

9. JCMTS-APR'26. Nadra et al_Innovative+HR+transformation-career+development+and+...

 Politeknik Negeri Bali

Document Details

Submission ID

trn:oid::3618:126842701

Submission Date

Jan 25, 2026, 1:56 PM GMT+8

Download Date

Jan 25, 2026, 2:01 PM GMT+8

File Name

9. JCMTS-APR'26. Nadra et al_Innovative+HR+transformation-career+development+and+employ....docx

File Size

67.5 KB

13 Pages

6,277 Words

40,950 Characters





0% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.




Filtered from the Report

- ▶ Bibliography
- ▶ Small Matches (less than 35 words)

Match Groups

-  **0 Not Cited or Quoted 0%**
Matches with neither in-text citation nor quotation marks
-  **0 Missing Quotations 0%**
Matches that are still very similar to source material
-  **0 Missing Citation 0%**
Matches that have quotation marks, but no in-text citation
-  **0 Cited and Quoted 0%**
Matches with in-text citation present, but no quotation marks

Top Sources

- 0%  Internet sources
- 0%  Publications
- 0%  Submitted works (Student Papers)

Integrity Flags





0 Integrity Flags for Review

No suspicious text manipulations found.




Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.

Match Groups

-  **0 Not Cited or Quoted 0%**
Matches with neither in-text citation nor quotation marks
-  **0 Missing Quotations 0%**
Matches that are still very similar to source material
-  **0 Missing Citation 0%**
Matches that have quotation marks, but no in-text citation
-  **0 Cited and Quoted 0%**
Matches with in-text citation present, but no quotation marks

Top Sources

- 0%  Internet sources
- 0%  Publications
- 0%  Submitted works (Student Papers)

Innovative human resource transformation: Career development and employee performance in the hybrid era

Nyoman Mastiani Nadra¹, I Wayan Basi Arjana²,

Politeknik Negeri Bali, INDONESIA^{1,2}

¹Email: mastianinadra@pnb.ac.id

²Email: wayanbasiarjana@pnb.ac.id

Abstract - This study aims to explore innovative transformations in human resource management relevant to career development and employee performance improvement in organizations implementing hybrid work systems. The primary focus of this research is the integration of digital technologies such as artificial intelligence (AI), HR process automation, and dynamic career approaches that adapt to the demands of flexible work. This study uses a descriptive qualitative approach and documentation study to identify current human resource management practices in hybrid organizations. Data were obtained from academic literature, such as relevant scientific journal articles, and then analyzed using thematic analysis techniques. The study results indicate that organizations that successfully adapt to hybrid work generally implement technology- and data-driven human resource management strategies, such as automated recruitment, adaptive online training, and digital performance management systems. The implementation of these innovations contributes to higher employee engagement, sustainable career development, and overall productivity improvements. Furthermore, active employee involvement in the managerial innovation process has been shown to strengthen organizational loyalty and resilience. This study concludes that innovative transformations in human resource management are key to supporting organizational success in the hybrid work era. This approach not only improves operational efficiency but also creates sustainable value through adaptive, skilled, and actively engaged human resources.

Keywords: human resource management, hybrid work, career development, employee performance

1. Introduction

Human resources are widely recognized as the most strategic asset within contemporary organizations, as employees function not only as executors of tasks but also as key drivers of innovation, adaptability, and organizational sustainability (Banayee, 2025). The quality of human resources determines an organization's capacity to achieve its objectives across both public and private sectors (Mukhtadi, 2018). Consequently, effective human resource management (HRM) has become a critical determinant of organizational competitiveness and long-term performance (Soekiman, 2023). Modern HRM is no longer viewed merely as an administrative function but rather as a strategic system that integrates recruitment, talent development, performance management, and reward systems to enhance organizational outcomes. Contemporary empirical



evidence confirms that well-designed HRM systems significantly influence employee attitudes, behaviors, and performance, thereby contributing to sustainable competitive advantage (Jiang et al., 2017; Delery & Roumpi, 2017). Moreover, HRM practices that effectively align employee contributions with organizational objectives have been shown to strengthen individual performance and overall organizational effectiveness (Hossain et al., 2025).

In response to rapid technological advancements, globalization, and changing workforce expectations, organizations are increasingly required to adopt more adaptive and innovative HRM practices. Organizations that embed proactivity, knowledge management, system integration, and innovation into their HRM architecture demonstrate a greater capacity to achieve superior performance outcomes (Jotabá et al., 2022). The contemporary work environment is characterized by complex dynamics, including digital transformation, demographic shifts, and increasing demand for flexibility. As a result, HRM plays a pivotal role in shaping organizational culture, fostering employee engagement, and supporting sustainable value creation. Empirical studies further confirm that effective HRM practices enhance employee knowledge, competencies, and professional development while simultaneously stimulating organizational innovation processes (Seeck & Diehl, 2017).

