TICEB 2025
The 3rd Tadulako International Conference on Economics and Business 2025
ISSN Proceeding
Website: https://ticeb.id

Optimizing Organizational Resources in the Digital Era: A Systematic Literature Review of Resource-Based View Applications

Benly Reskian Tawurisi*, Pricylia Chintya Dewi Buntuang
Management Department, Tadulako University
* Email: benlytawwurisi@gmail.com

ABSTRACT

The development of digital technology in recent years has changed the way organizations operate, innovate, and create value. This transformation has to do not only with the application of new technologies, but also with how organizations manage and optimize internal resources to improve efficiency, innovation, and competitiveness. This study aims to identify organizational resource optimization strategies in the digital era using the Resource-Based View (RBV) approach. Through the Systematic Literature Review (SLR) method for publications in 2020–2025, this study examines findings related to digitalization, human resource management, digital capabilities, and organizational innovation. The results of the synthesis show that digital technology strengthens the organization's ability to manage knowledge, increase collaboration, and accelerate decision-making. In addition, an adaptive organizational culture, employee digital competence, and innovative capabilities are important factors in maximizing the potential of resources. These findings confirm that RBV is relevant as a framework for understanding how organizations build dynamic capabilities and maintain a competitive advantage amid accelerating digital transformation.

Keywords: Digital capabilities, human resources optimization, resource-based view.

1. INTRODUCTION

The development of digital technology in the last decade has profoundly changed various aspects of human life, including operational patterns, innovation strategies, and the way organizations compete in the global business environment. Digital transformation is no longer understood as just the application of cutting-edge technology, but refers to a paradigm shift that requires a rearrangement of internal resource management so that organizations are able to respond to increasingly complex and uncertain environmental dynamics. In this context, efforts to optimize various organizational resources play an important role in improving the efficiency of work processes, encouraging sustainable innovation, and strengthening competitive advantages in the midst of digital disruption. Digital technology has also influenced the way organizations manage human resources, where the existence of accurate, fast, and integrated data is key to surviving and thriving in a highly dynamic market. In an increasingly competitive era, HR performance is seen as a strategic asset, so organizations need talents that are adaptive, productive, and innovative. In these conditions, the integration of data-based management systems is an important step to improve the quality and effectiveness of HR management (Rahmaya et al., 2025).

The Resource-Based View (RBV) provides the perspective that an organization's competitive advantage rests on internal capabilities that are unique, difficult to replicate, and can be maintained over the long term. Thus, the use of digital resources such as data, information technology, and human resource capabilities is a strategic asset that needs to be managed optimally to improve the organization's competitive position. Resource management in a digital context not only emphasizes technological mastery but also includes adaptability, internalization of digital culture, and solid cross-functional collaboration. Digital transformation also requires organizations to develop digital literacy at all levels of employees, strengthen HR competencies, and create a work environment that supports innovation and data-driven decision-making (Alwy, 2022). By utilizing technology and human resources strategically, organizations can increase competitiveness while facing business changes that move very quickly.

Rapid technological changes have made digital transformation one of the dominant trends that encourage organizations to update the way they carry out business functions by taking advantage of advances in digital technology (Fahmi, 2024). In this situation, companies are required to adjust various management functions, including human resource management,

in order to run more effectively, efficiently, and responsive to the demands of the ever-evolving market (Mahmudah et al., 2024). This condition shows the importance of a deep understanding from researchers and management practitioners about the right model, strategy, and approach in optimizing organizational resources in the midst of digital transformation. Therefore, this article aims to examine and analyze previous research on organizational resource management and optimization strategies in the digital era by using the Resource-Based View approach as a conceptual basis in understanding the organization's internal capabilities.

2. LITERATURE REVIEW

Optimizing organizational resources is basically the process of ensuring that every asset owned, from labor, budget, to technology, is used as effectively as possible so that organizational performance increases and the goals that have been set can be achieved optimally. According to Nurfarida (2023), optimization is the process of achieving the best results by working as effectively and efficiently as possible, so that each activity can provide maximum benefits to the organization. Trisdianto et al. (2025) state that improving organizational performance can be achieved when HR management strategies are well prepared so that each employee can make the most significant contribution to the achievement of company goals.

Organizations need to ensure that the knowledge, skills, and abilities of their employees are continuously maintained and improved so that they are able to make the best contribution and remain competitive in the face of competition. According to Siregar et al. (2024), the use of Business Intelligence (BI) plays a big role in optimizing the use of organizational resources. They explained that BI can provide more accurate data-driven insights to improve the quality of decision-making. Additionally, BI allows organizations to identify potential issues early and proactively mitigate risks. This allows organizations to improve operational efficiency and ensure that their resources are used optimally. Rohmawati & Rindaningsih (2023) found that the optimization of human resources is greatly influenced by the right HR planning strategy. Based on their systematic review, strategies such as workforce needs analysis, employee capability development, technology integration in work processes, and HR diversification have been proven to be able to increase organizational productivity and efficiency. By implementing these strategies, organizations can ensure that every human resource is used optimally according to the company's operational needs and strategic direction. Sulistriana & Nabila

(2024) emphasize that a creative and flexible HR management strategy is the key to optimizing human resources, especially in the midst of rapid changes in the work environment. They explain that an adaptive management approach can increase employee motivation and drive higher productivity. In addition, strategies such as innovation in employee management and the organization's ability to adapt also strengthen organizational resilience, so that the resources they have can provide maximum results.

