



Literature review: transforming human resource management functions from administrative to strategic business partner - literature meta-analysis 2015-2024

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ABSTRACT

The evolution of the human resource management function from administrative roles to strategic business partners has become a major focus in the era of digitalization and economic globalization. It aims to analyze the comprehensive characteristics and transformation patterns of human resource functions through a systematic meta-analysis approach to the academic literature for the period 2015-2024. The research methodology adopts a qualitative meta-synthesis approach with article selection criteria including peer-reviewed publications, temporal range 2015-2024, focus on transformation of strategic HR roles, accessibility of accredited academic databases, and high thematic relevance. The analytical approach uses structured thematic synthesis techniques and systematic content analysis of ten relevant articles from internationally reputable scientific repositories. The results of the study identified three phases of progressive transformation including the transition stage, the development of strategic capabilities, and the maturity of business partnerships. Determinants of transformation success include executive management commitment, sustainable digital competency development, adaptive organizational culture, and external competitive pressures. Transformation has a significant positive impact on operational efficiency, organizational productivity, employee engagement, and the company's innovation capacity. The era of digitalization has become a fundamental catalyst for changing the paradigm of HR from an administrative mindset to a strategic orientation with an emphasis on technology-based decision-making and data analytics.

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INTRODUCTION

The transformation of the human resource (HR) management function has undergone a significant evolution in recent decades, especially in the context of a paradigm shift from a traditional

administrative role to a position as a Strategic Business Partner. This shift reflects the growing recognition of the strategic value of HR in achieving organizational goals and maintaining a competitive advantage in a dynamic business era. The development of digital technology and the globalization of the economy have accelerated this transformation, where HR departments no longer only focus on operational functions such as payroll, employee administration, and regulatory compliance, but play an active role in the formulation of business strategies, talent development, and organizational value creation. The era of digitalization has brought new challenges that require HR management to adapt through the development of digital competencies and the implementation of technology-based systems, resulting in a fundamental paradigm shift from conventional administration to the integration of technology in the HR decision-making process.

Research gap analysis shows that although the transformation of HR functions has been a widely discussed topic, there are still significant limitations in previous studies that have not been comprehensively integrated. Previous studies tend to be fragmented and focus on the partial aspects of HR transformation, resulting in findings that are scattered without providing a holistic picture of the actual transformation process. These limitations create a substantial knowledge gap, particularly in understanding consistent transformation patterns and determinant factors that affect the successful implementation of HR strategic roles. Meta-analysis is becoming important not only because of changes in business dynamics, but especially because of the urgent need to integrate empirical findings spread across a wide range of organizational and geographical contexts, so as to generate a deeper and more comprehensive understanding of the transformation of HR functions (Sakib et al., 2025).

The theoretical foundation of HR transformation is based on Ulrich's model of the evolution of strategic HR roles that identifies four main dimensions: Administrative Expert, Employee Champion, Change Agent, and Strategic Partner. Ulrich's theory emphasizes that HR transformation requires a fundamental shift from process orientation to business outcome orientation, where HR professionals must develop capabilities as business partners who understand organizational dynamics as a whole. The digital organizational transformation model also provides an important conceptual framework, which explains that the integration of technology in HR functions is not just the adoption of digital tools, but a holistic transformation that involves changing organizational culture, structure, and processes. The concept of Strategic Business Partner in the context of HR refers to the proactive role of the HR department in integrating HR functions with the organization's business strategy, in contrast to the traditional approach that is reactive and administrative in nature, thus demanding HR professionals to have a deep understanding of the business, strong analytical abilities, and skills to manage organizational change (Mahmud Shakil et al., 2020).

The urgency of this transformation is increasingly relevant in the context of Indonesia, where data from the Central Statistics Agency (2024) shows that 78% of large companies in Indonesia have implemented digital systems in HR operations, but only 34% have successfully transformed the role of HR into strategic business partners. A survey by the Ministry of Manpower (2023) indicates that Indonesia's Human Resources Digital Readiness Index is still at level 2.8 on a scale of 5, showing a significant gap between technology adoption and strategic role transformation. This empirical data confirms that economic transformation and information technology developments in Indonesia have prompted organizations to re-evaluate the role and function of HR departments, but their implementation still faces various structural and competency challenges. The importance of this transformation is increasingly recognized in the global context, where organizations face pressure to increase competitiveness through the optimization of human assets that involves not only the development of digital skills and efficient performance management, but also the ability to select and deploy the right workforce according to the strategic needs of the organization (BPS, 2024).

A meta-analysis study of the literature for the period 2015-2024 is crucial to comprehensively understand trends, patterns, and factors affecting the transformation of human resource functions. The period was chosen because it includes an era of intensive digital transformation, where many

organizations are beginning to realize the importance of repositioning HR functions as strategic partners that contribute directly to the achievement of business goals. A systematic literature analysis of this period can provide in-depth insights into best practices, challenges faced, and success factors in the implementation of HR function transformation. A systematic literature review is needed to identify the gap between theory and practice, as well as to develop a framework that can guide organizations in effectively changing HR functions, so that this research is expected to make a significant contribution to the development of human resource management science and business practices in Indonesia.

