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## Integration of Resource-Based View, Dynamic Capabilities Theory, and Social Cognitive Theory in Improving Organizational Performance through Human Capital Readiness in the Digital Transformation Era

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**Abstract:** Digital transformation has fundamentally changed the way employees are managed and how companies strategize. In Indonesia, particularly among small and medium-sized enterprises (SMEs), the level of readiness to utilize technology remains low due to limited financial resources, a limited understanding of digital technologies, and restricted access to technology facilities. This study seeks to combine three main theories: “Resource-Based View (RBV), Dynamic Capabilities Theory (DCT), and Social Cognitive Theory (SCT)” to explain the role of HR readiness in improving company performance in the digital era. This study employs the Systematic Literature Review (SLR) method, collecting articles from sources such as Scopus, Emerald Insight, and SpringerLink, spanning the years 2019 to 2025. The results indicate that HR readiness acts as a bridge between strategic resources, the company's adaptive capabilities, and social learning behaviors. The combination of dynamic capabilities, digital leadership, and self-confidence in the face of digital change provides a sustainable competitive advantage. This study concludes that to succeed in digital transformation, companies must implement a human-centered approach that integrates strategy, technology, and human resource development.

**Keyword:** Digital Transformation, DCT, Human Capital Readiness, Organizational Performance, RBV, SCT, Strategic HRM

### INTRODUCTION

The occurrence of digital evolution is a significant factor that changes the way organizations manage human resources and develop business strategies globally. Technological advancements, such as artificial intelligence (AI), human resource analysis, and digital human resource management systems, enable companies to improve efficiency, accuracy, and competitiveness significantly. Strategic management theory places digital capabilities and human resource readiness as rare assets capable of creating sustainable excellence (Barney, 1991). Companies that can combine internal capabilities, external relationships, and adaptive attitudes of employees have proven to be more resilient and

innovative in the face of digital change (Marino-Romero et al., 2023). Digital transformation is not only related to the use of technology, but also involves collaboration between resources, evolving capabilities, and social learning that creates strategic value for organizations (Ahmić & Ćosić, 2025)

**Table 1. Digital Adoption Rates of MSMEs in Indonesia (2022)**

Indicator	Percentage/Amount	Source
MSMEs use the internet for operations	86%	PATEN (2022) / idEA (2022)
MSMEs have an account on the marketplace platform	73%	PATEN (2022) / idEA (2022)
MSMEs promote through the internet	82%	PATEN (2022) / idEA (2022)
MSMEs onboard e-commerce	19 million (29,6%)	idEA, Mei 2022
MSMEs are connected to digital platforms	19,5 million (30,4%)	KemenkopUKM, Juni 2022

Source: Kemenkop UKM & PATEN (2022); idEA (2022).

The digital readiness of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia remains relatively low, despite showing a continuous upward trend. Information from the 2023 State Budget emphasizes that one of the government's fiscal policy focuses is to accelerate economic transformation through strengthening digital infrastructure and increasing the capacity of human resources to be more adaptive to the Ministry of Finance's technological developments (2023). Data from the Ministry of Cooperatives and SMEs, as seen in Table 1, notes that until mid-2022, only around 30.4% of MSME actors have been connected to digital platforms, especially in the e-commerce, cloud computing, and data-based marketing sectors (Wijyantini et al., 2024) The main challenges faced include limited capital, low digital literacy, and gaps in access to infrastructure and technology financing, which cause the digitalization process to run unevenly (Fahrial et al., 2022)

The latest empirical findings from Bank Indonesia's Working Paper show that the rate of digital adoption in the ultra-micro, micro, and small sectors in Indonesia is still low, with the average digital adoption index reaching only 20.3% of the total potential use of technology (Affandi et al., 2024) Factors such as the age of the business owner, education level, relationship with financial institutions, and trust in digital technology have been shown to affect the variation in adoption rates significantly. The study also confirmed that digital adoption has a positive impact on business performance (increased sales growth) as well as on improving the financial literacy of business owners. These results reinforce the view that digital transformation serves not only as an instrument of business efficiency but also as a catalyst for enhancing the financial capacity and managerial competence of MSME actors in Indonesia. Overall, digital business adoption not only has implications for increased sales and financial literacy, but also contributes to improving the overall performance of business organizations. Digital transformation drives internal process efficiency, strengthens inter-departmental coordination, and accelerates data-driven decision-making.

