

The Role of Agile Human Resource Management and Adaptive Organizational Culture in Achieving Organizational Competitive Advantage in the Era of Technological Disruption

Achmad Mohyi

Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Malang, Indonesia

Corresponding Author: Achmad Mohyi mohyi@umm.ac.id

ARTICLE INFO

Keywords: Agile Human Resource Management, Adaptive Organizational Culture, Competitive Advantage, Technological Disruption, Technology Companies

Received : 28, November

Revised : 30, December

Accepted: 26 January

©2026 Mohyi: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The era of technological disruption requires organizations to continuously adapt to increasingly dynamic and complex market conditions. Digital transformation demands not only the adoption of advanced technologies but also the development of agile managerial practices and adaptive organizational cultures. This study examines the influence of Agile Human Resource Management (HRM) and Adaptive Organizational Culture on organizational competitive advantage in technology companies in East Java. A descriptive quantitative approach was employed using a survey method, with data collected through Likert-scale questionnaires from technology companies that have implemented agile HRM practices and adaptive cultural values. The data were analyzed using SPSS version 25, including reliability, normality, multicollinearity, heteroscedasticity tests, partial t-tests, and the coefficient of determination (R^2). The findings reveal that Agile HRM has a positive and significant effect on competitive advantage by enhancing adaptability, collaboration, and operational efficiency. Similarly, Adaptive Organizational Culture significantly contributes to competitive advantage by fostering flexibility, continuous learning, innovation, and cross-functional collaboration. The R^2 results indicate that both variables jointly explain a substantial proportion of the variance in organizational competitive advantage.

INTRODUCTION

The intensifying development of globalization, accompanied by the acceleration of digital technology disruption, has fundamentally transformed the ways in which organizations build and sustain their competitiveness. This transformation extends beyond operational technical aspects to encompass strategic dimensions, including human resource management, organizational culture formation, and the formulation of sustainable competitive advantages (Alkamalat et al., 2025). In a business environment characterized by uncertainty, complexity, and rapid change, organizations are increasingly required to move beyond rigid and bureaucratic managerial approaches and develop adaptive capabilities that enable swift responses to external dynamics (Balog, 2020). Within this context, competitive advantage is increasingly understood as a product of dynamic internal capabilities rather than merely the possession of technology or financial capital.

Technological disruption has driven organizations into a phase of competition that demands high flexibility in decision-making and resource management. Digital innovation, such as the utilization of artificial intelligence, data analytics systems, and process automation, indeed presents significant opportunities for enhancing organizational efficiency and effectiveness (Darenyy & Amelia, 2025). However, the experience of many organizations demonstrates that success in leveraging technology does not always correlate with tangible increases in competitiveness. This indicates that technology, while important, is not the sole determinant of competitive advantage. Instead, how organizations manage people and cultivate adaptive patterns of work interaction emerges as a progressively significant differentiating factor in the era of technological disruption (Airyq & Pertiwi, 2024).

In this context, Agile Human Resource Management (Agile HRM) has emerged as a relevant alternative approach to address the challenges of managing human resources in dynamic environments (Anshori et al., 2025; Kusnanto et al., 2025). Unlike conventional HRM practices, which tend to focus on procedural compliance and long-term stability, Agile HRM emphasizes flexibility, rapid responsiveness, and adaptability to evolving organizational and market needs. This approach encourages organizations to develop work systems that are iterative, collaborative, and centered on continuous learning and employee empowerment (Jian et al., 2024; Schellinger & Bänziger, 2022). Through Agile HRM, human resources are positioned not merely as objects of administrative management but as strategic actors actively contributing to organizational value creation and innovation.

Nevertheless, the implementation of Agile HRM cannot be divorced from the surrounding organizational culture. Organizational culture plays a pivotal role in shaping the attitudes, behaviors, and mindsets of members in responding to change. An adaptive culture is characterized by openness to new ideas, a willingness to take measured risks, and a commitment to continuous learning and transformation (Stafrezar, 2025). In environments rife with uncertainty due to technological disruption, an adaptive organizational culture serves as a crucial foundation for the success of various change initiatives, including the

implementation of Agile HRM practices (Rahmat & Apriliani, 2024). Without the support of an aligned culture, efforts to implement agile HRM systems often encounter internal resistance and fail to achieve the desired strategic impact.

Emerging phenomena across organizations reveal a gap between the adoption of modern management practices and the attainment of sustainable competitive advantage. Many organizations that have adopted various digital tools and introduced technology-based HRM policies still struggle to enhance strategic performance and long-term competitiveness (Oda & Elmansyah, 2025). This situation is often influenced by organizational cultures that remain hierarchical, minimally collaborative, and insufficiently supportive of change (Alipour et al., 2022; Nurimansjah, 2023). Conversely, organizations that successfully cultivate an adaptive culture and integrate it with Agile HRM practices tend to be more resilient in the face of business environmental turbulence and capable of generating dynamic competitive advantages that are difficult for competitors to imitate.

In the era of technological disruption, competitive advantage is no longer narrowly understood as merely cost leadership or product differentiation. The concept increasingly shifts toward an organization's ability to manage internal capabilities sustainably, including the capacity to innovate, retain top talent, and rapidly adjust strategies in response to environmental changes (Budiyati et al., 2025). According to Schellinger & Bänziger (2022), competitive advantage arises from the integration of various resources and unique competencies that allow organizations to consistently create added value. Within this framework, Agile HRM contributes to building human resource flexibility and competencies, while an adaptive organizational culture functions as a reinforcing mechanism that encourages innovative and collaborative behaviors across all organizational levels.