Innovative transformation in HRM is increasingly characterized by the integration of digital technologies, data-driven decision-making, and the application of inclusive and sustainable workforce management principles (Bahiroh & Imron, 2024). The adoption of digital platforms, recruitment automation, and artificial intelligence (AI)-based analytics has transformed traditional HR functions into more agile and strategic systems (Tusriyanto et al., 2023). Systematic reviews further suggest that advanced technologies such as AI, algorithmic management, and HR analytics have the potential to enhance operational efficiency, personalize employee development, and improve organizational decision quality (Vrontis et al., 2021). These developments enable organizations to strengthen employee engagement, improve workforce agility, and respond more effectively to dynamic business environments.

The urgency of this research arises from the growing complexity of contemporary work contexts, particularly in the aftermath of digital acceleration and changing work patterns. Organizations are no longer challenged solely to develop competent employees, but also to design adaptive HR systems capable of responding to uncertainty, flexibility, and technological disruption. Understanding how innovative HRM practices evolve within this context is therefore essential to supporting sustainable organizational performance.

One critical dimension of HRM innovation is the implementation of a dynamic approach to career development. Contemporary career theory emphasizes the importance of sustainable careers, in which individuals continuously adapt their competencies to changing organizational and environmental demands (De Vos et al., 2020). Such approaches promote continuous learning, employability, flexibility, and psychological resilience, competencies that are increasingly essential in hybrid and digitally mediated work environments.

The rise of hybrid work arrangements, combining remote and on-site work, has further transformed the HRM landscape. This model requires organizations to redesign HR practices related to performance management, communication, leadership, employee engagement, and career development. Recent studies highlight that innovation in HRM, such as flexible work design, digital collaboration systems, and technology-supported well-being programs – offers a viable solution to challenges related to remote supervision, reduced social interaction, and technological disparities.

Empirical evidence supports the importance of innovative HR strategies in this evolving context. Maghfyra et al. (2024) found that remote work environments positively and significantly influence employee performance, particularly when mediated by effective HR strategies. Similarly, Widi and Kusuma (2024) demonstrate that career development, motivation, and work environment collectively exert a significant impact on employee performance, reinforcing the importance of a holistic HRM approach. Furthermore, contemporary organizational behavior research indicates that structured feedback systems, continuous learning mechanisms, and



performance-oriented development practices contribute significantly to sustained performance improvement (Newman et al., 2019).

Job design and work characteristics also play an important role in shaping employee outcomes within modern organizational systems. Research confirms that job autonomy, task complexity, and meaningful work foster proactive behavior, psychological empowerment, and long-term performance improvement (Parker et al., 2019). These findings underscore the necessity of designing HR systems that support not only technical competence but also psychological engagement.

A growing body of literature also emphasizes the importance of integrating structural HR systems with interpersonal managerial support. Bos-Nehles et al. (2017) highlight that line managers play a critical role in the successful implementation of HR practices, particularly in relation to employee development and engagement. More recent studies further demonstrate that the combination of formal career systems, managerial coaching, internal communication, and performance feedback significantly enhances organizational commitment and employee performance outcomes (Khaeruman & Mariam, 2025).

The hybrid work era has fundamentally reshaped HRM paradigms, compelling organizations to adopt technology-enabled, flexible, and employee-centered approaches. The increasing personalization of career pathways, the digitization of HR systems, and the rise of participatory leadership models have become central to creating sustainable employee performance. Moreover, as work is no longer constrained by physical boundaries, HRM strategies must increasingly balance productivity objectives with employee well-being, engagement, and long-term career sustainability.

Despite the growing body of research on HRM innovation, there remains a need for more integrated conceptual understanding of how innovative HR transformation, particularly involving AI, automation, employee engagement, and career development, collectively contributes to sustainable organizational value within hybrid work systems. This study seeks to address this gap by examining innovative HRM transformations in the context of career development and employee performance in the hybrid era.

Accordingly, this study seeks to answer the following research questions:

- (1) What forms of innovative transformation in human resource management are implemented in the hybrid work era?
- (2) How can innovative HRM strategies drive sustainable value creation for organizations in hybrid work contexts?
- (3) What is the relationship between employee engagement and managerial innovation within hybrid organizations?
- (4) What is the impact of AI and automation on HRM functions in hybrid work systems?

Based on these questions, the objectives of this study are to analyze forms of HRM innovation in hybrid organizations, examine their contribution to sustainable value creation, explore the relationship between engagement and innovation, and assess the impact of emerging technologies on HR practices.

This study is expected to contribute both theoretically and practically. Theoretically, it strengthens the contemporary HRM literature by integrating perspectives on innovation, technology, career sustainability, and hybrid work. Practically, it offers strategic insights for organizational leaders and HR practitioners in designing adaptive HR systems capable of supporting career development and performance in increasingly complex work environments.

2. Method

This study employed a descriptive qualitative research design to explore and interpret the phenomenon of innovative transformation in human resource management (HRM), with particular emphasis on career development and employee performance in the hybrid work era. A qualitative approach is appropriate when the objective of the research is to understand



meanings, perceptions, experiences, and contextual dynamics underlying organizational practices rather than to measure variables numerically (Creswell & Poth, 2018; Tracy, 2020). This design enables a deeper examination of how HR innovation is conceptualized, implemented, and experienced within contemporary organizational contexts.