The rapid development of technology in recent years has changed many things in our lives, from the way we work to study to interacting with each other. These changes do not just bring new tools or systems, but encourage us to rethink how to run various processes that have been considered "normal". This is where digital transformation becomes important. It's not just about the use of technology, but how it helps us adapt, increase efficiency, and create new opportunities.

Priyono et al. (2020) explain that digital transformation is basically an effort by organizations to utilize new technology-based capabilities to change the way they strategize and run operations. Research by Elia et al. (2024) views digital transformation as a broad concept that includes technology, strategy, operational, and leadership dimensions. They emphasize that digital change is not just about incorporating technology into business processes but also about directing organizations to update their operating models thoroughly. Through the Digital Transformation Canvas they developed, these researchers show how organizations can design digitalization steps in a more targeted way, including understanding their value, risks, and impact on work structures. On the other hand, Kraus et al. (2022) describe digital transformation as a change in the way of working, roles, and business offerings that arise due to the adoption of digital technology in an organization. They highlight that although research on digital transformation is growing rapidly, its definition in academia is still diverse and not fully agreed upon. These differences show that digital transformation is not just a technological phenomenon, but a complex and multidimensional process of organizational change.

Digital transformation is not only about technology, but also about human readiness—from mindset to job skills. They explained that the success of digitalization depends on the ability of organizations to redesign business processes and models in order to make optimal use of technology. In other words, digital transformation is a process of comprehensive change that demands the renewal of work culture, the improvement of competencies, and the alignment of long-term strategies (Schilirò, 2024).

3. RESEARCH METHODS

This study uses the Systematic Literature Review (SLR) approach as the main method to study, assess, and interpret various studies related to the topic of digital transformation and organizational resource management. SLR was chosen because it allows researchers to conduct a structured and thorough, and procedural-based literature review process, so that every stage from search to article screening is carried out systematically and objectively. This approach provides a strong methodological foundation for identifying research patterns, trends, and gaps by leveraging empirical evidence as well as relevant conceptual studies. In line with opinion Wahyudin & Rahayu (2020), SLR allows literature analysis to be carried out transparently with measurable stages so that the results of the study can be scientifically accounted for.

The process of searching for articles in this study was carried out through several reputable academic databases such as Google Scholar, Scopus, and Sinta. Each database was selected based on the completeness of scientific sources and their relevance to the research theme, especially those related to digital transformation, organizational capabilities, and human resource management. To narrow the scope and ensure only relevant literature is analyzed, the researchers used a combination of keywords such as "Digital Transformation", "Human Resource Optimization", "Organizational Capabilities", "Resource-Based View", and "Organizational Resource Management". The search results then go through a selection process based on the title, abstract, and completeness of the article, before finally a thorough synthesis of the selected articles is carried out.

4. RESULTS AND DISCUSSION

The results of the literature search conducted through the SLR approach show that the topic of optimizing organizational resources in the midst of digital developments has received wide attention from researchers, both at the national and international levels. From the various articles collected, it can be seen that each study presents a different point of view and focus, but remains within the grand framework of digital transformation and its implications for organizational resource management. The differences in the context of the research actually provide a more comprehensive picture of how organizations in various sectors respond to rapid technological changes.

In general, the literature analyzed confirms that digitalization is no longer understood simply as replacing manual processes with technology. Many studies show that the use of digital technology has influenced the way organizations plan strategies, manage the workforce, and build internal capabilities. Technologies such as information systems, data analytics, and digital platforms not only help improve the efficiency of work processes but also open up opportunities to create new value through innovation. This places adaptability as one of the determining factors in the success of digital transformation.

On the other hand, the Resource-Based View (RBV) theory is widely used as a cornerstone to explain how digital resources can become a sustainable competitive advantage. Findings from various studies show that when organizations are able to effectively combine technology, data, and human capabilities, then those resources can meet the characteristics of VRIN. This explains why organizations that successfully carry out digital transformation generally have more stable performance and are able to survive in the midst of uncertain competition conditions.

Through these findings, it can be concluded that the literature on optimizing organizational resources in the digital era is developing in an increasingly complex and multidimensional direction. The results of this initial mapping are then summarized in Table 1, which shows the distribution of articles based on journal sources as the basis for further analysis.

Table 1. Distribution of articles.

Journal	Number of Article	Journal	Number of Article
Systems	1	Petra International Journal of Business Studies	1
Digital Business: Journal of Management Science and E-Commerce Publications	1	ACADEMIC MEDIA JOURNAL (JMA)	1
DIPONEGORO JOURNAL OF ACCOUNTING	1	Initiative: Journal of Economics, Accounting and Management	1
JIMEA (Journal of Science, Management, Economics, and Accounting)	1	Journal Research of Social Science, Economics, and Management	1
Journal of Economics	1	MALCOM: Indonesian Journal of Machine Learning and Computer Science	1

Administrative Sciences	1	Journal of Contemporary Administration and Management (ADMAN)	1
Sustainability	2	Golden Ratio of Human Resource Management	1
European Journal of Innovation Management	1	Journal of Business Research	1
Journal of Innovation and Knowledge	1	Journal of Accounting Applications	1
Journal of Risk and Financial Management	1	Journal of Competencies	1
International Journal of Innovation Management	1	Innovation and Green Development	1
The South East Asian Journal of Management	1	Management Studies and Business Journal (PRODUCTIVITY)	1
Journal of Open Innovation: Technology, Market, and Complexity	1	Journal of Sharia Business Management	1
Procedia Computer Science	1	West Science Information System and Technology	1
Cogent Business and Management	1		

Table 2. Classification based on research methodology and focus.