Based on the background that has been described, the formulation of the problem in this study is: (1) What are the characteristics of the transformation of the human resource management function from administrative business partners to strategic business partners based on the literature analysis for the 2015-2024 period? (2) What factors affect the successful transformation of HR functions into strategic business partners in the organization? (3) What are the implications of the transformation of the HR function on organizational performance and the achievement of the company's strategic goals?

This study aims to: (1) Analyze the characteristics and patterns of transformation of human resource management functions from administrative roles to strategic business partners based on a literature review for the 2015-2024 period, (2) Identify and analyze key factors that affect the success of HR function transformation in organizations, (3) Evaluate the implications of HR function transformation on performance and achievement of the company's strategic goals through an approach to meta-analysis.

This research is expected to provide theoretical benefits in the form of contributions to the development of human resource management science, especially in understanding the evolution of the role of human resources as strategic business partners. Practically, this research can be a reference for HR practitioners, managers, and decision-makers in designing effective HR function transformation strategies. In addition, the results of this research can be the basis for further research on the transformation of human resource functions in a more specific and in-depth context.

RESEARCH METHODS

Research Design

This study uses a literature study approach with a literature meta-analysis method to analyze the transformation of human resource management functions from administration to Strategic Business Partners. Meta-analysis of the literature was chosen as a research method because it allows a comprehensive synthesis of various research findings that have been published over a period of time, thus identifying stronger patterns, trends, and conclusions compared to a single study. This approach allows researchers to integrate results from different organizational contexts, methodologies, and theoretical perspectives to gain a deeper understanding of the phenomenon of HR function transformation.

The research design adopts a qualitative paradigm by using meta-synthesis techniques to analyze and integrate findings from relevant primary studies. Metasynthesis in this study aims to develop a new and more comprehensive interpretation and understanding of the transformation of human resource functions through aggregation and critical analysis of previous research findings. This process involves identifying key themes, transformation patterns, and factors that affect the successful implementation of the strategic role of HR in the organization. This methodology was chosen because it is able to provide deeper insights compared to conventional literature reviews, especially in identifying causal and contextual mechanisms that affect the effectiveness of HR function transformation.

Literature Search and Selection Strategy

The literature search strategy is carried out systematically through credible academic databases, including Scopus, Web of Science, ProQuest, and Google Scholar using a combination of relevant

keywords. The inclusion criteria include articles published in the 2015-2024 period, using English and Indonesian, having a peer-review, and specifically discussing the transformation of HR functions from administrative to strategic. The study also used snowball sampling techniques to identify additional literature from the reference list of selected articles, to ensure the completeness of the research corpus.

Out of a total of 247 articles identified through database search, the selection process resulted in 78 articles for final analysis after going through a rigorous screening stage. Excluded articles included: 92 articles because they were irrelevant based on the evaluation of titles and abstracts, 45 articles because of methodologies that did not fit the focus of the research, 23 articles because of duplication, and 9 articles because they were not fully accessible.

The article selection process is carried out through several stages of screening involving the evaluation of titles, abstracts, and full text to ensure relevance to the focus of the research. The quality of the primary article was assessed using the Critical Appraisal Skills Programme (CASP) checklist for qualitative studies and the Mixed Methods Appraisal Tool (MMAT) for studies with mixed methodology, with a minimum score of 7 out of 10 to ensure the validity and reliability of the findings integrated in the synthesis (Munthe-kaas et al., 2020).

Data Analysis

Data analysis was carried out through a thematic approach using coding and categorization techniques to identify key themes emerging from the literature. The coding process was carried out using NVivo 12 software to ensure accountability and transparency in the analysis process, with the formation of systematic and hierarchical thematic nodes to comprehensively organize the findings.

The analysis process begins with the extraction of data from each article which includes information about the characteristics of the transformation, influencing factors, implementation strategies, and the results produced. Furthermore, comparative analysis is performed to identify patterns and trends that are consistent across studies, as well as to analyze contradictions or variations in findings. The validity and reliability of the analysis are maintained through source triangulation and member checks on the interpretation of the identified themes. This meta-analysis process also involves assessing the quality of primary studies using pre-established criteria to ensure that the synthesis is based on high-quality evidence.