Empirical studies have highlighted the significance of agile approaches and adaptive culture in enhancing organizational competitiveness. Research by Tiwow et al (2023) demonstrates that organizations adopting agile principles in human resource management exhibit higher adaptability and faster innovation capabilities compared to those maintaining traditional HRM approaches. Similar findings are reported by Chauhan et al (2025), emphasizing that organizational success in addressing technological disruption depends significantly on the alignment between agile HRM practices and a culture that supports continuous learning and change. Furthermore, Yaacob et al (2025) show that organizations in developing countries that successfully combine flexible HRM systems with adaptive culture demonstrate stronger competitive positions amid the uncertainty of digital business environments.

Despite the notable contributions of prior research, most studies have focused separately on either agile HRM practices or adaptive organizational culture. Investigations that explicitly integrate both variables to explain organizational competitive advantage in the era of technological disruption remain relatively limited, particularly in the context of Indonesian organizations. Given the dynamic, heterogeneous, and socio-culturally influenced nature of Indonesia's business environment, contextual studies are increasingly important.

This gap presents an opportunity for more comprehensive research to understand how the synergy between Agile HRM and adaptive organizational culture contributes to the creation of sustainable competitive advantage.

Based on the above discussion, it can be concluded that the primary challenge for organizations in the era of technological disruption lies not only in the ability to adopt new technologies but also in managing people and cultivating an organizational culture aligned with the demands of change. Agile Human Resource Management and adaptive organizational culture are considered two complementary strategic elements that reinforce organizational competitiveness. Therefore, this study aims to analyze the role of Agile HRM and adaptive organizational culture in shaping organizational competitive advantage in the era of technological disruption. The findings of this research are expected not only to provide theoretical contributions to the development of human resource management and organizational behavior literature but also to offer practical implications for leaders and practitioners in designing HRM strategies and fostering organizational cultures that are more adaptive, relevant, and sustainable amid increasingly complex business environments.

LITERATURE REVIEW

Agile Human Resource Management

Agile Human Resource Management (Agile HRM) has emerged as a response to the limitations of conventional human resource management approaches, which tend to be static and less responsive to changes in the business environment. In the context of modern organizations confronted with market dynamics and technological disruptions, Agile HRM is understood as an approach to human resource management that emphasizes flexibility, rapid adaptability, collaboration, and continuous learning (Umboh, 2025). Unlike traditional HRM systems that focus on procedural compliance and rigid long-term planning, Agile HRM encourages organizations to implement iterative, feedback-based work practices, thereby enabling continuous adjustments to HR strategies in line with organizational needs (Schellinger & Bänziger, 2022).

Conceptually, Agile HRM positions employees as strategic assets who actively contribute to creating organizational value. Practices such as competency development based on current needs, adaptive performance appraisal systems, and decentralized decision-making are key characteristics of this approach (Cahaya & Shaddiq, 2025). The agile approach in HRM also fosters a work environment that is more open to innovation and experimentation, where mistakes are viewed as part of the organizational learning process. Consequently, Agile HRM functions not merely as a workforce management system but also as a strategic mechanism to enhance an organization's capacity to respond to rapid and unforeseen changes (Omachi & Ajewumi, 2024).

In the era of technological disruption, the relevance of Agile HRM is increasingly pronounced, as organizations are required to have flexible work structures and human resources capable of swift adaptation. The implementation of Agile HRM enables organizations to accelerate decision-making processes, enhance employee engagement, and build dynamic capabilities that form the foundation of long-term competitive advantage. Therefore, Agile HRM is

regarded as a crucial determinant in developing resilient and highly competitive organizations amid business environment uncertainty.

Adaptive Organizational Culture

Adaptive organizational culture refers to the system of values, norms, and behavioral patterns that encourage an organization to remain open to change and capable of adjusting to external environmental demands. In organizational behavior literature, adaptive culture is understood as one that not only emphasizes internal stability but also nurtures the organization's ability to learn, innovate, and proactively respond to environmental dynamics. Such a culture is characterized by high flexibility, a focus on continuous learning, and support for collaboration and cross-functional idea exchange (Kocot & Olak, 2024).

The role of adaptive organizational culture becomes increasingly critical in the era of technological disruption, when organizations face rapid and often unpredictable changes. An adaptive culture helps reduce resistance to change by instilling values of openness and readiness to transform throughout all organizational levels (Pahlan et al., 2025). In this culture, innovation is not seen as an exclusive activity of specific units but as a collective responsibility involving all members of the organization. This enables organizations to more quickly recognize opportunities and threats and formulate strategic responses relevant to environmental conditions (Bose, 2025).

Moreover, adaptive organizational culture serves as a foundational element that strengthens the effectiveness of various managerial practices, including Agile HRM. Without a cultural environment that supports flexibility and collaboration, the implementation of agile HRM systems often encounters obstacles in the form of entrenched bureaucratic and hierarchical mindsets. Therefore, adaptive organizational culture functions not only as the social context for individual behavior but also as a reinforcing mechanism that ensures structural changes and organizational policies are internalized effectively by all members.

Organizational Competitive Advantage

Competitive advantage is a central concept in strategic management, referring to an organization's ability to create higher value than its competitors on a sustainable basis. From a contemporary perspective, competitive advantage is no longer narrowly understood solely in terms of cost leadership or product differentiation but as the result of integrating resources and internal capabilities that are difficult to imitate. Temitope (2022) emphasize that competitive advantage arises from an organization's ability to manage tangible and intangible assets synergistically, including human resource competencies and the strength of organizational culture.