A descriptive qualitative approach was selected because it allows researchers to capture rich, contextualized insights into socio-organizational phenomena and evolving managerial practices (Sandelowski, 2018). In the context of hybrid work environments, where digital technologies, flexible structures, and changing employee expectations intersect, qualitative inquiry provides a robust framework for understanding how career development strategies, engagement mechanisms, and performance systems are constructed and perceived by organizational actors (Gioia, Corley, & Hamilton, 2019). This approach is particularly relevant for examining HR transformation as a socially constructed process shaped by organizational values, narratives, and experiences.

2.1 Data Collection: Documentation Study

This study utilized document analysis as the primary data collection technique, drawing on both academic and organizational secondary data. Document analysis is recognized as a rigorous qualitative method that allows researchers to systematically examine existing materials to gain insight into organizational processes, strategies, and meaning systems (Bowen, 2018; O'Leary, 2020). The use of documentation is particularly valuable in studies of organizational transformation because it enables the exploration of both formal policies and symbolic representations embedded in texts.

The documents analyzed in this study included:

- Peer-reviewed academic journal articles on HR innovation, hybrid work, AI in HRM, career development, and performance management
- Organizational reports and policy documents discussing HR digitalization and transformation
- Industry publications addressing emerging HR technologies and workforce strategies

These materials were selected based on their relevance to the research focus and their contribution to understanding contemporary HRM practices in hybrid organizational contexts.

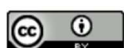
2.2 Data Analysis

The collected documents were analyzed using thematic analysis, a widely accepted qualitative analytic technique for identifying, organizing, and interpreting patterns of meaning across qualitative data (Braun & Clarke, 2021). The analysis followed an iterative process involving: (1) Familiarization with the data, (2) Initial coding, (3) Identification of emerging themes, (4) Refinement and interpretation of themes, and (5) Synthesis of findings in relation to the research questions

This analytical strategy enabled the identification of dominant narratives related to HR innovation, technology adoption, employee engagement, and career sustainability across the literature and organizational documents. Thematic analysis is particularly suitable for qualitative document studies because it supports interpretive depth while maintaining methodological transparency (Nowell et al., 2017).

To enhance the credibility and trustworthiness of the study, several strategies were applied. First, source triangulation was conducted by comparing academic literature, industry reports, and organizational documentation to ensure analytical consistency (Lincoln & Guba, 2019). Second, a systematic selection process was applied to ensure that only high-quality, relevant, and recent sources (within the last 10 years) were included. Third, reflexive analysis was conducted to ensure that interpretations remained grounded in the data rather than researcher assumptions (Tracy, 2020).

3. Results and Discussion



Innovative transformations in human resource management (HRM) in the hybrid work era are a response to digital disruption, changing work preferences, and the need for work flexibility. These changes are not merely technical but also address strategic aspects of talent management and organizational value creation.

Pham, N. T., Ngoc Thuy, V. T., Hai Quang, N., Tuan, T. H., & Uyen, N. H. (2025) concluded that digital HRM comprises five factors, combining digital training and employee engagement to enhance employee capabilities for WAH (Work at Home). This demonstrates how digital transformation in HRM (e-HRM, digital training, and employee engagement) facilitates the adoption of work at home, reflecting human resource management innovations that support flexibility and employee engagement in the hybrid era. Human resource management must now design adaptive, collaborative, and results-oriented systems that facilitate employees working across locations without sacrificing their productivity or emotional engagement with the organization.

One concrete example of innovative transformations in human resource management is the development of a flexible, competency-based career system, where employee development paths are no longer rigid or hierarchical but rather dynamic and personalized. Organizations design career pathways that allow employees to explore various cross-functional roles according to organizational needs and individual interests. This approach enables more inclusive talent management and strengthens intrinsic motivation.

Transformation is also evident in the implementation of digital-based performance management technology. Performance evaluation systems are no longer conducted annually with a top-down approach but have evolved into real-time monitoring systems based on continuous feedback. Technologies such as performance dashboards and people analytics are being utilized to identify contribution patterns, teamwork effectiveness, and individual potential that may be hidden in hybrid work structures.

Shahiduzzaman, M. (2025) explains that advances in digital technology are significantly challenging how employees are recruited, managed, and evaluated, necessitating digital maturity in human resources as a critical determinant of organizational success. This means that digital maturity in human resources, including elements of AI, big data, and HR analytics, can transform recruitment, onboarding, and performance management processes and is a key driver of organizational performance and competitiveness.

On the other hand, human resource management innovation includes the application of the Result-Oriented Work Environment/ROWE system. This system encourages a work culture that assesses employees based on output, not locations or working hours. This gives greater autonomy to employees to regulate their work rhythm while increasing the sense of ownership of the responsibilities carried.