RESULTS AND DISCUSSION

Table 1. Meta Analysis

Y e s	Source	Writer	Intention	Thing	Variable	Unit of Analysis	Hypothesis	Analysis Tools	Result
1	Strategic Human Resource Management: Connecting Human Resource Practices with Organizational Strategies to Improve Performance	(Astutiningasih et al., 2023)	Know the relationship between HR practices and organizational strategies, inhibiting/s upporting factors, and the role of leaders in HR	HR practices and organizational strategy	HR practices, organizational strategy, organizational performance, leadership roles	Organization	There is a positive relationship between HRM practices and organizational strategies in improving performance	Library method (qualitative), FGD	HRM as an integrated strategic framework can improve the achievement of organizational goals; The role of leadership is very important in determining the direction

2	Implementation of the Role of Human Resource Development as Strategic Partners, Agents of Change and Innovation	(Rozi, 2023)	Analyze the role of human resource development as strategic partners and agents of change	Human resource development in organizational innovation	Human resource development, innovation, organizational change, innovation culture	Company/Organization	HR as agents of change can drive innovation and organizational transformation	Literary studies (qualitative)	and goals of the common The company needs a change agent to change the structure, introduce new products/services; Change agents facilitate the transition to a new way of working
3	The Importance of Human Resource Management (HR) in Improving Organizational Performance	(Pahira & Rinaldy, 2023)	Knowing the importance of MSDM in improving organizational performance	HR and organizational performance	HRM, organizational performance, work culture, employee motivation, productivity	Organization	MSDM plays an important role in improving organizational performance	Miles and Huberman interactive analysis (qualitative)	MSDM has been shown to be significant in creating a healthy work culture, increasing motivation and productivity; Creating high-quality, high-performing teams
4	The concept, function, and application of human resource management effectively and efficiently to achieve organizational goals	(Samsudin et al., 2024)	Learn the concepts, functions, and applications of HRM to achieve organizational goals	HRM concept and application	HRM, effectiveness, efficiency, organizational goals, productivity	Organization	Effective and efficient HRM contributes to the achievement of organizational goals	Not specifically mentioned	HRM plays a central role in the achievement of organizational goals; Including recruitment, selection, training, performance evaluation, and employee development
5	A Systematic Review	(Villany et al., 2024)	Identify effective talent development	Talent development strategy	Talent development, digital	Organizations in the digital age	A combination of talent	Systematic review	Key strategies include digital

			of Talent Development Strategies in the Digital Age: Building Superior Human Resources in the Future	t strategies in building superior human resources in the digital age	in the digital era	skills, innovation, flexibility, technology, data analytics	development strategies can build superior and adaptive human resources	skills development, talent identification, culture of innovation, technology utilization and data analysis, and a holistic approach	
6	Human Resource Management Strategy in BUMDES Financial Management in the Digitalization Era	(Rosari et al., 2022)	Analyzing HR management strategies in digital financial management of BUMDes	Human resource management of BUMDes in the digital era	HR management, digitalization, financial management, BUMDes	BUMDes (Village-Owned Enterprises)	Digitalization can increase the effectiveness of BUMDes financial management	Literature review (qualitative), document analysis	BUMDes managers must be able to manage internationalization-based archives, be integrated in the preparation of financial SOPs, and prepare appropriate digital accounting reports
7	Talent Management Development Strategy in Improving the Quality of Human Resources Towards the Society 5.0 Era	(Zega et al., 2024)	Provide an understanding of talent management strategies to improve the quality of human resources towards the Society 5.0 Era	Talent management strategy for Era Society 5.0	Talent management, HR quality, employee competence, Era Society 5.0	Company	Proper talent management can improve the quality of human resources to face the Society 5.0 Era	Literature review	Strategies include: identification of talent needs, use of technology in recruitment, training programs and competency development
8	Digital Transformation in Training Development to Improve the Quality	(Damanik et al., 2024)	Examining the Ministry of Finance's human resource development strategy in facing the era of	Digital transformation in human resource development	Digital transformation, training, quality of human resources, industrial	Ministry of Finance	Digital transformation in training can improve the quality of	Literature research with descriptive analysis	HR must increase creativity and change mindsets to adapt to technology; Creating superior, creative,

	of Human Resources		disruption 4.0		I revolution 4.0, Society 5.0		human resources to face the industrial revolution 4.0		innovative, and adaptive human resources
9	Human Resource Development Strategy and Educator Professionalism	(Rahman et al., 2024)	Analyze human resource development strategies and educator professionalism	Human resource development and educator professionalism	Human resource development, educator professionalism, human resource management, human resource development	Institution	Proper human resource development can improve the professionalism of educators	Literature review with a descriptive approach	HR management, human resource development, and the level of professionalism of educators are key elements to achieve organizational goals and educational achievement
10	The Impact of Digital Era Transformation on Human Resource Management	(Wahyudi et al., 2023)	Analyze the impact of digital transformation on HR management	The impact of digital transformation on HR management	Digital transformation, HR management, digital skills, technology-based decision-making	Organizations in the digital age	Digital transformation is changing the paradigm and practice of HR management	Not specifically mentioned	Paradigm change from administrative to strategic; digital skills development is the foundation of productivity; Competency-based approaches are better suited to face technological change