No.	Authors	Method	Focus
1	(Vărzaru & Bocean, 2024)	Quantitative	The Influence of Digital Technology
2	(Angelika Yanuar Kirana et al., 2023)	Quantitative	Digital Transformation and HR Capabilities
3	(Rumahorbo & Dewayanto, n.d., 2023)	Qualitative	The Role of Digitalization in Improving Audit and Accounting Efficiency with the Application of IoT and AI.
4	(Judijanto et al., 2025)	Quantitative	Transform HR functions through the use of HRIS, AI, and e-learning.
5	(Yulianah, 2024)	Qualitative	Utilization of HRIS and Data Analytics
6	(Atobishi et al., 2024)	Quantitative	Digital Capabilities, Agility, Organizational Performance

7	(Samsuden et al., 2024)	Qualitative	Digital Capabilities and Business Performance
8	(Motamedimoghadam et al., 2025)	Qualitative	The combination of technical and digital capabilities drives digital innovation and business model change.
9	(Kim & Jin, 2024)	Quantitative	Digital Capabilities → MSME Performance
10	(Zhang et al., 2025)	Quantitative	Digital Leadership and Digital Transformation
11	(Hoang & Hien, 2024)	Quantitative	Digital Capabilities, Innovation, Organizational Performance
12	(Utomo et al., 2023)	Quantitative	Digital Capability and Organizational Inertia
13	(Maycotte et al., 2025)	Quantitative	Dimensions of Digital Capabilities in Developing Countries
14	(Gao, 2024)	Quantitative	AI-based HR optimization
15	(Alexander, 2025)	Quantitative	Digital Competency Enhancement, Digital Talent Development
16	(Adi Pratama & Diwyarthi, 2024)	Quantitative	The use of IT (e-recruitment, performance applications) increases the effectiveness of human resources
17	(Indroputri & Sanjaya, 2024)	Qualitative	IT-based HR optimization
18	(Mahmudah et al., n.d., 2024)	Qualitative	Optimization of HR functions
19	(Ramadhan Ridho Fadlulloh Iswandi & Mudji Kuswinarno, 2024)	Qualitative	HR Development Transformation
20	(Albi, 2024)	Quantitative	Innovative HR Strategies in the Digital Era
21	(Raharjo, 2024)	Qualitative	Human Resources Development for Digital Transformation
22	(Sugiarto, 2023)	Qualitative	Digital HR Development Strategy

23	(Willie, 2024)	Quantitative	Digital Resources (RBV)
24	(S. Elia et al., 2021)	Quantitative	Digital Export And E-Commerce
25	(Liang & Tian, 2024)	Quantitative	Digital Transformation And Quality Growth Companies
26	(Nefianto, 2025)	Qualitative	Formulate a Digital Strategy that Combines Technology, Organizational Culture, Leadership, and Business Processes to Strengthen Organizational Management.
27	(Valentowitsch et al., 2024)	Qualitative	Adjusted RBV and Digitalization
28	(Ai et al., 2025a)	Quantitative	Digital Resource Integration
29	(Puspita S, 2024)	Qualitative	The Influence of Digital Technology on HR Management Practices
30	(Aslamiyah et al., 2024a)	Qualitative	RBV and competitive advantage strategy

The table above provides a clearer picture of the various methods used in research related to the optimization of organizational resources in the digital era. Most studies use quantitative approaches and empirical research to assess how technology, digital capabilities, and innovation affect organizational performance. This method generally involves statistical analysis such as regression, SEM, and PLS-SEM so that the results obtained are measurable and can be tested more objectively. On the other hand, several qualitative research and systematic literature review (SLR) provide a deeper understanding of the digital transformation process, organizational behavior change, and the role of human resources in building internal capabilities based on the Resource-Based View (RBV) perspective. The diversity of these approaches shows that the topic of digitalization and organizational resource management continues to evolve and attracts the attention of many researchers. However, there is still a need for stronger integration between quantitative and qualitative findings so that the study of optimizing organizational resources can be understood more completely, especially in the face of the dynamics of digital change that occur so quickly.

Digital transformation itself is understood as a process of fundamental change in organizational characteristics by utilizing various advances in information technology,

communication, and other digital infrastructure. Research (Angelika Yanuar Kirana et al., 2023) emphasized that this transformation process opens up opportunities for organizations to create faster innovation and increase operational effectiveness through the integration of digital technology. Meanwhile, Rumahorbo & Dewayanto (t.t.) stated that digitalization has penetrated almost all sectors of life, ranging from business, administration, to daily community activities, and serves as the main driver in simplifying the audit, accounting, and various other work functions. The use of technology such as cloud computing, Internet of Things (IoT), and virtual platforms can support increased efficiency and accuracy in the implementation of work. Thus, digital transformation is not only related to the modernization of tools, but also to changes in the organization's business strategy to remain relevant in the face of changing environments (Zulkifli et al., 2023).