Transformation of Human Resources Management in the hybrid era also integrates the well-being employee approach as an indicator of mental success; flexibility of work time and initiative to improve emotional welfare are part of the human resource management strategy (

Vrontis, D., Christofi, M., Pereira, V., Tarba, S., Makrides, A., & Trichina, E. (2021). Artificial intelligence, robotics, advanced technologies and human resource management: A systematic review. *The International Journal of Human Resource Management*, 32(17), 3365–3396.

<https://doi.org/10.1080/09585192.2020.1871398>

Wahyutomo, D., Hakim, L., & Oktayani, D. (2025). Driving Employee Performance in Hybrid Work Environments: The Role of Engagement, Support, Trust, and Respect. *Journal of Business Management and Economic Development*, 3(01), 120–130.

<https://doi.org/10.59653/jbmed.v3i01.1221> . The company began to realize that performance was not only determined by technical competencies but also by supportive psychosocial conditions.

Other innovations include strengthening continuous learning culture. The organization provides an e-learning platform that can be accessed at any time by employees, as well as applying the microlearning, peer learning, and coaching-on-demand approaches to ensure rapid and relevant competency development. This is the key to maintaining competitiveness amidst the rapid changes in technology and industry.



The application of digital and collaborative leadership policies is also part of the transformation of human resource management. Leaders in the hybrid era are required to have digital literacy and high interpersonal skills in order to build a team that is emotionally connected, although physically separate. This indicates that leadership training also changes direction, from instructional to coaching-oriented and human-centered.

In terms of organization, innovative transformation of human resource management requires the redefinition of the role of HR from administrative to strategic partner. The HR function is now responsible for creating a digital work ecosystem that is agile, measurable, and able to adapt to disruption. This involves cross-division collaboration, predictive analysis of human resources, and alignment of new work values in the hybrid work environment.

Innovative human resource management strategy in the hybrid work era is an adaptive response to the traditional work system disruption, as well as being the main driver of the creation of sustainable values in the organization. This strategy not only includes digitalization of the HR process but also innovation in the talent management approach, career development, and strengthening of results-based performance. Sustainable values in question include operational sustainability, human resource loyalty, and the reputation of organizations as human-centered modern institutions.

One form of strategic innovation for human resource management is the application of the Agile Talent Management approach, where employees are given flexibility to learn across functions, complete team-based projects, and develop new expertise dynamically (

Moh'd, S., Gregory, P., Barroca, L., & Sharp, H. (2024). This approach allows increased productivity and involvement of employees in a hybrid environment that often challenges aspects of communication and coordination. The high adaptability of this system contributes directly to the sustainability of organizational performance.

Digital transformation in human resource management is also key in creating sustainable efficiency and accountability. Technology such as Human Resource Information Systems (HRIS), people analytics, and real-time-based performance appraisal systems allows faster, accurate, and data-based decision-making systems. Thus, the organization can strategically manage human resources, including detecting performance and risks of performance, as well as optimizing the leadership succession plan.

Innovation in career development is also an important element of sustainable human resource management strategies. Through the e-learning platform, virtual coaching, and digital mentoring, employees still receive professional development support despite being in scattered work locations. This not only increases loyalty and talent retention but also strengthens the competitiveness of the organization in the increasingly competitive labor market.

Organizations that implement innovative human resource management tend to have a more comprehensive well-being policy (

Selvanayagam, A., Venkatakrishnan, S., & N, R. (2025). The balance of work and personal life is a major concern in the hybrid work ecosystem, so psychological support, mental health, and flexibility of working hours become an integral part of strategies that can produce increased productivity and job satisfaction.

Bhoir, M., & Sinha, V. (2024) found that human resource initiatives supported employee well-being (EWB) by positioning it as an important tool for maintaining and increasing the all-learning employee. With the existence of this approach, the company can build the foundation of sustainable values based on employee welfare and humanism in its operations.

In terms of organizational culture, innovative human resource management strategies encourage the creation of collaborative, open, and adaptive work cultures. Internal communication is strengthened through a digital platform, while recognition of employee achievement is carried out openly and transparently. Culture like this is proven to increase employee engagement and employees' trust in the company, which in turn becomes an important element in creating long-term values.



Implementation of innovative human resource management strategies in the hybrid era is able to open the way for organizations to expand sustainability practices, for example, by reducing carbon traces through reducing official travel and optimizing remote work. In addition to cost efficiency, this reflects the increasingly important Corporate Social Responsibility (CSR) in the assessment of modern stakeholders.

Innovative human resource management encourages organizations to become a tough learning organization of change.

Lincoln, Y. S., & Guba, E. G. (2019). *The constructivist credo*. Routledge.

Lu, Y., Zhang, M. M., Yang, M. M., & Wang, Y. (2023) explains that the practice of human resources can build and develop employee resilience so as to produce an increase in performance. By integrating technology and experience-based learning approaches, organizations can manage changes, crises, and better disruption. This process directly creates sustainable values in the form of increased resilience and sustainable innovation.