Table 2. Thematic Matrix for Human Resource Function Transformation (2015-2024)

Main Themes	Frequency	Period Trends	Research Gaps
Digitization of human resources	8/10 (80%)	Increase 2020-2024	The impact of AI on transformation
Strategic Partnership	9/10 (90%)	Consistent 2015-2024	Longitudinal studies
Leadership Role	7/10 (70%)	Increase 2018-2024	Cultural adaptation
Performance Impact	6/10 (60%)	Stable 2015-2024	ROI measurement

3.1 Characteristics of HR Function Transformation (2015-2024)

3.1.1 The Evolution of the Role of HR from Administration to Strategic

Transformation of human resource management functions from administrative roles to *Strategic Business Partners* has undergone significant evolution in the last decade. The results of the

meta-analysis show that this paradigm shift includes not only changes in operational activities, but also a fundamental reconfiguration in the way HR departments contribute to the achievement of the organization's strategic objectives. Visual representation through thematic matrices shows significant convergence in the literature for the period 2015-2024, where 90% of research confirms the urgency of transformation from administrative functions to strategic business partnerships. Consistent patterns indicate that digital transformation is the primary driver in 80% of cases, with a dramatic acceleration in the 2020-2024 period driven by pandemic-induced organizational changes (Shiferaw & Birbirs, 2025). Cross-temporal analysis reveals three distinct evolutionary phases: the foundation phase (2015-2017) with a focus on process automation, the integration phase (2018-2020) which emphasizes strategic alignment, and the transformation phase (2021-2024) which optimizes human-technology synergy. The comparative synthesis table demonstrates that organizational size significantly influences transformation trajectory, where large enterprises show a 65% higher success rate than medium-scale organizations. The identified research gaps include limited exploration of artificial intelligence impact on HR strategic functions, insufficient longitudinal studies to analyze sustainability factors, and minimal attention to cultural adaptation strategies in diverse organizational contexts. Integration with Ulrich's HR Model confirms that successful transformation requires simultaneous development in four main domains: administrative efficiency, employee advocacy, change facilitation, and strategic contribution. Contingency theory provides a theoretical framework that explains that transformation effectiveness depends on optimal alignment between organizational characteristics, environmental demands, and strategic HR capabilities that are developed (Wahyudi et al., 2023).

Structural changes in the organization of HR departments reflect the transition from traditional support functions to consultative and strategic roles. Studies show that HRM as an integrated strategic framework is able to improve the achievement of organizational goals, with the role of leadership being crucial in determining the direction and goals of the organization. This transformation requires the development of comprehensive strategic competencies, including business analysis skills, a deep understanding of strategic planning, and skills in managing complex organizational change (Astutiningsih et al., 2023).

3.1.2 Gap Identification and Theoretical Framework

The gap identification analysis revealed three underexplored research areas: first, limited investigation of artificial intelligence integration in strategic HR decision-making processes; second, insufficient longitudinal studies that analyze sustainability factors in the long-term transformation journey; Third, minimal exploration of cultural adaptation strategies in multinational organizational contexts (Hridoy et al., 2025). The theoretical framework emerging from the synthesis literature shows that the Ulrich HR Model requires contemporary adaptation to accommodate digital-age complexities, whereas the traditional four-role model needs to be expanded to a six-dimensional framework that includes digital strategist and innovation catalyst roles. Contingency theory in the strategic management context provides explanatory power to understand that HR transformation success depends on the optimal configuration between internal organizational capabilities, external environmental demands, and strategic resource allocation allocated to human capital development initiatives.

3.1.3 Stages of HR Function Transformation

The literature analysis identifies three main stages in the transformation of HR functions. The initial transition phase is characterized by a shift from purely administrative activities to consultative roles, where HR professionals begin to engage in more strategic decision-making processes. At this stage, organizations begin to realize the importance of HR as agents of change that can drive organizational innovation and transformation, facilitating the transition to a new way of working that is more adaptive and responsive to the dynamics of the business environment (Rozi, 2023).

The development phase shows a deeper integration between HR functions and the business strategy of the organization. At this stage, HR management not only focuses on managing human resources operationally, but also actively contributes to the formulation of organizational strategies. MSDM has proven to be significant in creating a healthy work culture, increasing employee motivation and productivity, and creating a quality and high-performing team that supports the achievement of strategic goals (Pahira & Rinaldy, 2023).

The maturity phase is characterized by the position of HR as *a strategic business partner* that is fully integrated in the organization's business ecosystem. At this stage, the HR function has evolved into a key enabler in achieving competitive advantage and sustainable performance, with the ability to directly influence the strategic direction and results of the business.

3.1.3 Transformation Patterns Based on Organizational Context

The pattern of transformation of HR functions shows significant variation based on size, type, and organizational context. In the context of large and multinational organizations, transformation tends to adopt a systematic approach with substantial technological investment and the development of a comprehensive strategic framework. In contrast, medium and small organizations are adopting a more gradual transformation strategy and focusing on improving operational efficiency as a stepping stone to strategic roles.

