmiati (ed.) in Management Human Resources Volume 1 and 2 (2023) underline that development digital competence must become an integral part of learning change -oriented organizations . Other studies such as those by Walkowiak ( 2023) and Dabić et al. (2023) support argument that success organization in facing the digital era is very dependent on his ability build system adaptive and inclusive learning , and manage change in a way strategic and planned .

### 5. Conceptual Model of Strategic Integration Human Resources

New models offered in article This combining two approaches main , namely approach adaptive and cognitive , to create management strategies source Power resilient human resources in the digital era. Approach adaptive reflect ability organization in respond digital disruption through change structure more organizations agile , business process adjustment based technology , as well as strengthening culture collaborative and open work to innovation . This is reinforced by the findings Prihantoro and Prakoso (2023) in Advanced Human Resource Management, which emphasizes that flexibility structural and leadership transformative become foundation important for organization For still relevant in the middle change fast . Meanwhile that , approach cognitive focus on strengthening capacity individual and collective , through learning organization , development creativity , as well as taking decision data -based . According to Braojos et al. (2024) , environment continuous learning and strong digital leadership become catalyst in create commitment organization to meaningful digital transformation . With combine second approach this , it was formed framework Work strategic that is not only reactive to change external , but also proactive in form superiority competitive sustainable organization .

#### CONCEPTUAL MODEL OF STRATEGIC HR INTEGRATION



**Figure 2:** Conceptual Model of Strategic Integration Human Resources.

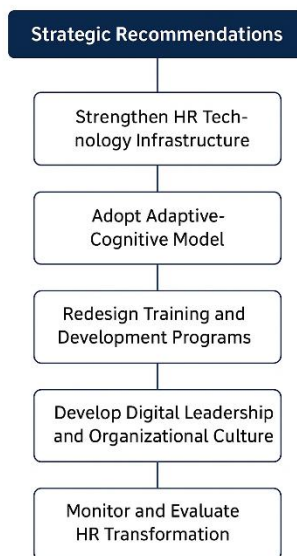
Conceptual model of Strategic Integration Human Resources Strategic , leadership transformational , trust institutional and motivational employee to development performance sustainable in organization defense . In essence , this model emphasize interaction between factors driver structural and human capital elements . Alignment strategic started with build culture a strong organization that grows values and norms behavior together , the essential for coherence in action . Leadership transformational act as strength guiding force change culture , inspiring commitment , and be a model of behavior ethical , at the same time grow safe environment in a way psychological and mutual believe . Trust , in context this , act as lubricant

collaboration , reducing internal friction , and allows effort cohesive going to objective together .

Integration process cycle bait come back dynamic where motivation functioning as output at a time input from system . Motivated personnel more Possible internalize values organization and trust leadership , so that contribute to the improvement results performance . In turn , the increase performance individuals and observed units strengthen legitimacy leadership and validating culture organization , creating cycle repair sustainable . Conceptual integration This not static; but rather adaptive and responsive to internal and external developments pressure external , which allows organization defense still tough and agile. With align sourcing strategies Power man with objective more institutional wide , this model serve map road For build power Work professional , capable and ready defense facing the future .

### 6. Implications Policies and Recommendations Strategic

Digital transformation in human resource management demands maker policies in the sector public and private For formulate regulations and infrastructure supporters who encourage integration technology in a way sustainable . Policy need emphasize importance digital literacy as part from standard competence national , including in scheme development of ASN, TNI/ Polri , and sectors industry . The government is also expected strengthen collaboration between institution education , training and business world in create ecosystem responsive digital learning to disruption . Besides that , the arrangement policy must consider digital justice and inclusion , so that transformation technology No create gap competence intergroup Work or region.



**Figure 3:** Recommended Strategy

Recommendation strategic outlined in the flowchart This emphasize approach transformative to management source Power human resources (HR) in organization defense , which is adjusted with demands of the digital era. Focus beginning is strengthen infrastructure HR technology through adoption of digital platforms such as Management Human Resources Electronic (e-HR), system management talent based intelligence artificial intelligence , and advanced data analytics . The devices This allows organization For make sound and fact -based decisions evidence , so that increase HR responsiveness , efficiency operational , and capabilities For estimate need personnel in a way dynamic . With implant practice data -based to in the core processes of HR, institutions defense can modernize framework their HR work at a time increase transparency and accountability .

Recommendation This promotes a supportive adaptive -cognitive model agility and endurance organization . This is involving shift paradigm from method training traditional to environment learning sustainable technology supported , such as System Management

Learning (LMS), devices learning micro , and digital simulation . Approach kind of This No only increase capacity cognitive individual but also grow culture Study throughout life . Besides that , this model call for development capability digital leadership and coaching culture organization new one rooted in inclusivity , innovation , and problem solving problem in a way collaborative . Mechanism effective monitoring and evaluation is an integral part of transformation this , which relies on indicator measurable like level digital competence , index innovation and capabilities adaptation organization For ensure impact sustainability and harmony with objective defense strategic .

## 7. Conclusion

Digital transformation in management source Power human (HR) demands change paradigm from function administrative become function strategic based knowledge and innovation . Integration of approaches adaptive and cognitive strengthen ability organization For face disruption technology with build capacity learning sustainable development digital competence , as well as leadership transformative capable push change . With Thus , HR does not Again viewed as implementer , but rather as driving force main superiority competitive organization .

Synthesis results literature show that low digital literacy workforce work , good both globally and internationally national , still become constraint significant in implementation digital transformation . Data from McKinsey (2023) , World Economic Forum (2022) , and BPS (2024) emphasize that success digital transformation is not only depends on readiness technology , but also on the involvement , motivation , and reskilling of human resources. Therefore that , digital HR strategy must investment - oriented sustainable in development capacity humans to be in harmony with need modern organization .

Conceptual model confirm importance alignment between adaptive strategies , learning organization and utilization digital technology . Approach integrative This give map road for maker policy and practitioners organizations , especially in sector defense and public , for build a professional , inclusive , and resilient HR ecosystem . With put forward digital leadership , culture innovation , as well as mechanism evaluation sustainable , organization expected capable guard sustainability performance at a time increase Power competitiveness in the era of digital disruption .

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