

HR Management Strategies In Improving Organizational Performance In The Era Of Digital Disruption: An Analysis Of The Role Of Transformational Leadership And Employee Engagement

Strategi Manajemen SDM Dalam Meningkatkan Kinerja Organisasi Di Era Disrupsi Digital: Analisis Peran Kepemimpinan Transformasional Dan Keterlibatan Karyawan

Nurhasanah Pasaribu^{1*}, Paul Sopacua², Suhardy³, Nurul Hudaini⁴, Dorthy Ellayany Sinaga⁵, Rasyid Tarmizi⁶, Rizal Ula Ananta Fauzi⁷, Diah Fatma Sjoraida⁸

Universitas Putera Batam, Indonesia¹

Universitas Pattimura, Indonesia²

Universitas Pertiba, Indonesia³

Universitas Teknologi Muhammadiyah Jakarta⁴

STIE Eka Prasetya, Indonesia⁵

UIN Syarif Hidayatullah Jakarta, Indonesia⁶

Universitas PGRI Madiun, Indonesia⁷

Universitas Padjadjaran, Indonesia⁸

nui.nurhasanah2572@gmail.com¹

*Corresponding Author

ABSTRACT

The era of digital disruption has brought significant changes in the business landscape and demanded organizations to adapt more dynamic and innovative human resource (HR) management strategies. This study aims to analyze HR management strategies in improving organizational performance by emphasizing transformational leadership roles and employee engagement. The research method used is a quantitative approach by collecting data through surveys of employees from various industrial sectors that are undergoing digital transformation. The results of the analysis show that transformational leadership has a significant influence on increasing employee engagement, which ultimately positively impacts the overall performance of the organization. This study confirms the importance of integration between adaptive HR management strategies, visionary leadership, and high employee engagement in the face of digital challenges. These findings provide practical implications for organizational leaders to develop a responsive, collaborative, and innovation-based work culture to achieve sustainable competitive advantage.

Keywords: HR Management, Digital Disruption, Transformational Leadership

ABSTRAK

Era disrupsi digital telah membawa perubahan signifikan dalam lanskap bisnis dan menuntut organisasi untuk mengadaptasi strategi manajemen sumber daya manusia (SDM) yang lebih dinamis dan inovatif. Penelitian ini bertujuan untuk menganalisis strategi pengelolaan SDM dalam meningkatkan kinerja organisasi dengan menekankan pada peran kepemimpinan transformasional dan employee engagement. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan mengumpulkan data melalui survei terhadap karyawan dari berbagai sektor industri yang sedang mengalami transformasi digital. Hasil analisis menunjukkan bahwa kepemimpinan transformasional memiliki pengaruh yang signifikan terhadap peningkatan employee engagement yang pada akhirnya berdampak positif terhadap kinerja organisasi secara keseluruhan. Studi ini menegaskan pentingnya integrasi antara strategi pengelolaan SDM yang adaptif, kepemimpinan visioner, dan keterlibatan karyawan yang tinggi dalam menghadapi tantangan digital. Temuan ini memberikan implikasi praktis bagi para pemimpin organisasi untuk mengembangkan budaya kerja yang responsif, kolaboratif, dan berbasis inovasi untuk mencapai keunggulan kompetitif yang berkelanjutan.

Kata Kunci: Manajemen SDM, Disrupsi Digital, Kepemimpinan Transformasional

1. Introduction

The phenomenon of digital disruption refers to the radical changes caused by advances in information and communication technology, which significantly change the way organizations operate, innovate, and compete. Technologies such as artificial intelligence (AI), big data, the Internet of Things (IoT), and automation have created new business models, accelerating work processes, and giving rise to increasingly dynamic consumer expectations (Herold et al., 2008). As a result, organizations are required to not only keep up with technological developments, but also carry out structural, cultural, and strategic transformations. In this context, conventional business strategies are becoming irrelevant, and the success of an organization depends heavily on its ability to adapt quickly and responsively to disruptive change (Fenech et al., 2019; Qiao et al., 2024). The impact of digital disruption on the dynamics of modern organizations is complex and multidimensional. Internally, digital disruption demands changes in work patterns, management systems, and human resource competencies (Ma et al., 2023). Organizations that are unable to adapt will run the risk of decreased productivity, loss of competitiveness, and even bankruptcy. On the other hand, organizations that are able to integrate digital technology in their management strategies have the potential to gain higher operational efficiencies and create sustainable added value (Jiang et al., 2017; Gupta & Gupta, 2024). Therefore, it is important for organizations to not only invest in technology, but also in leadership capacity building and employee engagement in order to be able to effectively manage change in the midst of ongoing disruption (Wang et al., 2011).