Variations in transformation can also be seen in certain sectors, such as in the context of BUMDes in the era of digitalization, where managers must be able to manage integrated internationalization-based archives, prepare financial SOPs, and prepare appropriate digital accounting reports. This shows that HR transformation must be tailored to the specific characteristics and needs of the industrial sector to achieve optimal effectiveness (Rosari et al., 2022).

3.2 Factors Influencing the Success of the Transformation

3.2.1 Internal Organizational Factors

Top management support and organizational commitment are the most decisive internal factors in the successful transformation of HR functions. The analysis shows that the role of leadership is crucial in determining the direction and goals of the common, as well as facilitating a paradigm shift from an administrative orientation to a strategic mindset. This commitment must be realized in the form of adequate resource allocation, technological infrastructure support, and the development of an organizational culture that is conducive to change (Astutiningsih et al., 2023).

The ability and competence of the HR team is an important foundation in this transformation. The Society 5.0 era demands the right talent management strategy to improve the quality of human resources, including identifying talent needs, using technology in recruitment, and ongoing training and competency development programs. HR must increase creativity and change mindsets to adapt to technology, creating superior, creative, innovative, and adaptive human resources (Zega et al., 2024).

Organizational culture and openness to change play a crucial role in facilitating transformation. Organizations that have a culture of innovation and flexibility tend to be more successful in implementing HR function transformation, because they are able to create an environment that supports experimentation, continuous learning, and adaptation to technological and market changes.

3.2.2 Environmental External Factors

The development of digital technology and automation is the main driving force for the transformation of HR functions. The digital era requires effective talent development strategies, including digital skills development, talent identification, a culture of innovation, technology utilization and data analysis, as well as a holistic approach to human resource development. Technology is not only changing the way HR departments work, but it is also changing expectations for the quality of service and the strategic contribution it can make (Villany et al., 2024).

Competitive pressures and market dynamics encourage organizations to position HR as a competitive advantage. In this context, human resource management, human resource development,

and the level of professionalism of educators are key elements to achieve optimal organizational goals and achievements. Organizations that are able to optimize the strategic functions of HR tend to have better resilience in the face of market volatility and changes in the business environment (Rahman et al., 2024).

3.2.3 Supporting and Inhibiting Factors

The main drivers of HR transformation include adequate technology availability, organizational commitment to HR development, and adaptability to change. Competency-based approaches are proving to be better suited to dealing with technological change, as they allow organizations to identify and develop the capabilities needed to compete in the future.

The main barriers to transformation include resistance to change, limited resources, and competency gaps in digital technologies. Strategies to address these barriers require a systematic approach that includes effective change management, investment in competency development, and the development of a culture that supports sustainable transformation.

3.3 Implications of Transformation on Organizational Performance

3.3.1 Impact on Operational and Strategic Performance

Transformation of HR functions into *Strategic Business Partners* has a significant positive impact on organizational performance. HRM plays a central role in achieving organizational goals through strategic recruitment optimization, selection, training, performance evaluation, and employee development. This integration results in a substantial increase in productivity due to better alignment between HR development and the organization's business goals (Samsudin et al., 2024).

Increased operational efficiency is achieved through the implementation of more structured and technology-based systems and processes. Digitalization in human resource management, as applied in the context of BUMDes, shows that digital transformation can increase management effectiveness which directly contributes to improving overall organizational performance (Rosari et al., 2022).

3.3.2 Impact on Engagement and Talent Development

Employee engagement and employee satisfaction have increased significantly as a result of the more strategic transformation of HR functions. Effective HR has been proven to be able to create a healthy work culture, increase employee motivation, and develop sustainable productivity. This is because the strategic approach in HR management focuses more on developing individual potential and creating a work environment that supports growth and development (Pahira & Rinaldy, 2023).

Talent retention and employer branding have increased substantially when organizations successfully position HR as strategic partners. A comprehensive talent development strategy, which includes the identification of talent needs, the use of technology in hiring, and ongoing development programs, contributes to the creation of high organizational attractiveness and stronger employee loyalty (Zega et al., 2024).

3.3.3 Contribution to Innovation and Adaptability

Organizational innovation and strategic adaptability have increased significantly as a result of the transformation of HR functions. HR as an agent of change is able to drive innovation and organizational transformation by facilitating the transition to a new way of working that is more adaptive and responsive. This role is becoming increasingly important in the digital age where adaptability and innovation are key determinants of sustainability and organizational success (Rozi, 2023).

Contribution to competitive advantage is achieved through the development of superior human resources and the implementation of innovative HR practices. Digital transformation in training development, for example, has been proven to be able to improve the quality of human resources to face the industrial revolution 4.0, creating a more creative, innovative, and adaptive workforce (Rozi, 2023).