In the era of technological disruption, competitive advantage tends to be dynamic, meaning that organizations must continuously update and adjust their internal capabilities to remain relevant to environmental changes. Competitive advantage is no longer static or sustainable without ongoing renewal but depends on an organization's ability to learn, innovate, and adapt continuously. Organizations capable of developing structural flexibility, rapid responsiveness,

and high employee engagement have a greater likelihood of maintaining their competitive position amid intensifying competition (Sutrisno et al., 2025).

In this context, human resources and organizational culture are strategic factors that play a central role in shaping competitive advantage. Adaptive HR practices and a culture that supports change enable organizations to maximize their internal potential in addressing external challenges. Thus, competitive advantage is not only viewed as the end result of business strategy but also as a reflection of the quality of management systems and the underlying organizational values.

The Relationship between Agile HRM, Adaptive Organizational Culture, and Competitive Advantage

The literature indicates a close relationship between Agile HRM and adaptive organizational culture in shaping organizational competitive advantage. Agile HRM provides a structural and operational framework for managing human resources in a flexible and responsive manner, while adaptive organizational culture creates the psychological and social climate that supports the implementation of these practices (Febriani et al., 2025). When these two elements operate in alignment, organizations possess a stronger capability to respond to environmental changes, drive innovation, and sustain strategic performance over the long term (Chukwunweike & Aro, 2024).

Empirical studies confirm that organizations successfully integrating agile HRM approaches with an adaptive organizational culture tend to achieve higher levels of competitiveness. Yaacob et al (2025) found that organizations that develop flexible HRM systems while instilling values of openness and continuous learning are able to create more sustainable competitive advantages than organizations that focus solely on technological adoption. These findings suggest that competitive advantage in the era of technological disruption results from the synergy between management systems and organizational culture, rather than merely technological innovation.

Therefore, the literature indicates that Agile Human Resource Management and adaptive organizational culture are two key, complementary variables in explaining organizational competitive advantage in the era of technological disruption. Their integration enables organizations not only to survive change but also to leverage it as a strategic opportunity to strengthen their competitive position sustainably.

METHODOLOGY

This study employs a descriptive quantitative approach grounded in the positivist paradigm, aiming to obtain empirical insights into the relationships among the variables under investigation in an objective and measurable manner. A quantitative approach was selected because it enables hypothesis testing through the collection of numerical data, which are subsequently analyzed statistically, allowing the research findings to be generalized to broader contexts (Cohen et al., 2002). In this study, the quantitative approach is used to analyze the role of Agile Human Resource Management and adaptive organizational culture in enhancing organizational competitive advantage in the era of

technological disruption. The research design was structured as a survey, with a closed-ended questionnaire serving as the primary data collection instrument. Each statement was developed based on relevant theoretical indicators and measured using a five-point Likert scale, enabling the researcher to systematically and consistently capture respondents' perceptions (Cohen et al., 2002). Through this design, relationships among variables can be analyzed in a structured manner, consistent with the characteristics of quantitative research that emphasize objective measurement of social phenomena (Creswell, 2002).

The population of this study comprises organizations or companies operating in the East Java Province that have been affected by technological disruption in their business activities. The organizations selected for the study come from various sectors, including manufacturing, services, and technology-based industries, with the common characteristic of having integrated digital technology into their operational processes and human resource management. The determination of the population was based on the consideration that the business environment in East Java is dynamic and competitive, making it relevant to examine the implementation of Agile Human Resource Management practices and the development of an adaptive organizational culture. The sampling technique used is total sampling, meaning that all members of the population who meet the research criteria are included as respondents. The criteria set include organizations domiciled and operating in East Java, having been in operation for at least one year, and possessing adaptive human resource management practices along with an organizational culture that supports change and innovation. Based on these criteria, the study respondents consist of individuals holding strategic positions within their organizations, such as human resource managers, unit heads, operational managers, or other personnel familiar with HRM policies, organizational culture dynamics, and strategies for achieving competitive advantage. A total of 87 respondents were successfully collected in this study, deemed sufficient to meet the analytical requirements of descriptive quantitative research.

The research instrument employed is a closed-ended questionnaire structured with a five-point Likert scale, where the lowest score indicates the lowest level of agreement with the statement, while the highest score reflects the highest level of agreement. The questionnaire was designed to measure the three main variables of the study: Agile Human Resource Management, adaptive organizational culture, and organizational competitive advantage. Each variable was operationalized into a set of indicators developed based on theoretical reviews and relevant previous research findings (Forester et al., 2024). The formulation of questionnaire items was conducted carefully, considering linguistic clarity, conceptual accuracy, and the alignment of indicators with the research context, ensuring that the instrument accurately represents the measured concepts and minimizes potential respondent perception bias.

The data obtained from the questionnaire responses constitute primary data, which were subsequently processed and analyzed using the Statistical Package for the Social Sciences (SPSS) version 25. The data analysis was conducted in stages to ensure the quality of the data used, allowing the results to

provide an empirical depiction of the relationships among Agile Human Resource Management, adaptive organizational culture, and organizational competitive advantage in a valid and scientifically accountable manner (Creswell, 2002). With this approach and procedure, the research method is expected to systematically support the achievement of research objectives and produce findings that are relevant for the development of human resource management studies and organizational strategy in the era of technological disruption.