Various government initiatives such as the "30 Million MSMEs Go Digital" program, the National Movement for Proud of Made in Indonesia (Gernas BBI), and the development of the BI-FAST digital payment system show a consistent policy direction in expanding the national digital ecosystem (Marginingsih, 2023) Collaboration between the government, the private sector, and financial institutions is increasingly important to strengthen the economic resilience of MSMEs-based and accelerate adaptation to inclusive and sustainable digital business models. This condition emphasizes the importance of academic studies that highlight the readiness of human resources and the integration of strategic theories in explaining the

improvement of MSME performance in the midst of ever-growing digital economy competition (Affandi et al., 2024; Fahrial et al., 2022; Keuangan, 2023; Wijyantini et al., 2024). The Indonesian context shows that SMEs play an essential role in the national economy with a contribution of around 60.5% to GDP and the absorption of more than 97% of the national workforce (TFGI, 2025). The acceleration of digital transformation presents new challenges, particularly in terms of limited human capital and digital literacy. Many SMEs still struggle to integrate technology into their business processes due to low adoption rates, a lack of digital confidence, and a weak organizational learning culture (Wiliandri, 2020). A number of initiatives, such as the National Movement for Digital Literacy (GNLD) and Go Digital MSMEs, launched by the government, have not been able to fully bridge the gap between technological readiness and human resource readiness (ERIA, 2019).

This situation requires SMEs to optimize their internal resources, develop adaptive capabilities, and enhance digital learning patterns. The Resource-Based View (RBV), Dynamic capabilities Theory (DCT), and Social Cognitive Theory (SCT) perspectives provide a conceptual basis for explaining these relationships. Research in Indonesia proves that human resource readiness, including digital capabilities, social learning, and innovative capabilities, plays a vital role in linking the influence of technology to SME performance (Muis, 2025; Tjahjadi et al., 2022). SMEs in Indonesia provide a relevant context for examining how human resource readiness functions as a strategic bridge between resources, adaptive capabilities, and social behavior in improving organizational performance in the digital era.

Studies on digital transformation and organizational performance continue to grow, although most research still focuses on technology aspects without highlighting in depth the role of human resource readiness as a determinant of success (Bindra et al., 2025). Cross-theoretical integration, such as RBV, DCT, and SCT in explaining the process of developing digital capabilities through social learning and organizational adaptation, is still rare (Cranney et al., 2025). This conceptual gap underscores the pressing need for research that prioritizes human resource readiness as a strategic mechanism for linking internal resources, organizational adaptive capabilities, and individual cognitive behavior in fostering sustainable organizational performance amid technological disruption.

The urgency of this study arises because there is still a limited comprehensive understanding of how the combination of resources, dynamic capabilities, and social-cognitive behavior can determine the success of organizational digital transformation, especially in the SME sector. The new approach is offered through the integration of three main perspectives: Resource-Based View (RBV), Dynamic capabilities Theory (DCT), and Social Cognitive Theory (SCT) to identify the strategic role of human resource readiness as a bridge that connects the dimensions of resources, adaptive capabilities, and social behavior within the organization. The primary focus is to summarize the results of previous research and build a conceptual model that explains how human resource readiness strengthens organizational performance and resilience in the digital age (Cyfert et al., 2025).

Overall, this study is expected to provide a new theoretical foundation for the development of strategic management and human resource management science, as well as provide practical benefits in designing sustainable digital human resource readiness strategies in the context of technological change in Indonesia.

Research on digital transformation and organizational performance has shown significant improvements. However, there are still conceptual gaps in understanding the role of human capital readiness as a link between internal resources, organizational adaptive capabilities, and individual social behavior. Most previous studies have focused on the direct relationship between technology adoption and performance improvement, but have not explained how soft abilities such as digital learning, self-efficacy, and innovative cultures are formed within organizations (Cranney et al., 2025). Many studies in the context of Indonesian SMEs also highlight external barriers, such as infrastructure and funding, without delving deeply into the

internal dynamics of human resources that play a role in the success of digital transformation (ERIA, 2019; Wiliandri, 2020).

Findings from several recent international studies confirm that an effective digital transformation strategy depends on an organization's ability to develop human-centered, adaptive capabilities, such as learning agility and collective digital confidence (Ahmić & Ćosić, 2025; Cyfert et al., 2025). Most studies focus on large companies or advanced technology sectors, which have not provided an in-depth understanding of the context of SMEs in developing countries with limited resources but high potential for flexibility (Bindra et al., 2025).