Rapid technological changes bring great challenges to organizations in maintaining and improving performance. One of the main challenges is the skill gap that occurs when the capabilities of the workforce are no longer aligned with the demands of new technologies (Alhosani & Ahmad, 2024). In addition, resistance to change from within the organization, both from leaders and employees, is often a major obstacle in the digital transformation process. Reliance on old systems, rigid organizational structures, and a lack of strategic understanding of technology implementation are also obstacles in creating efficiency and sustainable innovation. In this condition, organizations need to design a comprehensive change management strategy, including retraining and increasing the capacity of human resources to accommodate the demands of the digital era (Zhang et al., 2024; Choi et al., 2016).

On the other hand, technological changes also open up great opportunities for organizations to create new added value and competitive advantages. Digitalization enables business process automation, data-driven decision-making, and increased speed and accuracy in customer service (Nurimansjah, 2023). Organizations that are able to adapt quickly will have the opportunity to expand markets, improve operational efficiency, and accelerate product and service innovation. Therefore, the success of an organization in the dynamic technology era relies heavily on its ability to strategically capture digital opportunities and align all organizational elements—including vision, structure, culture, and HR—toward an adaptive and pro-innovation orientation (Trihertanto et al., 2024).

Rapid technological changes pose significant challenges for organizations, especially in maintaining performance and competitiveness. One of the main challenges is the workforce skills gap, where employee skills often do not align with the needs of the latest technology. This causes organizations to invest in training and capacity building on an ongoing basis (World Economic Forum, 2020). In addition, resistance to change from within the organization, both at the managerial and operational levels, is an obstacle to implementing digital transformation effectively. Organizations also face challenges in designing flexible work structures and processes to be able to adapt to external dynamics (Kane et al., 2015).

Nevertheless, technological changes also offer great opportunities to create new efficiency, innovation, and competitive advantages. The use of digital technologies such as big data analytics, artificial intelligence, and cloud computing enables organizations to make strategic decisions faster and data-driven (Brynjolfsson & McAfee, 2014). Organizations that are able to integrate this technology into their business strategies have the potential to increase productivity, accelerate product innovation, and expand the market globally (Eduzor, 2024). Thus, the organization's response to digital challenges is not only a matter of adaptation, but also a strategic transformation that includes aspects of work culture, leadership, and human resource empowerment (Westerman et al., 2014).

Transformational leadership plays a central role in driving organizational change, especially in the uncertain digital age and innovation demands. Transformational leaders are characterized by their ability to inspire future visions, intrinsically motivate employees, as well as drive adaptive organizational culture change (Bass & Riggio, 2006). They not only act as decision-makers, but also as change agents who are able to create a work environment that supports creativity, collaboration, and continuous learning. In the context of technological change, transformational leaders play an important role in communicating the urgency of transformation, directing organizational strategy, and empowering employees to participate in innovative processes (Rosyafah & Pudjowati, 2024); Oluwatoyin & Mardikaningsih, 2024).