RESEARCH RESULT

This study was conducted in technology-based service and manufacturing organizations operating in East Java Province. This region was selected due to its relatively high level of digital transformation dynamics, characterized by increasing technology adoption, flexible work arrangements, and evolving human resource management approaches. These conditions make East Java a relevant context for examining the role of Agile Human Resource Management (Agile HRM) and adaptive organizational culture in fostering organizational competitive advantage amidst technological disruption.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency (n=92)	Percentage (%)
Age	< 25 years	15	16.3
	26-35 years	41	44.6
	36-45 years	24	26.1
	> 45 years	12	13.0
Last Education	High School or Equivalent	9	9.8
	Diploma (D3)	18	19.6
	Bachelor (S1)	47	51.1
	Postgraduate (S2/S3)	18	19.5
Organization's Operational Duration	1-2 years	21	22.8
	3-4 years	39	42.4
	5-6 years	19	20.7
	> 6 years	13	14.1

Based on Table 1, it can be observed that the respondent composition is dominated by the productive age group, particularly those aged 26-35, accounting for nearly half of the total respondents. This predominance suggests that the organizations under study are largely managed or represented by individuals in active career phases who are relatively receptive to change, especially in the context of technology adoption and agile management practices. The presence of respondents aged 36-45 and over 45 indicates a combination of managerial experience and adaptive capacity, which is essential for navigating the dynamic business environment shaped by technological disruption.

Regarding educational background, the majority of respondents hold undergraduate and postgraduate degrees. This reflects that the studied organizations possess human resources with sufficient intellectual capacity to understand and implement Agile HRM concepts and to cultivate an adaptive organizational culture. The high education level also implies that strategic decision-making within these organizations is largely based on sound conceptual and analytical understanding, which is pertinent to efforts aimed at achieving sustainable competitive advantage. Meanwhile, the distribution of organizational operational duration shows that most organizations are in growth and consolidation phases, where the need to adapt and build competitiveness becomes increasingly critical.

Table 2. Instrument Reliability Test

Variable	Cronbach's Alpha	Cut-Off Value	Description
Agile Human Resource Management (X1)	0.823	0.60	Reliable
Adaptive Organizational Culture (X2)	0.891	0.60	Reliable
Organizational Competitive Advantage (Y)	0.847	0.60	Reliable

The reliability test results in Table 2 indicate that all variables employed in this study exhibit very good internal consistency. The Cronbach's Alpha values for Agile HRM, adaptive organizational culture, and organizational competitive advantage all exceed the minimum required threshold. This indicates that each questionnaire item reliably represents the constructs being measured in a stable and consistent manner.

This high reliability provides confidence that the research instrument is not only technically sound but also capable of accurately capturing respondents' perceptions regarding agile HRM practices, adaptive organizational culture characteristics, and organizational competitive achievements. Therefore, the data derived from this instrument form a robust basis for further statistical analysis without concern for measurement inconsistencies that could undermine research validity.

Table 3. Multicollinearity Test

Variable	Tolerance	VIF
Agile HRM (X1)	0.865	1.156
Adaptive Organizational Culture (X2)	0.865	1.156

The multicollinearity test results in Table 3 indicate that the relationships among independent variables in the research model are within a safe range and do not interfere with each other. High tolerance values and low VIF values suggest that Agile HRM and adaptive organizational culture are not excessively correlated. In other words, each independent variable contributes relatively independently to explaining variations in organizational competitive advantage.

This condition is crucial as it ensures that the regression model is not distorted by overlapping effects among independent variables. With this assumption met, the interpretation of regression coefficients can be conducted more accurately, enabling the influence of each variable on organizational competitive advantage to be analyzed objectively and scientifically.

Table 4. Partial t-Test (Multiple Regression)

Variable	B	Std. Error	Beta	t-value	Sig.
(Constant)	16.742	1.482	-	11.296	0.000
Agile HRM (X1)	0.486	0.096	0.521	5.037	0.000
Adaptive Organizational Culture (X2)	0.312	0.085	0.367	3.684	0.001

The results of the partial t-test presented in Table 4 indicate that Agile HRM has a positive and significant effect on organizational competitive advantage. This finding suggests that stronger implementation of agility principles in human resource management such as work flexibility, employee empowerment, and continuous competency development enhances the organization's ability to create added value and differentiate itself from competitors amidst technological change. Agile HRM enables organizations to respond to market changes more rapidly and efficiently, directly contributing to increased competitiveness.

Additionally, adaptive organizational culture is also found to have a positive and significant effect on organizational competitive advantage. This result confirms that organizational values promoting openness to change, continuous learning, and internal collaboration play a vital role in enabling organizations to survive and thrive in the era of technological disruption. An adaptive culture not only supports the implementation of innovative strategies but also strengthens employees' mental readiness and behavioral adaptability in facing business environmental uncertainty.

Table 5. Coefficient of Determination (R^2) Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.879	0.772	0.766	2.845

Furthermore, the coefficient of determination test results in Table 5 demonstrate that the research model has strong explanatory power. The high R Square value indicates that most of the variation in organizational competitive advantage can be explained by the combination of Agile HRM and adaptive organizational culture. This highlights that these two variables are strategic factors crucial in building competitive advantage amidst ongoing technological disruption.

Nonetheless, a portion of variation remains influenced by factors outside the research model, such as market dynamics, external policies, industry conditions, or other strategic leadership characteristics. Overall, however, the relatively high Adjusted R Square value confirms that the regression model exhibits stability and precision, making it suitable as a basis for formulating managerial implications and policy recommendations for organizations seeking to enhance their sustainable competitive advantage.