In today's digital era, the human resource management function has evolved from a traditional administrative role to a strategic function that makes a major contribution to the direction of organizational development (Judijanto et al., 2025). According to Yulianah (2024), the use of HRIS and data analytics drives administration acceleration, improves the accuracy of performance assessments, and strengthens more flexible training management. Furthermore, the integration of artificial intelligence in recruitment and performance appraisal improves the objectivity as well as efficiency of the HR process. Thus, digital transformation plays a role as a driver to increase employee productivity, improve work experience, and strengthen organizational competitiveness through smarter and more responsive HR management.

Empirical research conducted by Atobishi et al. (2024) in the public sector, provide concrete evidence of the importance of digital capabilities in increasing organizational effectiveness. The study found that an organization's ability to utilize technologies, such as data analytics, automation systems, and digital communications, has a significant impact on performance, especially when supported by a high level of agility in the decision-making process. In other words, digital capabilities not only improve operational processes but also accelerate an organization's ability to respond to changing environments. A systematic review study by Samsuden et al. (2024) reinforces these findings by stating that digital capabilities include the ability to absorb new technologies, manage data strategically, and create an adaptive work environment. Proper technology integration has proven to play a direct role in improving innovation and business performance, especially in organizations that are able to adapt their core processes to digital needs.

Other research, such as that by Motamedimoghadam et al. (2025), shows how digital capabilities work synergistically with other internal capabilities. They found that the combination of technical and digital capabilities can accelerate digital innovation in organizations and drive significant changes to business models. In the context of MSMEs, Kim & Jin (2024) emphasize that investments in digital capabilities, including data utilization and adoption of new technologies, contribute to improved performance and strengthening competitiveness, especially in a post-pandemic situation that demands rapid adaptation. Meanwhile Zhang et al. (2025) find that digital transformation capabilities will be more effective if organizations have strong digital leadership and strategic intuition that supports technology-based decision-making.

Research in developing countries conducted by Hoang & Hien (2024) provides additional perspective that digital capabilities not only have a direct impact on organizational performance, but also indirectly through increased innovation capabilities. In a technology environment full of uncertainty, digital capabilities can serve as a catalyst that accelerates the development of innovative capabilities, which ultimately strengthen organizational performance.

The Indonesian context also shows a similar pattern by Utomo et al. (2023) explained that digital capabilities play an important role in overcoming organizational inertia, which is the tendency of organizations to reject change. With strong digital capabilities, it is easier for organizations to carry out comprehensive and measurable digital transformation. The findings are further clarified by the study Maycotte et al. (2025) which states that digital capabilities in companies in developing countries consist of technology dimensions, digital culture, and collaborative capabilities. These three elements contribute significantly to improving global competitiveness and operational effectiveness of organizations.

Digital transformation has fundamentally changed the way organizations manage and develop human resources, where technology is now at the center of various HR activities. All articles analyzed in this study show that digitalization not only introduces new technological devices but also shifts the paradigm of HR management towards a more strategic, adaptive, and data-based direction. HR optimization in the digital era is highly determined by the organization's ability to utilize technology such as artificial intelligence, data analytics, cloud computing, and digital-based learning platforms. Gao (2024) proposes an AI-based HR allocation optimization model that functions to help organizations identify competencies, map

potential, and determine employee placement more accurately. In a highly dynamic digital work ecosystem, the needs of the workforce are changing rapidly, making AI an essential tool to improve efficiency, reduce planning errors, and ensure that employees with the right competencies can occupy the most suitable positions. Thus, digital technology makes a significant contribution to making HR development strategies more precise and adaptive to changes in the business environment.

Alexander (2025) emphasizes that digital competence is one of the main pillars in increasing employee productivity, especially in industries and organizations that face the demands of rapid change. Therefore, the HR function is no longer enough to focus only on administration, but must be the driving force in talent development and the preparation of organizational digital literacy strategies. Research by Pratama & Diwyarthi (2024) shows that the use of information technology, such as e-recruitment, performance appraisal applications, and digital communication systems, allows companies to carry out work processes faster, more effectively, and more accurately. This technology also enriches the information available to management, so that strategic decisions can be made based on actual and comprehensive data. The results of the study prove that Optimization Human resources cannot be separated from the use of digital technology, which allows work processes to be more transparent, efficient, and measurable. Moreover, Indroputri & Sanjaya (2024) explain that the digitization of HR has transformed manual processes such as attendance recording and performance appraisals into automated systems that are more accurate and easy to monitor. This transformation not only impacts efficiency but also encourages the creation of an HR system that is more responsive to the needs of employees and organizations.

Digital transformation also requires organizations to improve employees' digital competencies continuously. According to Mahmudah et al. (2020), the use of digital technology must be accompanied by an increase in digital literacy so that the innovations implemented can provide optimal results. This is in line with the view Iswandi & Kuswinarno (2024) that states that the role of HR is now shifting to being a digital learning facilitator that is flexible and relevant to the needs of the industry. HR plays a role in designing learning programs that are adaptive, interactive, and able to adapt to the necessary changes in competencies. Moreover Albi (2024) emphasizes that an organizational culture that supports flexibility, collaboration, and innovation is an important factor that determines the success of digitalization. In an environment that supports such growth, employees feel encouraged to continue learning,

exploring new technologies, and improving their skills. Therefore, strengthening a digital work culture is an important strategy in ensuring the success of HR optimization.