In addition, transformational leadership also contributes significantly to encouraging innovation through the establishment of a work climate conducive to the exploration of new ideas. Leaders who adopt a transformational style are able to build employee trust and commitment, which is the foundation for the emergence of initiative and creativity in the workplace (Jung, Chow, & Wu, 2003). Through an approach that prioritizes the values of shared vision, intellectual stimulation, and individual attention, transformational leaders can facilitate innovation that is not only technical, but also strategic and cultural. Thus, the existence of transformational leaders is an important catalyst in the organizational transition process towards a more adaptive, innovative, and sustainable orientation (Riani, 2024). Employee engagement is one of the key factors in increasing organizational productivity and adaptability, especially in the midst of a dynamic and competitive business environment. Employees who are actively involved tend to have a high emotional commitment to organizational goals, show enthusiasm for work, and be proactive in dealing with change. This engagement not only improves individual performance, but also strengthens team collaboration, innovation, and overall operational efficiency (Bakker & Demerouti, 2008). In addition, organizations that manage to create a work environment that supports employee engagement will be better able to adapt to external changes, as their employees have a high level of resilience and flexibility. Thus, employee involvement is a strategic element in supporting the sustainability and competitive advantage of the organization in the era of digital transformation (Trihertanto et al., 2024).

Research by Shin et al. (2015), transformational leadership has a significant positive influence on organizational innovation, especially through increased intrinsic motivation and support for employee learning. Another study by Caillier (2014) shows that an inspiring and collaborative leadership style can increase employee engagement, which in turn contributes to the achievement of organizational goals more effectively. This reinforces the view that in the context of rapid digitalization, the role of leaders is not only as a strategy director, but also as a facilitator of an innovative and participatory culture within the organization.

According to Albrecht et al. (2015), employee engagement is positively correlated with productivity, loyalty, and organizational ability to adapt to technological changes. In the midst of the digital age, high engagement allows organizations to make the most of their employees' potential, both in terms of new ideas and the implementation of technology-based strategies. Thus, the relationship between transformational leadership and employee engagement is a

strategic point in designing HR management policies that are responsive to digital disruption and aim at achieving sustainable organizational performance. Based on this, this study aims to analyze HR management strategies in improving organizational performance by emphasizing the role of transformational leadership and employee involvement.

2. Literature Review

HR Management

Human Resource Management (HRM) is a strategic function in an organization that focuses on managing the workforce as the main asset in achieving the company's goals. The role of HRM is not only limited to recruitment and training, but also includes competency development, performance management, and the creation of a conducive and productive work environment (Eduzor, 2024). In the digital era and knowledge-based economy, the role of HRM is increasingly crucial in designing strategies that are able to attract, retain, and develop superior talent to increase the organization's competitive advantage. This strategic approach requires HRM to play an active role in organizational decision-making through the integration of HR practices with the company's vision and mission.

In addition, modern HRM adopts data- and technology-driven approaches, such as the use of Human Resource Information Systems (HRIS) and people analytics to improve operational efficiency and support more accurate decision-making. This innovation allows for more adaptive human resource management to market dynamics and changing organizational needs. HRM also plays a role in building an inclusive and learning-oriented work culture to face the challenges of globalization, workforce diversity, and changes in labor regulations. Therefore, the role of HRM is not only administrative, but also transformational in creating added value for the organization as a whole.

Digital Disruption

Digital disruption refers to the transformative impact of emerging digital technologies on existing business models, value chains, and market dynamics. It challenges traditional industries by introducing innovative solutions that often offer greater efficiency, accessibility, and customer-centric experiences (Zulkifli et al., 2022). The proliferation of technologies such as artificial intelligence (AI), the Internet of Things (IoT), and cloud computing has led to significant shifts in consumer behavior and organizational operations. As a result, companies are compelled to adopt agile strategies and digital transformation initiatives to remain competitive and relevant in a rapidly evolving digital landscape (Jo & Shin, 2025).

Moreover, digital disruption has profound implications for organizational structures, workforce competencies, and leadership approaches. Businesses must foster a culture of continuous learning and adaptability to navigate the complexities brought about by digital innovation. The role of data analytics becomes increasingly critical, enabling evidence-based decision-making and personalized customer engagement. However, the benefits of digital disruption also come with risks, including cybersecurity threats, ethical concerns, and the potential displacement of human labor. Therefore, a strategic and responsible approach is essential in harnessing digital disruption as a catalyst for sustainable innovation and growth.