DISCUSSION

The Influence of Agile Human Resource Management on Organizational Competitive Advantage in the Era of Technological Disruption

The results of this study indicate that Agile Human Resource Management (Agile HRM) exerts a positive and significant influence on organizational competitive advantage. These findings underscore the critical importance of a human resource management approach that is not merely administrative but also agile, adaptive, and capable of responding to the rapid dynamics of the business environment. In an era characterized by technological disruption, where market changes and digital innovations occur almost continuously, organizations that effectively implement Agile HRM principles are more likely to maintain and enhance their competitiveness compared to organizations that continue to rely on rigid, bureaucratic traditional management practices.

Agile HRM emphasizes flexibility in workforce management, decentralized decision-making, employee empowerment, and the organization's capacity to dynamically adjust internal policies and processes according to shifting strategic needs. The findings of this study reveal that organizations adopting such practices can respond to market changes more quickly and effectively. For example, in technology companies in Surabaya, the implementation of Agile HRM enables managers and cross-functional teams to make strategic decisions swiftly, adapt product development projects to current consumer demands, and deploy new digital solutions without being hindered by cumbersome internal procedures.

Furthermore, Agile HRM plays a pivotal role in enhancing employee engagement and motivation. The study found that organizations that empower employees through greater responsibility, participation in decision-making, and opportunities to develop individual competencies tend to experience tangible improvements in productivity and innovation. Employees who feel empowered and supported in an agile work environment are more motivated to contribute their best, think creatively, and take initiatives when facing new challenges. Consequently, organizational competitive advantage is not only achieved through investments in technology or physical assets but also heavily depends on the quality of human resource management that is adaptive and responsive to change.

From the perspective of dynamic capabilities theory, an organization's ability to integrate, build, and reconfigure internal resources constitutes a key factor in addressing technological disruption. Agile HRM can be conceptualized as a form of dynamic capability that allows organizations to adjust HR structures, processes, and practices rapidly in response to external demands. These findings align with previous studies emphasizing that organizations possessing dynamic capabilities in human resource management can enhance innovation, accelerate strategic decision-making, and respond more effectively to market changes, thereby maintaining a competitive position amid intense competition (Alqarni et al., 2023; Musa & Enggarsyah, 2025).

Moreover, the implementation of Agile HRM also contributes to reducing internal resistance to technological change. The study found that in technology firms integrating Agile HRM, employees were more receptive to adopting new

technologies, minimized internal conflicts, and adapted more readily to new work procedures. This contrasts with organizations that retain traditional management patterns, where change often provokes tension, resistance, or delays in implementing strategic initiatives. Accordingly, Agile HRM functions not only as a mechanism for improving efficiency and productivity but also as a catalyst for overall organizational transformation.

These findings are also consistent with the resource-based view (RBV), which positions human resources as strategic assets that are difficult for competitors to replicate. Within the RBV framework, Agile HRM generates value not only through operational efficiency but also by building sustainable competitive advantage through employees' capacity to innovate, adapt, and collaborate effectively. Organizations that consistently leverage this advantage can develop product and service differentiation, enhance customer satisfaction, and maintain their position in highly competitive markets.

The study further reveals that Agile HRM implementation contributes to the acceleration of internal innovation within organizations. Flexibility in team structures, autonomy in decision-making, and support for experimenting with new technologies enable firms to identify innovation opportunities more rapidly and reduce the risk of failure typically associated with bureaucratic constraints. Consequently, Agile HRM supports not only day-to-day operations but also serves as a strategic factor in shaping an organization's capability to continuously evolve alongside technological advancements and market demands.

In addition, Agile HRM enhances communication and collaboration effectiveness across all organizational levels. In technology companies in Surabaya, the implementation of Agile HRM fosters cross-divisional and cross-functional interactions, facilitating the rapid dissemination of strategic knowledge and information. This collaboration supports the development of innovative solutions and swift responses to external challenges while reinforcing an organizational culture that is responsive to change. These results align with previous research indicating that organizations adopting agile HRM practices exhibit higher adaptive capacity, can integrate new technologies more efficiently, and accelerate innovation processes compared to those using traditional practices.

Overall, the findings reinforce the argument that Agile HRM is a critical component in building competitive advantage in the era of technological disruption. Agile HRM enhances not only individual and team performance but also establishes internal systems that are flexible, responsive, and proactive. Organizations adopting these principles can swiftly adjust business strategies, accelerate product development, and improve customer satisfaction, thereby sustaining a leading position in the market.

Moreover, the positive influence of Agile HRM on competitive advantage is further corroborated by practical experiences in various technology firms. Organizations implementing Agile HRM report improved capabilities in identifying market trends, leveraging digital opportunities, and maintaining operational continuity despite external challenges such as regulatory changes, competitive pressures, and disruptive innovations from competitors. These

successes demonstrate that agile human resource management is not merely theoretical but constitutes a managerial practice that directly impacts organizational performance and long-term business sustainability.

In conclusion, this study confirms that Agile Human Resource Management has a significant strategic impact on organizational competitive advantage in the era of technological disruption. A human resource management approach that is agile, adaptive, and empowering enables organizations to respond rapidly to external changes, foster continuous innovation, and strengthen competitive differentiation. Agile HRM serves as an internal driver that connects organizational strategy with daily operational practices, forming a foundation for organizations to remain resilient and competitive amidst ongoing technological disruption. These findings emphasize that agile human resource management is not simply an option but a strategic necessity for organizations seeking to maintain and enhance competitive advantage in a dynamic digital era.