Conceptual limitations are also evident in the lack of integration between the primary theories that explain the readiness of human resources. The RBV-based approach generally stops at the stage of identifying strategic assets and resources (Barney, 1991) while DCT focuses on the organizational adaptation process without highlighting the role of social learning in shaping these capabilities (Teece et al., 2009) The SCT perspective adds a dimension of digital behavior and confidence, but is often overlooked within the strategic management framework of organizations (Bandura, 2012) This theoretical gap shows that there is no comprehensive conceptual model that explains the integration of the three theories in shaping the readiness of human resources to support the digital transformation of SMEs in Indonesia.

The gap between theory and empirical evidence needs to be bridged through an approach that examines the harmonious interconnectedness between internal resources (RBV), organizational adaptive capabilities (DCT), and individual social learning (SCT). This study seeks to fill this gap through a Systematic Literature Review (SLR) of various current research relevant to the context of SMEs in Indonesia. The primary objective is to develop a conceptual model that explains the relationship between resources, organizational capabilities, and social behavior, serving as a mechanism to enhance organizational performance in the digital age.

The primary objective of this study is to critically analyze the integration of RBV, DCT, and SCT theories in explaining the role of human resource readiness in enhancing organizational performance during digital transformation, particularly in the context of SMEs in Indonesia. The Systematic Literature Review approach was chosen to expand the theoretical understanding of how a combination of internal resources, organizational adaptive capabilities, and individual social learning can result in sustained competitive advantage (Bindra et al., 2025; Cyfert et al., 2025).

The primary theoretical contribution of this study lies in its effort to develop an integrative conceptual model that combines RBV, DCT, and SCT within a comprehensive analytical framework. The model is expected to clarify the mechanism by which human resource readiness serves as a strategic bridge between organizational assets, adaptive capabilities, and social-cognitive behaviors that support the success of sustainable digital transformation. This model is expected to be able to explain how human resource readiness acts as a strategic bridge that connects resource dimensions, dynamic capabilities, and social behavior in organizations (Ahmić & Ćosić, 2025; Cranney et al., 2025). In addition, this study highlights the limitations of previous studies, which have generally focused on structural aspects and digital technology, without considering the social learning process and individual motivation as crucial factors in the success of digital transformation (Noorlailie Soewarno et al., 2022; Indra Muis, 2024).

Practically, the results of this literature synthesis are expected to guide Small and Medium Enterprises (SMEs) in Indonesia in building human resource readiness based on adaptive learning and strengthening digital culture. Strengthening the synergy between organizational capabilities and individual confidence in the use of digital technology allows SMEs to accelerate the innovation process and create sustainable strategic value amid the pressure of global digital transformation (TFGI, 2025). Overall, this study not only contributes to the development of strategic management theory and human resources, but also offers

contextual practical solutions to improve the competitiveness of SMEs in the digital economy era. The use of digital technology helps organizations become more responsive to market dynamics and customer needs, thereby increasing the competitiveness and sustainability of the business in the long term (Hendayana, Yayan, 2018; Sulaiman et al., 2025).

## **METHOD**

This article uses the Systematic Literature Review (SLR) approach to identify, analyze, and synthesize previous research results that are relevant to the integration of three main theories, namely Resource-Based View (RBV), Dynamic Capabilities Theory (DCT), and Social Cognitive Theory (SCT), in explaining the role of human capital readiness in organizational performance in the digital transformation era. The SLR approach was chosen because it offers a systematic, transparent, and replicative framework for searching the scientific literature, minimizing potential selection bias, and allowing researchers to build a comprehensive and up-to-date theoretical understanding (Bindra et al., 2025) The focus of the study is directed to the context of Small and Medium Enterprises (SMEs) in Indonesia, considering the strategic role of this sector in the national economy. SMEs contribute more than 60% to the Gross Domestic Product (GDP) and absorb about 97% of the national workforce (ERIA, 2019) However, most SMEs still face obstacles in technology adoption, digital competency development, and data literacy (Wiliandri, 2020) Therefore, this study seeks to understand how the synergy between RBV, DCT, and SCT can explain the improvement of SME performance through strengthening human capital readiness in the midst of the complexity and uncertainty of digital transformation.