Digital transformation in the online business world also requires organizations to create training systems that are faster and more relevant to technological developments. Raharjo (2024) shows that digital-based training allows the learning process to be carried out independently, flexibly, and can be accessed at any time. This increases the organization's ability to equip employees with new competencies more efficiently. In line with that, Sugiarto (2023) emphasizes that the success of human resource development does not only rely on technology, but is also influenced by digital leadership that is able to anticipate and direct change. Digital leadership plays a role in fostering an innovative culture, accelerating technology adoption, and creating a work environment that supports the transformation process. In addition, adaptability and long-term learning are factors that cannot be separated from building resilient human resources in the face of digital disruption.

The five main strategies in optimizing human resources in the digital era are strengthening the digital mindset, improving technological capabilities, implementing a data-based performance management system, developing a digital organizational culture, and increasing collaboration through digital platforms. These strategies serve to ensure that human resources not only have technical skills, but also mental readiness and competencies to work effectively in a digital environment. These findings reinforce the view that human resource optimization in the digital era is a sustainable process that requires a combination of technology development and adaptive human resource formation. With this integrated approach, organizations are able to maintain performance sustainability while building long-term competitiveness in the era of digital transformation that continues to grow.

The rapid development of digital technology has changed the way organizations build, manage, and maintain a competitive advantage amid global business competition. In this situation, the Resource-Based View (RBV) theory is again a highly relevant analytical framework for understanding how internal resources, particularly digital assets, can be a key driver in creating a sustainable competitive advantage. RBV explained that organizations can achieve long-term excellence if they have resources that are valuable, scarce, difficult to replicate, and not easily replaced. This view is reinforced by Aslamiyah et al. (2024), which states that strategic management must integrate various organizational functions, ranging from marketing, finance, production, and information systems, to create a synergy of resources that

support organizational success in the digital era. Thus, RBV provides the perspective that the main strength of an organization does not lie only in external factors such as market dynamics, but in internal capabilities in managing resources effectively and innovatively. Strategy, according to Murtaliningtyas & Wijayantini (2024), is a collection of commitments and actions that are compiled in an integrated and coordinated manner to utilize core competencies and achieve competitive advantage. Through this strategy, the organization sets the direction and main plan in realizing its vision and mission.

RBV also emphasizes that successful organizations are those that are able to develop internal attributes that are difficult to replicate, such as organizational culture, workforce experience, or technology systems that have been deeply personalized. Willie (2024) state that in the digital era, digital assets such as data, technology platforms, and digital capabilities of human resources have shifted to strategic digital resources that directly contribute to the competitive advantage of the organization. This expands the understanding of RBV because digital resources are no longer just a supporting tool, but have become a crucial source of value in executing business strategies. Research by Elia et al. (2021) also found that digital technologies such as e-commerce platforms, data analytics, and data management capabilities have met the VRIN criteria and are instrumental in strengthening the company's global competitiveness. The findings confirm that strategically managed technology can be a valuable resource that is difficult for competitors to replicate.

Furthermore, Liang & Tian (2024) show that digital transformation strengthens the quality of company growth through the organization's ability to reconfigure digital resources. This transformation is not only technical but also strategic because it involves a process of readjusting business models, organizational structures, and decision-making patterns. The findings of the study show that digitalization expands the scope of RBV, so organizations need to understand how digital resources can be used as a dynamic source of excellence, not static. Yunita et al. (2023) add that strong internal resource ownership, such as skilled human resources, cutting-edge technology, and managerial capabilities, are key factors in building competitiveness, especially in an increasingly digitally connected economy.

A company's ability to maintain a long-term competitive advantage also depends heavily on how it manages and protects resources that are difficult for competitors to replicate. This includes the development of internal systems, the establishment of an adaptive organizational culture, and continuous investment in research and innovation. Innovation itself is an important

component of RBV because it allows organizations to create new value from existing resources. Companies that are able to innovate quickly will be better prepared to face market changes and will be able to offer products or services that are superior to competitors. In this context, RBV is not only an analytical tool but also a strategic foundation in formulating the long-term direction of an organization in the competitive digital era.

Valentowitsch et al. (2024) propose the Adjusted RBV perspective, which is a refinement of the RBV theory that considers the characteristics of digital resources that are rapidly changing, unstable, and highly dependent on technological dynamics. This adjustment is necessary because digital assets are different from traditional resources, which tend to be static. Research by Ai et al. (2025b) shows that digital transformation in resource-based companies is able to encourage green innovation through more effective integration of digital resources. This confirms that the organization's ability to reconfigure digital resources has a great influence on business value creation. Moreover, Riyono & Cahyaningdyah (2025) emphasizing that digital transformation itself can be understood as a strategic resource because it involves the ability of organizations to coordinate digital assets in an integrated manner that competitors do not easily replicate. Findings by Jufri et al. (2021) further reinforce the relevance of RBV by explaining that a strong corporate strategy arises from a combination of internal and external factors, where the strength of internal resources is the foundation in creating a sustainable strategy.