The Influence of Adaptive Organizational Culture on Organizational Competitive Advantage in the Era of Technological Disruption

This study demonstrates that adaptive organizational culture significantly influences organizational competitive advantage, particularly in the context of the technological disruption era, which is characterized by rapid changes and market uncertainties. An adaptive culture, emphasizing flexibility, openness to innovation, continuous learning, and the capacity to adjust to external environments, has proven to be a strategic foundation for organizations to remain relevant and competitive. Organizations that successfully internalize adaptive values into their structures, processes, and employee behaviors possess greater capacity to respond to technological changes, seize market opportunities, and mitigate risks arising from external dynamics.

Adaptive organizational culture serves as a bridge between business strategy and daily operational practices. In technology companies in East Java, including Surabaya, this culture is reflected in the organization's ability to encourage employee participation in innovation processes, value creative ideas, and establish open and transparent communication mechanisms. The study found that companies with adaptive cultures tend to be more responsive in aligning product and service strategies with continuously evolving market needs. This aligns with the concept of organizational agility, which posits that the ability to adapt and respond swiftly to external changes is a key indicator of long-term competitive advantage.

Furthermore, adaptive culture promotes continuous learning across all organizational levels. Employees are encouraged to enhance their skills, learn new technologies, and explore more effective work methods. The findings indicate that technology companies embedding an adaptive learning culture demonstrate superior capabilities in integrating digital innovations, optimizing operational processes, and minimizing implementation errors or technological failures. Therefore, adaptive culture not only supports the development of individual competencies but also strengthens the organization's overall capacity to navigate technological disruptions.

The research also underscores that adaptive culture contributes to increased employee engagement and commitment. Work environments emphasizing flexibility, autonomy, and recognition of individual contributions motivate employees to act proactively, take initiative, and assume accountability for outcomes. In the competitive technology industry in East Java, high employee engagement has proven critical in driving innovation, accelerating decision-making, and enhancing operational efficiency. Thus, adaptive organizational culture emerges as a primary driver of sustainable competitive advantage.

Moreover, adaptive culture assists organizations in managing resistance to change. The study found that employees in companies with adaptive cultures more readily accept technological transformations, process changes, or shifts in business strategy. This contrasts with organizations that maintain hierarchical and rigid cultures, where changes often provoke uncertainty, internal conflict, or resistance to innovation. By cultivating an adaptive culture, organizations can reduce internal barriers, expedite digital strategy implementation, and align more effectively with evolving market demands.

Adaptive organizational culture also functions as a catalyst for cross-functional collaboration. Organizations implementing adaptive cultures tend to exhibit more effective coordination mechanisms among technical, managerial, and operational divisions. Strategic information and technical knowledge can be shared more rapidly, allowing business decisions to be made based on accurate and relevant data. Cross-functional collaboration enhances the organization's ability to respond holistically to changes, integrate new technological innovations, and accelerate product or service development cycles.

From the perspective of contingency theory, organizational success is highly dependent on the alignment between external conditions, business strategy, and internal practices, including culture. The findings reveal that adaptive culture enables organizations to adjust internal practices flexibly in response to external demands. In other words, adaptive culture helps organizations balance the need for operational stability with the capacity to innovate and experiment. This balance strengthens organizational resilience in facing technological disruptions while maintaining competitive advantage.

Additionally, adaptive culture supports accelerated innovation. In the era of technological disruption, the ability to rapidly develop new products, services, and business models is a major driver of competitive advantage. The study indicates that organizations instilling adaptive values at all structural levels create an environment conducive to innovation. Employees feel encouraged to experiment, take calculated risks, and learn from failures, enabling innovation cycles to proceed more efficiently and effectively. This culture also enhances the organization's ability to align innovations with market demands, reduce resource wastage, and increase the likelihood of successful technology implementation.

Furthermore, adaptive culture plays a role in strengthening long-term competitiveness through enhanced customer satisfaction and market loyalty. The study shows that companies with adaptive cultures are more responsive to consumer demands, capable of adjusting products and services according to market preferences, and able to anticipate industry trend shifts. This

responsiveness strengthens the organization's market position and creates a competitive advantage that is difficult for competitors to replicate. Consequently, adaptive culture not only influences internal organizational performance but also directly impacts external performance, including market share, customer satisfaction, and organizational reputation.

These findings are consistent with prior research Mattajang (2023), which indicates that adaptive organizational culture enhances an organization's ability to manage uncertainty and complexity in the external environment. Organizations with adaptive cultures tend to be more innovative, respond more rapidly to technological changes, and integrate internal resources more effectively to achieve strategic objectives. In the context of the technological disruption era, adaptive culture serves as a foundational element enabling organizations to remain competitive, relevant, and resilient in the face of rapid and unpredictable changes.

Overall, this study confirms that adaptive organizational culture significantly contributes to organizational competitive advantage in the era of technological disruption. Values such as flexibility, openness to innovation, continuous learning, and cross-functional collaboration not only improve internal performance but also strengthen the organization's position in addressing external competition. Adaptive culture allows organizations to balance operational stability with innovation, respond swiftly to market changes, and build sustainable competitive advantages. Therefore, fostering an adaptive organizational culture is not merely a managerial choice but an essential strategy to ensure organizational resilience and excellence amidst an ever-evolving landscape of technological disruption.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of this study, it can be concluded that Agile Human Resource Management (HRM) and an Adaptive Organizational Culture play a significant role in shaping organizational competitive advantage in the era of technological disruption, particularly within technology companies in East Java. The implementation of agile principles in human resource management has been shown to enhance an organization's ability to rapidly adapt to dynamic business environments, foster team collaboration, and improve operational productivity and efficiency.