In the hybrid work context, employee involvement becomes a key element in encouraging the success of managerial innovation. Employees who feel emotionally, intellectually, and socially involved in their work tend to be more proactive in contributing ideas, solving problems, and adapting to change. This plays an important role in creating a work environment that supports management innovation, especially in a work system that is no longer based on physical location.

Managerial innovation itself refers to the application of new ways of managing human resources, organizational structure, and work practices to be more adaptive to the dynamics of the business environment. In the hybrid work era, managers are faced with challenges to maintain communication, collaboration, and productivity of the cross-location team. Employee involvement is an important bridge so that innovative managerial strategies can be implemented effectively.

One of the tangible forms of this relationship can be seen from the use of collaborative technology that integrates real-time communication platforms and data-based performance tracking systems. When employees feel involved in the use and development of the technology, they tend to show higher intrinsic motivation to work efficiently. This is the main capital for the organization in creating a responsive and participation-based management process innovation.

Employee involvement in decision-making also increases the sense of ownership. In the hybrid practice, many organizations begin to involve employees in the preparation of flexible work schedules, the design of independent work evaluation systems, and the formation of online learning communities.

Naqshbandi, M. M., Kabir, I., Ishak, N. A., & Islam, Md. Z. (2024) concluded that in the hybrid work model (a combination of television and flexible work), flexibility increases work engagement, which in turn significantly mediates the relationship between work flexibility and performance (including innovation). This active participation strengthens the relationship between individual needs and organizational goals, while facilitating the creation of management innovations based on employees real needs.

Managerial innovation in the context of human resource management is not only limited to the development of work technology but also includes changes in work culture, compensation policies, and career development systems. Employees involved will be more open to digital work rotation schemes, virtual mentorship programs, and AI-based training. This shows that employee involvement encourages organizations to continue to create managerial solutions that are more flexible, personal, and inclusive.

Employee involvement also acts as an indicator of successful managerial innovation. Innovative human resource management strategies that do not take into account the level of engagement tend to fail because they do not get support from internal actors. Conversely, management that prioritizes open communication, strengthening trust, and transparency will be able to foster a dynamic and productive hybrid work environment.



Nagori, R., & Lawton, N. R. (2024) state that an organizational culture that supports clear communication and flexible work design is needed so that employees are permanently engaged and can contribute creatively and innovatively.

Several studies show that employee involvement can increase creativity and productivity, two things that are important foundations in management innovation. In the hybrid context, when employees have greater autonomy and high trust in their boss, they feel encouraged to provide constructive input that can change the way of the old work to be more efficient and relevant.

As part of the transformation of human resource management, employee involvement is also used as a parameter to redesign the managerial process. For example, organizations can use employee feedback to develop a results-based reward system and not physical presence (

Braun, V., & Clarke, V. (2021). *Thematic analysis: A practical guide*. SAGE Publications.

Choudhury, P., Foroughi, C., & Larson, B. (2019). This shows how engagement is a source of inspiration to create innovative policies that are more in line with the hybrid work ecosystem. In addition, employee involvement will also encourage the organization to maintain the sustainability of managerial innovation. Innovation is not a momentary activity but a sustainable process that requires input and participation from all lines of the organization. Therefore, the management of human resources must place engagement as an integral part of the transformation strategy, not just additional variables. That way, employee involvement and managerial innovation are interrelated dynamically.

The application of artificial intelligence (AI) and automation in human resource management becomes a key strategy in supporting organizational innovative transformation, especially in hybrid work contexts. In a work environment that combines this online and alluring system, the organization is required to carry out managerial and adaptive managerial functions. AI is used to simplify the process of recruitment, training, and performance management, as well as employee career development, personalized and based on data.

Jarrahi, M. H. (2018) study shows that AI does not replace the role of humans but strengthens collaboration between technology and labor, especially in hybrid organizations.

The function of recruitment of human resources has changed significantly with the presence of AI. Applicant Tracking System (ATS) and Employee Profile matching algorithm allows HR managers to choose the best candidates quickly and accurately. In hybrid organizations, AI can help filter applicants based on digital competencies and the ability to adapt to very crucial work flexibility for the success of the work model. In addition, AI also supports cross-location collaboration and time zones. Managerial functions that were previously difficult to run remotely are now helped by HR chatbots and automatic reporting systems to manage digital attendance. This helps the organization maintain the productivity and consistency of the cross-space work system. By automating repeated tasks and analyzing a large amount of data, AI helps the Human Resources Team to save time, increase decision-making, and create better experiences for work candidates and employees (Islam, M. (2025).

On the training and career development side, AI offers personalized learning. AI-based digital learning platforms can identify the skills needs of each individual and recommend an appropriate training module. Thus, supporting a more directed career development. This strengthens the role of human resource management in improving employee performance in a sustainable manner amid changes in hybrid work patterns. In addition, the use of AI is also able to strengthen talent management strategies. AI can map the potential of employees based on performance data and work preferences so that HR is able to place human resources in the most appropriate position. This is important in the hybrid work model, where human resource management requires a more dynamic and trust-based approach.