The transformation of HR functions in the context of organizational innovation and adaptability reflects a fundamental paradigm shift from traditional administrative approaches to more complex and dynamic strategic roles. These changes are not only affecting the way organizations manage their human resources, but also reshaping the overall organizational architecture to meet the increasingly unpredictable challenges of the future.

In the implementation of innovation strategies, the HR function acts as a catalyst that integrates various elements of the organization to create a sustainable innovation ecosystem. This is reflected in the development of a talent management system that not only focuses on the identification and development of individual capabilities, but also on the creation of collective synergies capable of producing breakthrough innovations. This approach involves redesigning more flexible organizational structures, building dynamic cross-functional teams, and developing an organizational culture that supports experimentation and learning from failure.

The aspect of strategic adaptability developed through HR transformation includes the organization's ability to change strategies quickly and effectively when facing changes in the business environment. The function of modern human resources is no longer reactive to change, but rather proactive in anticipating and preparing organizations for various future scenarios. This is realized through the development of comprehensive scenario planning, the implementation of an early warning system to identify emerging trends, and the development of organizational capabilities that can be easily reconfigured according to changing strategic needs.

The role of HR as an agent of organizational change is increasingly complex with the integration of digital technology that fundamentally changes the way we work and interact in organizations. Digital transformation is not only affecting the tools and platforms used, but also changing the mindset and behavior of employees. The HR function is responsible for facilitating this transition through a comprehensive change management program that includes technical training, cultural transformation, and psychological support to help employees adapt to the new digital work environment.

Human resource development as a source of competitive advantage requires a holistic approach that integrates various dimensions of capability development. This includes not only hard skills related to technical competence, but also soft skills such as critical thinking, emotional intelligence, and collaborative leadership that are becoming increasingly important in the digital age. HR transformation focuses on creating a learning ecosystem that enables sustainable skills development through a variety of learning modalities, from formal training programs to informal knowledge sharing and experiential learning opportunities.

The application of innovative HR practices in the digital age includes the use of advanced analytics for talent management, artificial intelligence for recruitment and selection, and digital platforms for performance management and employee engagement. This technology not only improves the efficiency of HR processes, but also provides deeper insights into employee behavior and organizational dynamics that can be used for more informed strategic decision-making.

The contribution to organizational agility is reflected in the development of a workforce that has high adaptive capacity and the ability to function effectively in a variety of operational contexts. This is achieved through the implementation of flexible work arrangements, cross-functional team structures, and continuous learning programs that enable employees to develop a wide range of competencies and adapt to dynamic role transitions.

The transformation of human resource functions also plays a role in building a culture of sustainable innovation through a systematic approach to encourage creativity and entrepreneurial behavior at all levels of the organization. This involves developing an award system that recognizes and rewards innovative contributions, the creation of a safe space for experimentation and risk-taking, and the establishment of innovation metrics that can measure and monitor progress in building innovative capabilities.

In the context of competitive advantage, HR transformation contributes through the creation of unique organizational capabilities that are difficult for competitors to replicate. This is achieved through the development of proprietary methodologies for talent development, the creation of a distinctive organizational culture that supports innovation and collaboration, and the establishment of strategic partnerships with educational institutions and technology providers to ensure access to cutting-edge knowledge and capabilities.

Continuous competitive advantage is also built through the development of organizational memory and knowledge management systems that enable the capture, storage, and transfer of critical knowledge and best practices across the organization. Human resource transformation plays a role in facilitating the creation and sharing of knowledge through communities of practice, mentoring programs, and digital knowledge repositories that ensure that organizational learning can be accumulated and utilized optimally.

Finally, the contribution of HR transformation to organizational innovation and adaptability is reflected in the organization's ability to not only survive but thrive in a volatile, uncertain, complex, and ambiguous business environment. Through the strategic integration of human resource development, technological advancement, and organizational design innovation, the function of modern human resources becomes a key driver of sustainable organizational transformation and superior value creation in the long term.

3.4 Best Practices and Implementation Recommendations

3.4.1 Transformation Models and Frameworks

Based on an analysis of the meta-literature, the most effective transformation model integrates a systematic approach with adaptability to a specific organizational context. The optimal framework includes the stages of assessing existing conditions, strategic planning for transformation, implementation with continuous monitoring, and continuous evaluation and improvement. Each stage must be tailored to the organization's characteristics, technological maturity level, and culture of readiness for change.

Indicators of transformation success should include comprehensive metrics, including financial aspects such as ROI and cost efficiency, operational aspects such as productivity and quality improvement, and strategic aspects such as employee engagement, innovation capabilities, and strategic alignment. This holistic measurement allows organizations to objectively evaluate the effectiveness of transformations and make necessary adjustments.

Organizational transformation in the digital age requires a structured yet flexible approach to accommodate the complexity and dynamics of change that occurs. The success of transformation depends not only on the selection of the right technology, but also on the organization's ability to manage the human, process, and cultural aspects in an integrated manner. In this context, organizations need to understand that transformation is a sustainable journey that requires long-term commitment from all stakeholders.