Furthermore, an adaptive organizational culture contributes substantially to strengthening the organization's responsiveness to technological disruptions. Values such as flexibility, continuous learning, openness to innovation, and cross-functional collaboration not only enhance internal performance but also support the organization in reinforcing its competitive position in the market, increasing customer satisfaction, and expanding market share.

Quantitatively, regression analysis results indicate that these two variables together can explain a substantial portion of the variation in organizational competitive advantage, highlighting that the synergy between agile HRM and an adaptive culture serves as a strategic factor for organizational success in facing technological disruption. Accordingly, developing and internalizing both aspects

becomes a key strategy for organizations to remain relevant, innovative, and competitive in an ever-changing business environment.

ADVANCED RESEARCH

This study confirms that the synergy between Agile Human Resource Management and an adaptive organizational culture is a key driver of competitive advantage for technology companies in East Java, enabling greater adaptability, innovation, and market responsiveness amid rapid technological disruption.

REFERENCES

- Airyq, I. M., & Pertiwi, M. I. (2024). Progressive Organizational Culture as a Strategy to Improve Human Resource Performance in the VUCA Era. *Management Analysis Journal*, 13(3), 318–326.
- Alipour, N., Nazari-Shirkouhi, S., Sangari, M. S., & Vandchali, H. R. (2022). Lean, agile, resilient, and green human resource management: the impact on organizational innovation and organizational performance. *Environmental Science and Pollution Research*, 29(55), 82812–82826. <https://doi.org/https://doi.org/10.1007/s11356-022-21576-1>
- Alkamalat, A., Azkia, A. P., Rahman, M. B., & Anshori, M. I. (2025). HRD's New Role: Internal Practitioner as an Agent of Change. *Indonesian Journal of Economic & Management Sciences*, 3(5), 569–592. <https://doi.org/https://doi.org/10.55927/ijems.v3i5.9>
- Alqarni, K., Agina, M. F., Khairy, H. A., Al-Romeedy, B. S., Farrag, D. A., & Abdallah, R. M. (2023). The effect of electronic human resource management systems on sustainable competitive advantages: The roles of sustainable innovation and organizational agility. *Sustainability*, 15(23), 16382. <https://doi.org/https://doi.org/10.3390/su152316382>
- Anshori, M. Y., Hanoum, S., & Partiw, S. G. (2025). *Human Resources Management 5.0 People Analytics, Digital Human Resources, dan Kepemimpinan Human Centered*. Deepublish.
- Balog, K. (2020). The concept and competitiveness of agile organization in the fourth industrial revolution's drift. *Strategic Management-International Journal of Strategic Management and Decision Support Systems in Strategic Management*, 25(3).
- Bose, S. A. (2025). *Organisational agility as an HR competitive advantage in the age of AI: A systematic literature review with insights from ChatGPT*.
- Budiyati, E., Nurhayati, M., & Rihyanti, E. (2025). Peran Gaya Kepemimpinan Agile dalam Meningkatkan Kinerja Organisasi di Era Disrupsi Teknologi. *MAMEN: Jurnal Manajemen*, 4(3), 432–446. <https://doi.org/https://doi.org/10.55123/mamen.v4i3.5784>
- Cahaya, R., & Shaddiq, S. (2025). Strategi HR Masa Depan: Menavigasi Transformasi SDM Menuju Organisasi Adaptif di Era Society 5.0. *Jurnal Riset Multidisiplin Edukasi*, 2(6), 93–104. <https://doi.org/https://doi.org/10.71282/jurmie.v2i6.397>
- Chauhan, R., Jain, K., & Sharma, K. (2025). Strategic human resource management and organizational agility: Enhancing firm adaptability in a