Islam, M. (2025) explains that AI is able to establish administrative tasks, utilize large data for predictive analysis in recruitment, and offer personalized employee development programs based on the performance analysis and needs of each individual in the aspect of employee welfare, AI helps the organization detect burnout or disengagement symptoms. Some factors



now have features to introduce unhealthy work behavior patterns, which then provide intervention recommendations. This shows that technology not only supports efficiency but also human-centric aspects of human resource management. Even so, the application of AI in the function of human resource management also presents ethical challenges and privacy policies. The use of employee data for performance reporting or potential mapping must be carried out with the principle of transparency and agreement. Therefore, human resource management needs to ensure that the use of technology still prioritizes human values and justice.

Automation also has an impact on the administrative and performance management functions. The employee evaluation process that was previously carried out manually can now be monitored in real-time through an AI-based performance dashboard. This tool allows faster and accurate decision-making, including in providing feedback, appreciation, or developing employee retention strategies.

AI adaptation requires transformation to organizations that support technological innovation and adaptation. Career development is no longer merely at a structural level but also about improving digital competencies. The function of human resource management is now directed to become a facilitator of change, not just a bureaucratic administrator. AI allows human resources to allocate more time to build relations, develop careers, and create personalization strategies. This supports the purpose of innovative transformation in human resource management, especially in encouraging sustainable values and employee involvement in the digital era (

Jarrahi, M. H. (2018).

4. Conclusion

Innovative transformation in natural resource management in the hybrid work era is not just an adaptation of digital disruption but a paradigm shift in managing talents, performance, and employee welfare. This change reflects the needs of the organization to remain relevant, competitive, and oriented to sustainable values in the midst of the dynamics of the work environment that is increasingly flexible and complex. The application of digital human resources, as identified by

Pham, N. T., Ngoc Thuy, V. T., Hai Quang, N., Tuan, T. H., & Uyen, N. H. (2025), becomes the main foundation in supporting a flexible location-based work system such as WAH (Work at Home).

One concrete form of this transformation is the development of a flexible and dynamic career pathway. The organization is no longer fixated on the vertical career structure but adopts a competency-based system and cross-functional exploration that encourages intrinsic motivation and professional independence. This supports the inclusive and adaptive talent management approach, answering individual needs as well as being in harmony with the strategic direction of the organization.

Technological progress also encourages human resource management to develop a performance appraisal system based on data, real-time, and more participatory. Tools such as People Analytics and Dashboard Performance allow managers to read contribution patterns, identify hidden talents, and optimize team collaboration.

Shahiduzzaman, M. (2025) emphasizes the importance of digital maturity in HR to ensure that technology really increases the effectiveness of human resource management.

In the framework of hybrid work culture, the Result-Oriented Work Environment (ROWE) approach is increasingly relevant because it focuses on results, not working hours or location. This approach provides autonomy to employees in regulating their work rhythm while increasing accountability and a sense of ownership of work. In the long run, Rowe was proven to strengthen employee productivity and loyalty.

Strengthening the culture of sustainable learning through e-learning, virtual coaching, and microlearning becomes a vital element to maintain the competitiveness of the organization. Organizations that cultivate learning not only strengthen employee competencies but also build



resilience to disruption. This is in line with the concept of a learning organization that makes innovation and adaptability part of the organization's DNA.

The transformation of human resource management also carries a leadership role in a more digital and collaborative direction. Leaders in the hybrid era are required to become facilitators who are sensitive to team dynamics, are able to build emotional connections, and support team welfare. Human-centered leadership encourages higher employee involvement, which is the main capital in creating organizational innovation.

Employee involvement is proven to be an important bridge in ensuring the success of the innovative strategy of human resource management. High engagement facilitates two-way communication, increases the sense of ownership, and encourages the creation of managerial solutions that are relevant to the actual needs of employees. In the hybrid work context, this is the key to maintaining the sustainability of organizational productivity and innovation (

Naqshbandi, M. M., Kabir, I., Ishak, N. A., & Islam, Md. Z. (2024).

The application of artificial intelligence (AI) and automation accelerates the transformation of human resource management towards efficiency and personalization. This technology supports the recruitment process, training, performance management, and employee welfare more accurately and data-based. However, it is important to ensure that the use of AI continues to consider the values of ethics, justice, and transparency so as not to ignore aspects of humanism in human resource management.

Innovative transformation of human resource management also reconstructed the role of HR from just an administrative unit to an organizational strategic partner. The HR function now plays an active role in designing digital work policies, facilitating cross-team collaboration, and utilizing analytic data for decision-making. This change requires HR professionals to have new competencies such as digital literacy, data analysis skills, and sensitivity to the dynamics of employee welfare in the hybrid work ecosystem (

Braun, V., & Clarke, V. (2021). *Thematic analysis: A practical guide*. SAGE Publications.

Choudhury, P., Foroughi, C., & Larson, B. (2019).