Transformational Leadership

Transformational leadership is a leadership approach that emphasizes the process of continuous change and development in an organization through the inspiration, motivation, and visionary influence of a leader. Transformational leaders play an important role in creating a clear vision, generating morale, and shaping organizational values and cultures that support innovation and growth (Cahyadi et al., 2022). The key characteristics of this leadership include idealized influence, inspirational motivation, intellectual stimulation, and individualized

consideration, which collectively drive employee engagement as well as improved organizational performance

In the context of modern organizations facing the dynamics of globalization, technological change, and market complexity, transformational leadership is considered an effective approach to managing change and increasing competitiveness. Transformational leaders focus not only on achieving short-term targets, but also on developing individual potential and overall organizational capabilities. Empirical research shows that this leadership style has a positive correlation with job satisfaction, employee loyalty, and increased productivity. Therefore, the implementation of transformational leadership is essential in building an adaptive, innovative, and future-oriented organization (Riani, 2024).

3. Research Methods

This study uses a quantitative method with a survey approach to analyze the influence of transformational leadership and employee engagement on organizational performance in the context of digital disruption. The survey method was chosen because it was effective in collecting data widely from respondents spread across various organizational units and industry sectors, so as to allow researchers to obtain a representative picture of the perception and experience of employees and managers towards the HR management strategies implemented. The research instrument was in the form of a closed questionnaire that was compiled based on the theoretical constructs of transformational leadership (Bass & Avolio, 1995), employee engagement (Schaufeli et al., 2002), and organizational performance (Kaplan & Norton, 1996). The questionnaire uses a 5-point Likert scale and has gone through a content validation process by HR management experts before being distributed to respondents.

The population in this study is employees and managers of private and public sector organizations that are or have experienced a digital transformation process in Indonesia. The sampling technique uses purposive sampling, with the criteria that respondents have at least two years of work experience and are directly involved in the organization's digital adaptation process. The number of samples is determined based on the Slovin formula or through minimum quantitative considerations in statistical analysis, which is a minimum of 5–10 respondents per variable indicator. The collected data was analyzed using multiple linear regression analysis) to test the direct and indirect relationships between the research variables. The results of this survey method are expected to make an empirical contribution in formulating HR management strategies that are able to increase organizational competitiveness through transformational leadership and employee engagement in the era of digital disruption.

4. Results and Discussions

Based on the analysis of data obtained through the survey, it was found that transformational leadership has a significant positive influence on employee engagement and organizational performance. The multiple linear regression model used showed that transformational leadership directly increased employee engagement rates ($\beta = 0.42, p < 0.01$), which in turn contributed to improved organizational performance ($\beta = 0.36, p < 0.01$). This shows that leaders who are able to inspire, provide a clear vision, and give individual attention to employees can increase their intrinsic motivation, which has a positive impact on productivity and innovation in the organization, the results of which can be seen in Table 1.

Table 1. The Influence of Transformational Leadership and Employee Engagement on Organizational Performance

Variabel	Involvement	Organizational	Cophysicist	Sig.
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	employee	Performance	Value ((β)	
Transformational Leadership	Positive	Positive	0.42	p < 0.001
Employee Engagement	Negative	Positive	0.36	P < 0.001
Mediator	Negative	Positive		

Table 1. The results of the analysis show that transformational leadership has a significant positive relationship with employee engagement and organizational performance, with a coefficient value of 0.42 and a significance level of $p < 0.001$. Interestingly, employee engagement showed a negative relationship with the engagement variable but still contributed positively to the improvement of organizational performance with a coefficient of 0.36 ($p < 0.001$). These findings indicate that while employee engagement may not necessarily increase a sense of direct involvement in a particular context, its role as a mediator still has a positive impact on the achievement of the organization's overall goals. Thus, transformational leadership can be considered an important factor in motivating and directing employee behavior to improve organizational effectiveness. This shows that leaders who are able to inspire, provide a clear vision, and give individual attention to employees can increase their intrinsic motivation, which has a positive impact on productivity and innovation in the organization. These findings are in line with previous research showing that transformational leaders play an important role in creating a collaborative and innovative work culture (Budhwar et al., 2023; Nguyen et al., 2024; Malik et al., 2023). This supports the argument that effective HR management strategies in increasing employee engagement can provide a competitive advantage for organizations in the era of digital disruption (Schaufeli et al., 2002). Overall, the results of this study show that transformational leadership and employee engagement are intertwined in improving organizational performance, especially in the face of the challenges brought by digital transform (Chong & Zainal, 2024).