- dynamic market environment. *Journal of Applied Business, Economics and Strategic Management*, 8(1).
- Chukwunweike, J., & Aro, O. E. (2024). Implementing agile management practices in the era of digital transformation. *World Journal of Advanced Research and Reviews*, 24(1), 2223–2242.
- Cohen, L., Manion, L., & Morrison, K. (2002). *Research methods in education*. routledge.
- Creswell, J. W. (2002). *Educational research: Planning, conducting, and evaluating quantitative* (Vol. 7). Prentice Hall Upper Saddle River, NJ.
- Darenny, N., & Amelia, T. N. (2025). Menciptakan Learning Culture Sebagai Keunggulan Kompetitif: Kerangka Kerja Sdm Untuk Mendorong Upskilling Dan Reskilling Karyawan. *Integrative Perspectives of Social and Science Journal*, 2(05 Oktober), 8006–8021.
- Febriani, D. A., Firdausi, J., Ali, D. N., Putri, D. U. Y., Ivada, Z., Widiyanto, K. S., Kholifah, S. S., Rosanti, N. M., & Afrilianti, N. D. (2025). Peran Human Capital dalam Meningkatkan Daya Saing Organisasi di Era Transformasi Digital. *Jurnal Ekonomi Bisnis Dan Kewirausahaan*, 2(4), 48–53. <https://doi.org/https://doi.org/10.69714/nf73h154>
- Forester, B. J., Khater, A. I. A., Afgani, M. W., & Isnaini, M. (2024). Penelitian Kuantitatif: Uji Reliabilitas. *EDU SOCIETY: JURNAL PENDIDIKAN, ILMU SOSIAL DAN PENGABDIAN KEPADA MASYARAKAT*, 4(3), 1812–1820. <https://doi.org/https://doi.org/10.56832/edu.v4i3.577>
- Jian, W., Orlina-Ursula, D., & Regua, R. (2024). The role of strategic human resource management in achieving organizational agility. *International Journal of Science and Engineering Applications*, 13(8), 47–51.
- Kocot, M., & Olak, A. (2024). THE USE OF AGILE PRACTICES IN SHAPING THE ORGANIZATION'S COMPETITIVE ADVANTAGE. *Scientific Papers of Silesian University of Technology. Organization & Management/Zeszyty Naukowe Politechniki Slaskiej. Seria Organizacji i Zarzadzanie*, 196.
- Kusnanto, E., Hadi, S. P., & Zega, M. N. (2025). Sistem Pengenalan Manajemen Dalam Era Industri 5.0: Mewujudkan Organisasi Yang Agile dan Responsif. *Ekspresi: Publikasi Kegiatan Pengabdian Indonesia*, 2(1), 82–93. <https://doi.org/https://doi.org/10.62383/ekspresi.v2i1.514>
- Mattajang, R. (2023). Organizational agility: HR Practices for facing rapid change in the digital era. *Jurnal Info Sains: Informatika Dan Sains*, 13(03), 829–837.
- Musa, S., & Enggarsyah, D. T. P. (2025). Absorptive capacity, organizational creativity, organizational agility, organizational resilience and competitive advantage in disruptive environments. *Journal of Strategy and Management*, 18(2), 303–325. <https://doi.org/https://doi.org/10.1108/JSMA-10-2023-0265>
- Nurimansjah, R. A. (2023). Dynamics of Human Resource Management: Integrating Technology, Sustainability, and Adaptability in the Modern Organizational Landscape. *Golden Ratio of Mapping Idea and Literature Format*, 3(2), 120–139. <https://doi.org/https://doi.org/10.52970/grmilf.v3i2.324>

- Oda, I. D., & Elmansyah, M. (2025). ANALISIS ORGANISASI DAN KEUNGGULAN KOMPETITIF: STRATEGI, KAPABILITAS DINAMIS, DAN INOVASI DALAM ERA DISRUPSI GLOBAL. *Musyitari: Jurnal Manajemen, Akuntansi, Dan Ekonomi*, 25(1), 2161–2170.
- Omachi, V. O., & Ajewumi, O. E. (2024). The influence of agile organizational design on employee engagement and performance in the digital age. *International Journal of Research Publication and Reviews*, 5(10), 25–39.
- Pahlan, M., Malian, I., Kesuma, D., & Fitriadi, H. (2025). Transformasi peran sumber daya manusia di era digital: pengaruh kompetensi digital dan budaya organisasi yang adaptif terhadap kinerja manajer sumber daya manusia. *Balance: Jurnal Akuntansi Dan Manajemen*, 4(2), 1152–1161.
- Rahmat, T., & Apriliani, D. (2024). The Effectiveness of Islamic Human Capital Management Strategies in Building Agile and Well-being-Oriented Organizations. *KarismaPro*, 15(02), 66–76. <https://doi.org/https://doi.org/10.53675/karismapro.v15i02.1436>
- Schellinger, J., & Bänziger, J. (2022). Agiles Human Resource Management: Konsequenzen agiler Unternehmensstrukturen für das HRM. In *Resilienz durch Organisationsentwicklung: Forschung und Praxis* (pp. 253–291). Springer.
- Stafrezar, B. (2025). Manajemen Perusahaan di Era 4.0: Studi tentang Kepemimpinan Adaptif dan Agilitas Organisasi. *JOURNAL OF ECONOMICS, BUSINESS, MANAGEMENT, ACCOUNTING AND SOCIAL SCIENCES*, 3(3), 184–195. <https://doi.org/https://doi.org/10.63200/jebmass.v3i3.191>
- Sutrisno, S., Ausat, A. M. A., & Junaidi, A. (2025). Analisis Peran Strategis Human Capital Agility Dan Digital Readiness Dalam Mengoptimalkan Kinerja Tim Virtual Pada Dinamika Lingkungan Kerja Hibrida Berbasis Teknologi Adaptif. *Jurnal Minfo Polgan*, 14(2), 2850–2861. <https://doi.org/https://doi.org/10.33395/jmp.v14i2.15567>
- Temitope, A. O. (2022). Agile and organizational culture: Fostering agile values and mindset. *International Journal of Science and Research Archive*, 7(2), 672–681.
- Tiwow, G. M., Batmetan, J. R., Sumual, T. E. M., & Sumual, S. D. M. (2023). Human resources management in trouble time: Strategy to increase organization agility for digital transformation in university. *International Journal of Information Technology and Education*, 2(4), 99–112. <https://doi.org/https://doi.org/10.62711/ijite.v2i4.166>
- Umboh, W. E. O. (2025). Transformasi Digital dalam Manajemen SDM: Studi tentang Strategi Adaptasi di Era AI pada Industri Perbankan Indonesia. *SENTRI: Jurnal Riset Ilmiah*, 4(9), 1999–2013. <https://doi.org/https://doi.org/10.55681/sentri.v4i9.4578>
- Yaacob, N. I., Vasudevan, H., & Bhide, H. N. (2025). Effect of Adaptability to Technological Disruption in the Relationship between Agile Organizational Environments and Technological Revolution on Organizational Performance. *Semarak Advanced Research in Organizational Behaviour*, 5(1), 1–16. <https://doi.org/https://doi.org/10.37934/sarob.5.1.116a>