It is also important to observe that innovation of human resource management cannot run effectively without the support of an open, collaborative, and adaptive organizational culture. Culture like this becomes an important foundation in shaping a work environment that is responsive to change while strengthening the relationship between individuals despite working separately physically. Honest and transparent communication, as well as recognition of employee contributions, is an important part of modern managerial practices (

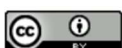
Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2017). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 60(1), 1-34. <https://doi.org/10.5465/amj.2014.0838>

Jotabá, M. N., Fernandes, C. I., Gunkel, M., & Kraus, S. (2022).

The balance between technology efficiency and a humanistic approach becomes the main principle in the transformation of human resource management in the digital age. Although AI and automation systems dominate various operational functions, human values such as empathy, emotional support, and justice must still be upheld. This is an indicator that the success of transformation is not only about speed or efficiency but also about how the organization maintains the integrity of its values in the midst of change.

Human resource management transformation also raises the need for digital ethical management and employee privacy. In the Big Data and Analytical Predictive Era, employee data becomes a very valuable asset but is also very sensitive. Therefore, internal regulations are needed that guarantee data security, the limits on the use of algorithms, and transparency in reporting. Organizations that are able to maintain employee confidence in the system will obtain long-term loyalty.

The sustainability aspect is also an important impact of innovation in human resource management. With the decline in the need for official travel and increasing long-distance work adoption, organizations can reduce carbon traces and adopt the principle of green HRM. This



initiative also reflects corporate social responsibility, which is not only oriented to profitability but also to social and environmental balance as part of the organizational strategic value.

References

- Bahiroh, E., & Imron, A. (2024). Innovative Human Resource Management Strategies in the Era of Digital Transformation. *Management Studies and Business Journal (PRODUCTIVITY)*, 1(2), 154–162. <https://doi.org/10.62207/6wnrgj39>
- Banayee, M. (2025). The Importance of Effective Human Resource Management in Organizational Transformation. *Journal of Social Sciences - Kabul University*, 3(2), 227–249. <https://doi.org/10.62810/jss.v3i2.247>
- Bhoir, M., & Sinha, V. (2024). Employee well-being human resource practices: a systematic literature review and directions for future research. *Future Business Journal*, 10(1), 95. <https://doi.org/10.1186/s43093-024-00382-w>
- Bowen, G. A. (2009). Document Analysis as a Qualitative Research Method. *Qualitative Research Journal*, 9(2), 27– 40. <https://doi.org/10.3316/QRJ0902027>
- Braun, V., & Clarke, V. (2021). *Thematic analysis: A practical guide*. SAGE Publications.
- Choudhury, P., Foroughi, C., & Larson, B. (2019). Work-from-anywhere: The Productivity Effects of Geographic Flexibility. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3494473>
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.
- Delery, J. E., & Roumpi, D. (2017). Strategic human resource management, human capital and competitive advantage: Is the field going in circles? *Human Resource Management Journal*, 27(1), 1–21. <https://doi.org/10.1111/1748-8583.12137>
- De Vos, A., Van der Heijden, B. I. J. M., & Akkermans, J. (2020). Sustainable careers: Towards a conceptual model. *Journal of Vocational Behavior*, 117, 103196. <https://doi.org/10.1016/j.jvb.2018.06.011>
- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2019). Seeking qualitative rigor in inductive research: Notes on the Gioia methodology. *Organizational Research Methods*, 22(1), 15–31. <https://doi.org/10.1177/1094428118781389>
- Hossain, M. Z., Arefin, T., & Urme, U. N. (2025). The Financial Impact of Strategic HRM Practices: Linking Employee Investments to Organizational Performance. *European Journal of Management, Economics and Business*, 2(2), 25–39. [https://doi.org/10.59324/ejmeb.2025.2\(2\).02](https://doi.org/10.59324/ejmeb.2025.2(2).02)
- Islam, M. (2025). The Future of HR: How AI is Shaping Recruitment and Employee Management. In *North South University*. <https://doi.org/10.2139/ssrn.5076710>
- Jarrahi, M. H. (2018). Artificial intelligence and the future of work: Human-AI symbiosis in organizational decision making. *Business Horizons*, 61(4), 577–586. <https://doi.org/10.1016/j.bushor.2018.03.007>
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2017). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 60(1), 1–34. <https://doi.org/10.5465/amj.2014.0838>
- Jotabá, M. N., Fernandes, C. I., Gunkel, M., & Kraus, S. (2022). Innovation and human resource management: a systematic literature review. *European Journal of Innovation Management*, 25(6), 1–18. <https://doi.org/10.1108/EJIM-07-2021-0330>
- Khaeruman, K., & Mariam, S. (2025). Career Development Strategy and Work Motivation in Improving Employee Performance through Organizational Commitment. *Jurnal Ilmiah Manajemen Kesatuan*, 13(2), 1139–1148. <https://doi.org/10.37641/jimkes.v13i2.3171>
- Lincoln, Y. S., & Guba, E. G. (2019). *The constructivist credo*. Routledge.
- Lu, Y., Zhang, M. M., Yang, M. M., & Wang, Y. (2023). Sustainable human resource management practices, employee resilience, and employee outcomes: Toward common good values. *Human Resource Management*, 62(3), 331–353. <https://doi.org/10.1002/hrm.22153>
- Maghfira, Y., Larassati, D. A., & Kustiawan, I. (2024). Strategi Manajemen Sumber Daya Manusia Dalam Mengoptimalkan Kinerja Karyawan Pada Lingkungan Kerja Remote Di Era Digital. *Indo-Fintech Intellectuals: Journal of Economics and Business*, 4(6), 2833–2852. <https://doi.org/10.54373/ifjeb.v4i6.2214>
- Moh'd, S., Gregory, P., Barroca, L., & Sharp, H. (2024). Agile human resource management: A