Based on data analysis conducted on 20 respondents from various organizations that have implemented HR management strategies in the digital era, this study found that transformational leadership has a significant effect on the effectiveness of HR strategies in improving organizational performance. The test was conducted using multiple linear regression analysis, which showed that the transformational leadership variable had a significant positive coefficient over the HR strategy variable applied in the organization, the results of which are seen in Table 2.

Table 2. The Influence of Transformational Leadership on HR Strategy

Variabel	Coefficients of Regression (β)	P-Value	R-Square
Transformational Leadership	0.68	0.00	45%
Employee Motivation	0.52	0.001	
Organizational Performance	0.74	0.000	

Based on Table 2, the significant influence of transformational leadership on human resource management strategies (HR Strategy) with a regression coefficient of 0.68 and a p value = 0.00, shows that this leadership style plays a very important role in forming an effective HR strategy. In addition, employee motivation also has a significant positive contribution to HR strategy with a coefficient of 0.52 and $p = 0.001$. Overall, these variables were able to explain about 45% of the variation in HR strategy development (R-square = 45%). Furthermore, organizational performance was strongly influenced by these factors with a regression

coefficient of 0.74 and a significance level of $p = 0.000$. These findings confirm that transformational leadership not only increases employee motivation but also directly strengthens the effectiveness of HR strategies which ultimately positively impacts improving organizational performance. These findings are consistent with previous studies that have shown that transformational leadership styles inspire and motivate employees and encourage innovation in HR management practices (Cahyadi et al., 2022; Widjaja, 2023). This type of leadership emphasizes shared vision and individual empowerment so that HR strategies can be designed more adaptively to meet modern business challenges.

In addition, employee motivation has also been shown to contribute significantly positively to the effectiveness of HR strategies with a regression coefficient of 0.52 and $p = 0.001$. This is in line with the work motivation theory which states that a high level of motivation will increase employee commitment and productivity in implementing HR policies (Husen et al., 2024; Khushk et al., 2024; Herold et al., 2008) Motivation as a mediating variable strengthens the relationship between transformational leadership and the successful implementation of HR strategies so as to create positive synergies in the organization. Furthermore, the results of the study indicate that the combination of transformational leadership and employee motivation has a strong impact on improving organizational performance with a regression coefficient of 0.74 ($p = 0.000$) and an R-square value of 45%. This suggests that almost half of the variation in organizational performance can be explained by both variables. Previous research has also supported these findings by affirming the important role of transformational leaders in building a productive work culture while improving business outcomes through effective human resource management (Stachová et al., 2024; Winasis et al., 2020) Therefore, companies are advised to develop transformational leadership capacity while facilitating a work environment that is able to increase intrinsic motivation to achieve a competitive advantage.

5. Conclusion

From the results of the study, it can be concluded that effective human resource management in the era of digital disruption is highly dependent on the role of transformational leadership. This leadership is not only able to inspire and motivate employees to adapt to rapid technological changes, but also to form an organizational culture that is innovative and responsive to external challenges. With a significant regression coefficient, transformational leadership has proven to be a major factor in strengthening HR strategies so that it can improve overall organizational performance. In addition, employee involvement is a crucial element in supporting the successful implementation of HR strategies in the midst of digital dynamics. Employees who have a high level of engagement show intrinsic motivation and greater commitment to organizational goals, thus having a positive impact on productivity and company performance. Therefore, the development of HR programs that focus on increasing engagement through effective communication, adaptive training, and merit-based rewards is critical to ensuring the sustainability of competitive advantage in today's digital era.

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