Overall, RBV provides a thorough understanding of how organizations can build a competitive advantage through unique and hard-to-replicate resource management. In the digital era, this advantage is increasingly influenced by the organization's ability to utilize digital resources, both in the form of technology, human resource capabilities, and adaptive organizational culture. Aslamiyah et al. (2024) emphasize that companies that are able to maximize internal resources in a creative and integrated way will be better prepared to face the dynamics of global competition. Thus, the relevance of RBV in the digital context is getting stronger because it provides a framework for understanding how technology, innovation, and human capabilities contribute to the sustainability of an organization's competitiveness.

5. CONCLUSION

Digital transformation is a key driver that reshapes the way organizations manage technology, human resources, and RBV-based strategies. The integration of digital systems, ranging from HRIS to AI and data analytics, encourages HR functions to be more strategic

while improving efficiency and quality of decision-making. Digital capabilities then act as a foundation that ensures that organizations are able to innovate, move more agilely, and maintain competitiveness. Within the framework of RBV, valuable and hard-to-replicate digital resources become strategic assets that determine long-term success. Therefore, competitive advantage can only be achieved through continuous synergy between technology, people, adaptive work culture, and consistent innovation.

Overall, this study emphasizes that the success of organizations in facing the digital transformation era depends heavily on their ability to optimize internal resources through strategic use of technology, strengthening digital capabilities, and forming an adaptive organizational culture. Organizations that are able to integrate these three elements will be better prepared to face the dynamics of global competition and be able to maintain business sustainability in the long term. Thus, the synergy between technology, human capabilities, and the RBV concept is the main key in building an innovative and relevant competitive advantage in the ever-evolving digital era.

REFERENCES

Adenuddin Alwy, M. (2022). HUMAN RESOURCE MANAGEMENT IN THE DIGITAL AGE THROUGH THE LENS OF THE NEXT GENERATION OF HUMAN RESOURCES MANAGERS. *SIBATIK JOURNAL: Scientific Journal in the Fields of Social, Economic, Cultural, Technological, and Educational*, *1*(10), 2265–2276. https://doi.org/10.54443/sibatik.v1i10.334

Adi Pratama, I. W., & Diwyarthi, N. D. M. S. (2024). Optimization of Human Resources and Utilization of Information Technology in Driving the Digital Economy. *Western Science Information System and Technology*, *2*(01), 49–57. https://doi.org/10.58812/wsist.v2i01.829

Ai, M., Yu, Y., & Bu, Y. (2025a). The impact of digital transformation of resource-based enterprises on green innovation: Mechanism analysis based on TOE framework. *Innovation and Green Development*, *4*(4), 100262. https://doi.org/10.1016/j.igd.2025.100262

Albi, K. (2024). Innovative Strategies In Human Resource Management: Optimizing Organizational Performance In The Digital Age. *Journal of Research of Social Science, Economics, and Management*, *3*(10), 1933–1941. https://doi.org/10.59141/jrssem.v3i10.659

Alexandro, R. (2025). Strategic human resource management in the digital economy era: An empirical study of challenges and opportunities among MSMEs and startups in Indonesia. *Cogent Business & Management*, *12*(1), 2528436. https://doi.org/10.1080/23311975.2025.2528436

Angelika Yanuar Kirana, Mohamad Saifudin, Muhammad Miftachul Mukhlisin, Nina F atmawati, & Mochammad Isa Ansori. (2023). Digital Transformation of Human Resources as an Effort to Improve Company Capabilities. *Digital Business: Journal of Management Science and E-Commerce Publications*, *2*(4), 19–36. https://doi.org/10.30640/digital.v2i4.1707

Aslamiyah, F., Windarti, R. A., Farleni, S., & Sanjaya, V. F. (2024a). *RESOURCE-BASED VIEW (RBV) APPROACH IN BUSINESS MANAGEMENT: STRATEGIES FOR SUSTAINABLE COMPETITIVE ADVANTAGE*. *1*.

Atobishi, T., Moh'd Abu Bakir, S., & Nosratabadi, S. (2024). How Do Digital Capabilities Affect Organizational Performance in the Public Sector? The Mediating Role of the Organizational Agility. *Administrative Sciences*, *14*(2), 37. https://doi.org/10.3390/admsci14020037

Elijah, G., Solazzo, G., Lerro, A., Pigni, F., & Tucci, C. L. (2024). The digital transformation canvas: A conceptual framework for leading the digital transformation process. *Business Horizons*, *67*(4), 381–398. https://doi.org/10.1016/j.bushor.2024.03.007

Elijah, S., Giuffrida, M., Mariani, M. M., & Bresciani, S. (2021). Resources and digital export: An RBV perspective on the role of digital technologies and capabilities in cross-border e-commerce. *Journal of Business Research*, *132*, 158–169. https://doi.org/10.1016/j.jbusres.2021.04.010

Fahmi, T. (2024). DIGITAL TRANSFORMATION AND ITS INFLUENCE ON ORGANIZATIONAL CULTURE: A SYSTEMATIC LITERATURE REVIEW. *Journal of Management Accounting and Economics*, *1*(2), 101–109. https://doi.org/10.70585/jumali.v1i2.46

Gao, B. (2024). Digital Human Resources Optimization Allocation Model and Algorithm of Intelligence Technology. *Computer Science*, *243*, 123–129. https://doi.org/10.1016/j.procs.2024.09.017