The literature collection process is carried out systematically by referring to the guidelines of Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA). The search utilized prominent academic databases, including Scopus, Emerald Insight, SpringerLink, ScienceDirect, and Google Scholar, to examine scientific publications from 2019 to 2025. The chosen articles encompass research that explicitly incorporates RBV, DCT, or SCT theories, focusing on the context of digital transformation, particularly within the SME sector. The appropriateness of the theme determined the inclusion criteria, the journal's quality, and the study's focus. Articles lacking theoretical significance or empirical context regarding digitization were omitted from the analysis. Out of the 126 articles found, 42 met the inclusion criteria and were examined in more detail.

Literature analysis was carried out using the thematic synthesis method to identify patterns, linkages between concepts, and research gaps that are still open (Cranney et al., 2025) Each article is reviewed based on the dominant theory used (RBV, DCT, or SCT), the research context, key variables, and relevant empirical findings. The results of the synthesis are then grouped into three main dimensions: resource-based view (RBV), dynamic capabilities theory (DCT), and social-cognitive mechanisms (SCT). Through this analysis process, an integrative conceptual model was developed that connects the three theories to explain the role of human capital readiness in enhancing organizational performance. This model not only enriches theoretical understanding of the dynamics of human capabilities in the digital age, but also makes a practical contribution to the development of adaptive and human-oriented human resource management strategies.

The final step is to employ thematic triangulation to ensure that the synthesis results are consistent and relevant to the context of SME digital transformation in Indonesia. This approach enhances the credibility of the study results. It provides a solid conceptual foundation for further empirical research on the readiness of human resources in an inclusive and sustainable digital economy.

## RESULTS AND DISCUSSION

### Results

This section describes the conceptual foundations that are the basis for the development of integrative models in this study, namely the Resource-Based View (RBV), the Dynamic Capabilities Theory (DCT), and the Social Cognitive Theory (SCT). The three theories offer complementary perspectives on how organizations can build competitive advantages by strengthening human capital readiness in an increasingly complex and dynamic digital transformation era.

In the perspective of the Resource-Based View (RBV), an organization's competitive advantage is determined by the ability to manage valuable, scarce, elusive, and irreplaceable resources (Barney, 1991). In the context of SMEs, these strategic resources include human skills, organizational culture, and adaptability to technological changes (Tjahjadi et al., 2022). Human factors are key elements that determine the effectiveness of technology application and process innovation (Liboni et al., 2019). Therefore, human capital readiness is no longer seen as a static competence, but as a form of dynamic ability to continue learning, adapting, and innovating in the midst of a rapidly changing digital environment (Muis, 2025). Recent developments in the strategic management literature introduce the concept of Digital Resource Orchestration (DRO) which expands on the classic RBV by highlighting the importance of an organization's ability to integrate and synergize digital resources as a new base of excellence (Cuthbertson & Furseth, 2022). In the context of Indonesian SMEs, the orchestration of digital resources strengthens the strategic value of human resources by enabling efficiency, flexibility, and increased adaptive capabilities in the midst of capital and technology limitations (Bharadwaj et al., 2013; Van Hoang et al., 2025). In the digital era, technology adoption has become an urgent need to improve the efficiency and effectiveness of company operations (Wulandari et al., 2024).

The context of SMEs in Indonesia shows that the ability to manage creative and adaptive human resources is a key factor to survive in the midst of limited capital and access to technology. Many SMEs, especially in the culinary and handicraft sectors, are using social media and e-commerce platforms to expand market reach without requiring large investments. This phenomenon reflects the application of the principle of resource orchestration in local business practices that utilize human potential as the main strategic resource (Wijayantini et al., 2024; Wiliandri, 2020).

Meanwhile, Dynamic capabilities Theory (DCT) expands on the view of RBV by emphasizing the importance of an organization's ability to adapt, reconfigure, and integrate internal resources to remain competitive in a rapidly changing environment (Teece et al., 2009). In the era of digital transformation, DCT focuses on organizational learning processes, digital leadership, as well as continuous innovation that enables organizations to continuously adapt to market and technological changes (Cranney et al., 2025). Cyfert, Kraśnicka, and Glabiszewski (2025) emphasize that human-centric dynamic capabilities are at the core of the success of digital organizations. Thus, adaptive ability depends not only on the organizational system or structure, but also on the extent to which human resources are able to collaborate, experiment, and develop new skills on an ongoing basis (Ahmić & Ćosić, 2025). In the context of SMEs, flexibility, digital collaboration, and learning speed are key elements in creating organizational resilience and strengthening sustainable performance.