- systematic mapping study. *German Journal of Human Resource Management: Zeitschrift Für Personalforschung*, 38(4), 345–374. <https://doi.org/10.1177/23970022231226316>
- Mukhtadi, M. (2018). The Importance of Human Resources in Improving Organizational Performance. *International Journal of Educational Review*, 1(2), 101–110. <https://doi.org/10.21009/IJER.05.01.15>
- Nagori, R., & Lawton, N. R. (2024). The design of hybrid work for improved employee engagement and well-being: perspectives for HRD practice. *International Journal of Human Resource Development: Practice, Policy and Research*, 8(2), 83–99. <https://doi.org/10.2478/ijhrd-2024-0010>
- Naqshbandi, M. M., Kabir, I., Ishak, N. A., & Islam, Md. Z. (2024). The future of work: work engagement and job performance in the hybrid workplace. *The Learning Organization*, 31(1), 5–26. <https://doi.org/10.1108/TLO-08-2022-0097>
- Newman, A., Neesham, C., & Manville, G. (2019). Examining the effects of training and development practices on employee performance. *Human Resource Management Journal*, 29(3), 346–365. <https://doi.org/10.1111/1748-8583.12225>
- Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*, 16(1), 1–13. <https://doi.org/10.1177/1609406917733847>
- O’Leary, Z. (2020). *The essential guide to doing your research project* (3rd ed.). SAGE Publications.
- Pham, N. T., Ngoc Thuy, V. T., Hai Quang, N., Tuan, T. H., & Uyen, N. H. (2025). Digital transformation in human resources management and work-at-home. *The Bottom Line*, 38(1), 99–122. <https://doi.org/10.1108/BL-07-2022-0111>
- Sandelowski, M. (2018). Whatever happened to qualitative description? *Research in Nursing & Health*, 41(2), 147–150. <https://doi.org/10.1002/nur.21867>
- Seeck, H., & Diehl, M.-R. (2017). A literature review on HRM and innovation – taking stock and future directions. *The International Journal of Human Resource Management*, 28(6), 913–944. <https://doi.org/10.1080/09585192.2016.1143862>
- Selvanayagam, A., Venkatakrishnan, S., & N, R. (2025). The role of hybrid work models in enhancing employee well-being, productivity, and job satisfaction. *South Eastern European Journal of Public Health*, XXVI(S1), 3049–3062. <https://doi.org/10.70135/seejph.vi.4429>
- Shahiduzzaman, M. (2025). Digital Maturity in Transforming Human Resource Management in the Post-COVID Era: A Thematic Analysis. *Administrative Sciences*, 15(2), 51. <https://doi.org/10.3390/admsci15020051>
- Soekiman, J. (2023). Human Resource Management Practices and Their Impact on Organizational Performance. *International Journal of Economics, Business, and Accounting Research (IJEBAR)*, 7(1), 88–97. <https://doi.org/10.29040/ijebar.v7i1.10861>
- Tracy, S. J. (2020). *Qualitative research methods: Collecting evidence, crafting analysis, communicating impact* (2nd ed.). Wiley-Blackwell.
- Tusriyanto, S., Moh. M., & Nurcholidah, L. (2023). Optimising Organisational Performance Through Human Resource Management Strategy and Technology Integration to Enhance Innovation. *Technology and Society Perspectives (TACIT)*, 1(3). <https://doi.org/10.61100/tacit.v1i3.81>
- Vrontis, D., Christofi, M., Pereira, V., Tarba, S., Makrides, A., & Trichina, E. (2021). Artificial intelligence, robotics, advanced technologies and human resource management: A systematic review. *The International Journal of Human Resource Management*, 32(17), 3365–3396. <https://doi.org/10.1080/09585192.2020.1871398>
- Wahyutomo, D., Hakim, L., & Oktayani, D. (2025). Driving Employee Performance in Hybrid Work Environments: The Role of Engagement, Support, Trust, and Respect. *Journal of Business Management and Economic Development*, 3(01), 120–130. <https://doi.org/10.59653/jbmed.v3i01.1221>
- Widi, Y. L., & Kusuma, K. A. (2024). Employee Performance: Career Development, Motivation, and Workplace Environment Impact. *Academia Open*, 9(1). <https://doi.org/10.21070/acopen.9.2024.5706>