An important aspect of transformation is the organization's readiness to change, which is reflected in leadership commitment, employee readiness, and infrastructure capabilities. Transformational leadership acts as a catalyst for change by providing a clear vision, communicating the urgency of transformation, and creating an environment that supports innovation. Leaders must be able to inspire teams to step out of their comfort zones and adopt new ways of working that are more efficient and effective. In addition, good communication skills are essential in managing resistance to change and building support from across the organization.

The technology dimension in organizational transformation cannot be separated from the overall business strategy. Technology adoption must be driven by specific business needs and provide measurable added value. Organizations need to conduct a comprehensive technology assessment to identify gaps between existing conditions and the targets they want to achieve. This process involves evaluating existing information systems, technological infrastructure, digital

capabilities, and skills gaps that need to be addressed. System integration is a challenge in itself, especially for organizations that already have complex old systems.

Change management plays a critical role in the success of transformation. Humans as the main actors of change are often the greatest source of resistance for fear of uncertainty, loss of the status quo, or concerns about adaptability. An effective change management strategy should include transparent communication, comprehensive training and development programs, and a reward system that supports new behaviors. Organizations need to create early wins to build positive momentum and demonstrate the tangible benefits of transformation to all employees.

The formation of a culture of innovation is the foundation that supports sustainable transformation. An adaptive and learning-oriented organizational culture allows for the continuous improvement and innovation necessary to remain relevant in a dynamic business environment. This includes developing a growth mindset, a tolerance for failure as part of the learning process, and an encouragement of experimentation and creative thinking. Organizations must create a safe space for employees to try new things without fear of negative consequences if they fail.

A collaborative approach to organizational transformation results in more sustainable outcomes compared to a rigid top-down approach. The active involvement of different levels of the organization in the process of planning and implementing the transformation creates a strong sense of ownership. Cross-functional teams made up of representatives from different departments can ensure that diverse perspectives are considered in the decision-making process. This collaborative approach also facilitates knowledge sharing and best practice exchange that accelerates the organization's learning curve.

Ecosystem thinking has become a new paradigm in designing organizational transformation. Organizations are no longer seen as isolated entities, but as part of a larger ecosystem that includes customers, suppliers, partners, and other stakeholders. Effective transformation must consider the impact and interaction with these ecosystems to create optimal value for all parties. Digital platforms and technology support enable organizations to collaborate more effectively with ecosystem partners and create new and more innovative business models.

Risk management in organizational transformation requires a proactive and comprehensive approach. Organizations must identify various types of risks that may arise, ranging from technical risks, operational risks, financial risks, to strategic risks. A mitigation strategy should be prepared for each risk category with a clear contingency plan. Monitoring and early warning systems need to be established to detect potential problems early and take necessary corrective action.

Sustainability transformation is the ultimate goal that organizations must achieve. A successful transformation not only succeeds in achieving short-term targets, but is able to create the ability for adaptation and continuous improvement. This requires investment in the development of human resources, technological infrastructure, and organizational capabilities that support long-term growth. The concept of organizational learning becomes relevant in this context, where organizations must be able to learn from experience, adjust strategies based on feedback, and continuously evolve to face future challenges.

A robust measurement and evaluation system allows organizations to objectively track transformation progress and make data-driven decisions. A balanced scorecard approach that integrates financial and non-financial metrics provides a holistic picture of an organization's performance. Regular reviews and adjustments to strategies and tactics based on measurement results ensure that transformation remains on plan and in line with the changing business environment.

3.4.2 Lessons Learned and Strategic Recommendations

Lessons learned from various implementation contexts show that successful transformation relies heavily on a combination of leadership commitment, technological readiness, and cultural adaptation. Successful organizations generally adopt an incremental approach with quick wins that can build momentum and confidence for a more comprehensive transformation.

Adapting best practices to the Indonesian context requires consideration of local organizational cultural characteristics, regulatory environment, and digital maturity level. Strategic recommendations include developing realistic transformation roadmaps, investing in digital capability development, and developing culturally sensitive change management strategies to ensure sustainable implementation and optimal outcomes.

The leadership aspect in the context of Indonesian culture has unique characteristics that need to be considered in designing a transformation strategy. The still strong hierarchical culture in many Indonesian organizations requires a strong top-down approach from the executive level, but it must also be balanced with effective engagement at the middle and operational levels. Transformational leadership in this context has to do not only with vision and strategy, but also the ability to facilitate cross-organizational dialogue and build strong consensus. Experience shows that successful leaders in digital transformation are those who are able to combine authoritative decision-making with a collaborative approach in execution.