At the policy level, strengthening the organization's adaptive capabilities is also reflected in various government initiatives, such as the "MSME Go Digital" program and the implementation of the BI-FAST fast payment system that facilitates online transactions across regions (Limanseto, 2022; Ramdan Denny Prakoso, 2025). This effort encourages SMEs to be able to sense market changes, seize opportunities through digital platforms, and reconfigure business processes to accelerate innovation.

In terms of behavior and psychology, Social Cognitive Theory (SCT) was put forward by (Bandura, 2012). Provides an understanding of the role of social learning and self-efficacy in shaping individual adaptive behavior in the workplace. SCT explains that the success of technology adoption is not only determined by policies or investments, but also by the confidence, digital confidence, and mental readiness of human resources in the face of change (Bindra et al., 2025) In the context of organizations, the social learning process encourages the formation of a culture of innovation and strong digital trust (Muis, 2025) Thus, SCT enriches theoretical understanding of human capital readiness by highlighting the importance of behavioral and psychological dimensions that complement structural (RBV) and adaptive (DCT) aspects in supporting the success of digital transformation.

Practice in the field shows that many SMEs in Indonesia have experienced an increase in digital self-efficacy through community-based training such as the National Movement for Digital Literacy and MSME mentoring programs by SOEs. These activities form a social learning process that strengthens the culture of innovation and digital collaboration between small business actors (Biro Humas Kementerian Kominfo, 2024; ERIA, 2019)

The integration between RBV, DCT, and SCT forms a holistic conceptual approach in explaining the relationship between human resources, dynamic capabilities, and learning behaviors to improving organizational performance. RBV provides a basis for identifying human-based strategic assets, DCT describes the mechanisms of adaptation and reconfiguration of those assets, while SCT offers an understanding of how individuals and groups strengthen organizational capabilities through learning (Ahmić & Ćosić, 2025; Cranney et al., 2025).

The Indonesian context highlights the real relevance of integrating these three theories, considering that the national economic structure remains highly dependent on SMEs, which face challenges in digital literacy and limited access to technology. The synergy between resources, adaptive capabilities, and social learning is an essential foundation for strengthening national competitiveness in the midst of accelerating digital transformation. On the other hand, digital literacy provides the ability for individuals to understand and utilize technology in various aspects of business management, such as online promotion, information management, and business performance analysis (Chandra & Hendayana, 2024).

Human capital readiness in the context of Indonesian SMEs represents the result of such synergy, where small organizations are able to navigate digital uncertainty through a combination of unique resources, adaptive capabilities, and sustainable social learning behaviors (Liboni et al., 2019; Tjahjadi et al., 2022). Recent research in Southeast Asia has also strengthened this conceptual integration. Rahman (2025) highlights the role of digital dynamic capabilities, especially sensing, capturing, and transforming capabilities as the key to the success of SME digital transformation. Putra et al. (2025) affirms that innovative digital transformational leadership strengthens customer agility and operational effectiveness, while the findings of Van Hoang et al. (2025) shows that digital absorptive capacity functions as an important mediator between digital capabilities and sustainable competitive advantage.

Overall, the integration between RBV, DCT, and SCT enriches theoretical understanding of how organizations build human-based competitive advantage in the digital age. This approach not only highlights the importance of technology as a strategic tool, but also affirms the role of humans as a key driver of innovation, adaptive learning, and organizational resilience. Thus, the conceptual model proposed in this study places human capital readiness at the center of a sustainable digital transformation strategy, especially for Indonesian SMEs that are adapting to an inclusive and competitive digital economy.

## Discussion

Based on the results of the literature synthesis, this study makes a significant theoretical and practical contribution to the development of strategic management science, especially in the context of SME digital transformation. The implications are described as follows.

### Consequences for the Advancement of Management

This research significantly advances the fields of strategic management science and human resource management by synthesizing three primary frameworks: the Resource-Based View (RBV), Dynamic Capabilities Theory (DCT), and Social Cognitive Theory (SCT). This cross-theoretical integration broadens the management paradigm from simple ownership and control of resources to the capacity of organizations to convert those resources through adaptive behavior, collaboration, and social learning (Cranney et al., 2025; Cyfert et al., 2025).