Hoang, D. V., & Hien, N. T. (2024). DIGITAL CAPABILITIES, FIRM PERFORMANCE, AND INNOVATION CAPABILITIES: A COMBINED APPROACH OF PLS-SEM AND ANN. *International Journal of Innovation Management*, *28*(01n02), 2450007. https://doi.org/10.1142/S1363919624500075

Indroputri, I. A., & Sanjaya, R. (2024). Digital Transformation in Human Resource Management and Its Role in Gen Z Career Development: A Systematic Literature Review. *Petra International Journal of Business Studies*, *7*(1), 48–56. https://doi.org/10.9744/petraijbs.7.1.48-56

Judijanto, L., Anggoro, Y., Farawowan, F. F., Suroso, A., & Prihadi, J. (2025). *DIGITAL REVOLUTION IN HUMAN RESOURCE MANAGEMENT: OPTIMIZING TECHNOLOGY FOR EMPLOYEE DEVELOPMENT AND ORGANIZATIONAL PRODUCTIVITY*. *Sec. 9*.

Jufri, A., Kurniawan, P., Djadjuli, M., & Hadiwibowo, I. (2021). RBV Theory: Islamic Personality-Based Religious Performance and Innovative Behavior in Conceptual. *INOBIS: Journal of Indonesian Business and Management Innovation*, *4*(3), 375–388. https://doi.org/10.31842/jurnalinobis.v4i3.190

Kim, J., & Jin, W. (2024). Impact of digital capabilities on entrepreneurial performance in SMEs. *Journal of Innovation & Knowledge*, *9*(4), 100609. https://doi.org/10.1016/j.jik.2024.100609

Kraus, S., Durst, S., Ferreira, J. J., Veiga, P., Kailer, N., & Weinmann, A. (2022). Digital transformation in business and management research: An overview of the current status quo. *International Journal of Information Management*, *63*, 102466. https://doi.org/10.1016/j.ijinfomgt.2021.102466

Liang, D., & Tian, J. (2024). The Impact of Digital Transformation on the High-Quality Development of Enterprises: An Exploration Based on Meta-Analysis. *Sustainability*, *16*(8), 3188. https://doi.org/10.3390/su16083188

Mahmudah, A. N., Dewi, Y., & Ismail, I. (2024). *OPTIMIZING THE HUMAN RESOURCE MANAGEMENT FUNCTION IN IMPROVING EMPLOYEE PERFORMANCE IN THE DIGITAL ERA*.

Maycotte, S., Alvarez-Risco, A., Garcia-Valenzuela, E., & Kuljis, M. (2025). Digital capabilities in emerging market firms: Construct development, scale validation, and implications for SMEs. *Journal of Open Innovation: Technology, Market, and Complexity*, *11*(2), 100513. https://doi.org/10.1016/j.joitmc.2025.100513

Motamedimoghadam, M., Mira Da Silva, M., & Amaral, M. (2025). Digital Capabilities and Business Performance: A Systematic Literature Review. *European Journal of Innovation Management*, *28*(7), 3024–3048. https://doi.org/10.1108/EJIM-02-2024-0227

Muhamad Arsy Trisdianto, Adianto Adianto, & Resti Dewi Asturias. (2025). Management Strategy in Human Resource Development through Theoretical and Empirical Approaches to Optimize Organizational Performance. *Journal of Accounting, Economics and Business Management*, *5*(2), 790–798. https://doi.org/10.55606/jaemb.v5i2.6820

Murtaliningtyas, W., & Wijayantini, B. (2024). *RESOURCE-BASED STRATEGY: UNPACKING COMPETITIVE ADVANTAGES IN MARKET DYNAMICS*. *20*(2).

Nefianto, T. (2025). Digital transformation strategy to strengthen organizational management. *Journal of Social Technology*, *5*(10), 4026–4031. https://doi.org/10.59188/jurnalsostech.v5i10.32469

Nurfarida, S. (2023). *OPTIMIZATION OF THE MAIN DUTIES AND FUNCTIONS OF THE STATE CIVIL APPARATUS (ASN) OF THE KUANTAN HILIR SUB-DISTRICT OFFICE, KUANTAN SINGINGI REGENCY*.

Priyono, A., Moin, A., & Putri, V. N. A. O. (2020). Identifying Digital Transformation Paths in the Business Model of SMEs during the COVID-19 Pandemic. *Journal of Open Innovation: Technology, Market, and Complexity*, *6*(4), 104. https://doi.org/10.3390/joitmc6040104

Puspita S, R. A. (2024). The Influence of Digital Technology on Human Resource Management Practice. *Management Studies and Business Journal (PRODUCTIVITY), 1*(1), 108–115. https://doi.org/10.62207/4d99e676

Raharjo, I. B. (2024). The Impact of Digital Transformation on Human Resource Development in the Online Business Paradigm. *MALCOM: Indonesian Journal of Machine Learning and Computer Science*, *4*(2), 580–586. https://doi.org/10.57152/malcom.v4i2.1281

Rahmaya, E. S., Azzam, J. F., Ridwan, M., Septiningrum, P., & Wijoyo, A. (2025). *THE IMPACT OF MANAGEMENT INFORMATION SYSTEMS ON HUMAN RESOURCE PERFORMANCE IN THE DIGITAL ERA*. *24*(11).