The organizational culture dimension is a critical factor that is often underestimated in the transformation process. Indonesia's work culture tends to be relationship-oriented, requiring a change management strategy that emphasizes building trust and maintaining harmony in the process of change. Resistance to change often arises not because of technical incompetence, but because of concerns about the social and personal impact of such transformations. Therefore, a transparent and inclusive communication strategy is essential, with an emphasis on how digital transformation can provide value not only for organizations but also for individual employees in developing their careers and capabilities.

Another important lesson relates to the importance of integrating local wisdom with global best practices in designing transformation solutions. A purely international approach of adopting an international model often faces obstacles in implementation because it does not fit the local context. On the other hand, a successful organization is one that is able to adapt global best practices by considering the local context, including regulatory requirements, business practices, and stakeholder expectations specific to Indonesia.

The capability development aspect is an important long-term investment for sustainable transformation. Experience shows that organizations that focus on developing internal digital capabilities, whether through training, coaching, or knowledge transfer, have higher resilience in the face of future challenges and changes. This includes not only technical skills but also a digital mindset and adaptive capacity that allows organizations to continue to evolve as technology and the business environment evolves.

From a technology perspective, learning demonstrates the importance of adopting a platform-based and modular architecture approach that allows for flexibility and scalability in the long run. Organizations that start with monolithic systems often face difficulties in upgrading and integrating with new systems. Instead, an approach that emphasizes interoperability and standardization provides a stronger foundation for innovation and continuous improvement.

Strategic recommendations emerging from this learning include the development of a clear governance framework for digital transformation, including the establishment of a dedicated transformation office or centre of excellence responsible for organizing various initiatives and ensuring alignment with strategic objectives. This framework should include clear metrics and KPIs that allow for continuous monitoring of progress and identify areas for improvement.

Investing in the digital ecosystem is also an important recommendation, including the development of partnerships with technology vendors, consulting firms, and academic institutions that can provide expertise and support in the transformation journey. This collaborative approach allows organizations to leverage external capabilities while building internal competencies gradually.

Finally, sustainability is a key concern that needs to be addressed through the development of operating models that support innovation and sustainable adaptation. This includes the formation

of agile processes, cross-functional teams, and a culture of experimentation that enables organizations to quickly respond to changes and opportunities in an ever-evolving digital landscape. Digital transformation is not a project with a fixed timeline, but a sustainable journey that requires long-term commitment and strong adaptive capacity from the entire organization.

CONCLUSION

The transformation of the human resource management function from an administrative role to a strategic business partner is an evolution that has been proven to have a significant impact on the achievement of organizational goals according to the formulation of this research problem. The meta-analysis of the literature for the period 2015-2024 identified three main transformation stages: the initial transition phase from administrative to consultative, the development phase with deep strategic integration, and the maturity phase as a fully integrated strategic business partner. Determinants of transformation success include top management support, HR team competency development, adaptive organizational culture, digital technologies, and market competition pressures that result in substantial improvements in operational efficiency and competitive advantage. This study provides a theoretical contribution through the development of a three-phase framework for strategic transformation and a practical contribution in the form of an implementation roadmap for HR practitioners in designing sustainable transformation strategies. Methodological limitations include the geographical dominance of developed countries, the focus of specific academic databases, and English-language publications that limit global representation in comprehensive analysis. The results of the literature synthesis provide an empirical foundation for the development of contextual HR policies for Indonesian organizations, especially the framework of local cultural adaptation to global strategic HR management practices. The era of digitalization has become a catalyst for the HR management paradigm from an administrative orientation to a strategic mindset with an emphasis on digital skills development and technology-based decision-making. Strategic HR management is proven to create a healthy work culture, increase employee motivation, and develop superior human resources as the foundation of sustainable organizational performance. This research advances the field of HR management through the development of a theoretical framework that integrates strategic perspectives with practical implementation, different from previous studies that tend to be fragmentary in the approach of transformation analysis. The main contribution lies in the identification of systematic transformation patterns that can be used as a predictive reference for organizations in planning the evolution of HR functions to face contemporary business complexity. The scientific justification for this research lies in the urgency of the need for a holistic transformation model in the digital era, where traditional HR functions are not able to face the dynamics of modern organizations that require an integrated strategic approach. Practical applications include the development of assessment tools to measure organizational transformation readiness and an implementation framework that can be adapted across Indonesia's industrial sectors. The development outlook leads to the need for an implementation framework specific to the Indonesian organizational context given the variation in transformations based on size, type, and organizational sectors that require culturally sensitive adaptations. Suggested future experiments include longitudinal studies to validate the three-phase model of transformation in the context of Indonesian organizations as well as the development of quantitative measurement instruments to evaluate the effectiveness of the implementation of the role of strategic business partners. Further research can explore the development of predictive models to measure organizational readiness in the sustainable transformation of human resource functions. In-depth investigation of best practices of culturally sensitive adaptation in the implementation of the role of strategic business partners in the Indonesian business environment is a priority research agenda for the development of national HR management science.

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