RBV explains what an organization has in theory: strategic assets, core competencies, and unique resources that give it a competitive edge (Barney, 1991; Tjahjadi et al., 2022). DCT then describes what organizations do to adapt to change through the process of dynamically sensing, seizing, and reconfiguring resources (Teece et al., 2009). Meanwhile, SCT highlights how individuals learn, adapt, and behave through social learning mechanisms, digital self-efficacy, and cognitive processes in dealing with technological changes (Bandura, 2012).

The synthesis of these three perspectives resulted in an integrative conceptual model that places human capital readiness as a theoretical bridge connecting resource-based view (RBV), organizational adaptive capacity (DCT), and individual learning behavior (SCT). This model presents a new perspective that emphasizes that an organization's competitive advantage in the digital era no longer only rests on technological assets or internal resources, but also on the cognitive, social, and behavioral readiness of humans to innovate sustainably.

The theoretical implications of these findings enhance contemporary management literature by offering a framework that integrates strategic management theory with digital organizational behavior. The resulting conceptual model serves as a foundation for subsequent research in strategic human resource management, digital capability enhancement, and organizational learning. From this perspective, future research could investigate the interplay between resources, capabilities, and social behaviors in fostering resilient, adaptive, and innovation-oriented organizations amid ongoing digital disruptions.

### What this means for how managers should do their jobs in organizations

The results of this study provide practical strategic guidance for managers, SME leaders, and human resource professionals in managing the human-centered digital transformation process. The primary findings suggest that investing solely in technology will not lead to successful digital transformation.

First, organizations must prioritize human capital readiness in every digital transformation agenda. This includes investments in digital competency development, social learning-based training programs, and enhancing data literacy across all organizational levels. Human resources are no longer positioned as mere users of technology, but as change agents that encourage innovation and cross-functional collaboration (Tjahjadi et al., 2022).

Second, management needs to foster dynamic capabilities by creating an adaptive, open to change, and collaborative work culture. This culture is supported by values such as learning agility, digital openness, and a willingness to experiment in the face of new challenges. Thus, organizations can continuously sense opportunities, seize innovation, and reconfigure human resources to remain relevant in the midst of technological disruption (Cranney et al., 2025; Cyfert et al., 2025).

Third, the application of SCT principles provides a foundation for organizational leaders to build a work climate that strengthens digital self-efficacy and collective learning. Leaders serve as role models who encourage the courage to experiment, provide constructive feedback, and foster a safe work environment that promotes innovative findings of Bindra et al. (2025).

Demonstrate that this type of social learning is crucial to the successful adoption of data-driven technology and innovation in the modern workplace.

Fourth, in the context of SMEs, the findings of this study validate that competitive advantage is not solely contingent upon the magnitude of technology investment, but instead on the capacity of human resources to adapt swiftly, collaboratively, and innovatively. Therefore, digital transformation plans should prioritize empowering the local workforce through comprehensive digital training, flexible leadership, and fostering a more inclusive digital collaboration ecosystem. (ERIA, 2019; Wiliandri, 2020).

Overall, the practical implications of this study affirm that sustainable digital transformation must be centered on human considerations. A key part of making Indonesian SMEs more resilient and giving them a long-term competitive edge is finding a balance between business strategy, digital technology, and human resource development. This human-centered approach should help businesses not only deal with change, but also grow into innovative, strong, and competitive learning organizations in the global digital economy.

## CONCLUSION

This study concludes that integrating the Resource-Based View (RBV), Dynamic Capabilities Theory (DCT), and Social Cognitive Theory (SCT) provides a unified framework for explaining how organizations enhance competitiveness during digital transformation. It addresses the research objective by demonstrating that human capital readiness serves as a strategic connector between valuable internal resources, adaptive organizational capabilities, and learning behaviors.

The results emphasize that technological adoption alone is insufficient; success requires the ability to develop flexible, collaborative, and continuously learning human resources. This finding advances the field of industrial and management science by shifting the paradigm toward human-centered strategic management, positioning people not as executors but as the main drivers of innovation and sustainable performance.

Although conceptual in nature, the study provides a theoretical basis for future empirical validation and offers managerial insights for enhancing efficiency and adaptability in the digital era.

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