Ramadhan Ridho Fadlulloh Iswandi & Mudji Kuswinarno. (2024). Transformation of Human Resource Development in the Digital Era. *Initiative: Journal of Economics, Accounting and Management*, *4*(1), 250–262. https://doi.org/10.30640/inisiatif.v4i1.3525

Riyono, J., & Cahyaningdyah, D. (2025). *THE INFLUENCE OF DIGITAL TRANSFORMATION AND HUMAN RESOURCE DEVELOPMENT ON EMPLOYEE PERFORMANCE BY MEDIATING EMPLOYEE ATTITUDES WITHIN THE METEOROLOGY, CLIMATOLOGY, AND GEOPHYSICS AGENCY*. *Sec. 2*.

Rohmawati, D., & Rindaningsih, I. (2023). *SYSTEMATIC LITERATURE REVIEW (SLR): EFFECTIVE STRATEGIES FOR HUMAN RESOURCE PLANNING TO IMPROVE ORGANIZATIONAL PERFORMANCE*.

Rumahorbo, H. H., & Dewayanto, T. (2023). *THE INFLUENCE OF DIGITAL TRANSFORMATION: ARTIFICIAL INTELLIGENCE AND THE INTERNET OF THINGS ON THE ROLE AND PRACTICE OF INTERNAL AUDIT: SYSTEMATIC LITERATURE REVIEW*.

Samsuden, N. S., Kohar, U. H. A., Khatib, S. F. A., & Abbas, A. F. (2024). Digital Capabilities and Business Performance: A Systematic Literature Review. *Sustainability*, *16*(24), 11108. https://doi.org/10.3390/su162411108

Schilirò, D. (2024). Digital Transformation and its Impact on Organizations. *International Journal of Business and Management*, *19*(6), 71. https://doi.org/10.5539/ijbm.v19n6p71

Siregar, S. V., Tjahjono, B., Nurjannah, N., & Basyarewan, H. (2024). LITERATURE REVIEW OF RESOURCE MANAGEMENT OPTIMIZATION AND RISK MITIGATION THROUGH BUSINESS INTELLIGENCE: A STRATEGIC APPROACH. *Journal of Information and Computer Engineering (Tekinkom), 7*(2), 938. https://doi.org/10.37600/tekinkom.v7i2.1285

Sugiarto, I. (2023). Human Resource Development Strategies to Achieve Digital Transformation in Businesses. *Journal of Contemporary Administration and Management (ADMAN), 1*(3), 156–162. https://doi.org/10.61100/adman.v1i3.66

Sulistriana, R. M., & Nabila, S. (2024). *Optimizing HR Management to Support Organizational Growth and Resilience*.

Swiss German University, Utomo, A. A., Maulida, M., & Musa, S. (2023). Organizational Inertia, Digital Capabilities, Digital Transformation, and Firm Competencies. *The South East Asian Journal of Management*, *17*(1), 130–144. https://doi.org/10.21002/seam.v17i1.1283

Valentowitsch, J., Kianpour, F., Fritz, T., & Burr, W. (2024). Doing Business in the Digital Age: Towards an Adjusted Resource-Based Model. *Journal of Competences*, *Strategy & Management*, 1-22 pages. https://doi.org/10.25437/JCSM-VOL12-100

Vărzaru, A. A., & Bocean, C. G. (2024). Digital Transformation and Innovation: The Influence of Digital Technologies on Turnover from Innovation Activities and Types of Innovation. *Systems*, *12*(9), 359. https://doi.org/10.3390/systems12090359

Wahyudin, Y., & Rahayu, D. N. (2020). *ANALYSIS OF WEBSITE-BASED INFORMATION SYSTEM DEVELOPMENT METHODS: A LITERATURE REVIEW*.

Willie, M. (2024). Leveraging Digital Resources: A Resource-Based View Perspective. *Golden Ratio of Human Resource Management*, *5*(1), 01–14. https://doi.org/10.52970/grhrm.v5i1.415

Yulianah, Y. (2024). *Digital Transformation In Human Resource Management: Strategy And Implementation*. *13*(02).

Yunita, A., Lenap, I. P., & Cahyaningtyas, S. R. (2023). THE ROLE OF ACCESS TO FINANCE IN MEDIATING FINANCIAL LITERACY AND SUSTAINABILITY IN MSMES IN MATARAM CITY. *Journal of Accounting Applications*, *8*(1), 173–187. https://doi.org/10.29303/jaa.v8i1.267

Zhang, Y., Swatdikun, T., Lakkanawanit, P., Huang, S.-Z., & Chen, H. (2025). Digital Transformation Capability, Organizational Strategic Intuition, and Digital Leadership: Empirical Evidence from High-Tech Firms' Performance in the Yangtze River Delta. *Journal of Risk and Financial Management*, *18*(7), 405. https://doi.org/10.3390/jrfm18070405

Zulkifli, Budi, H., Hardayu, A. P., & Sagena, U. (2023). Bibliometric Analysis of Digital Transformation in Functional Business: A Comprehensive Review of Research and Strategic Approaches. *Western Science Journal of Business and Management*, *2*(03), 249–259. https://doi.org/10.58812/jbmws.v2i03.561