

# DIGITAL HUMAN RESOURCE STRATEGY AND SUSTAINABLE COMMUNITY EMPOWERMENT: THE MEDIATING ROLE OF COMMUNITY HUMAN CAPITAL IN THE INDONESIAN DIASPORA IN THAILAND

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**ABSTRACT** Digital transformation has profoundly reshaped organisational structures, knowledge exchange processes, and human resource management practices. While Digital Human Resource Management (Digital HRM) has been extensively examined in corporate contexts, its application within diaspora and community-based organisations remains underexplored. Diaspora communities increasingly function as transnational actors facilitating cultural diplomacy, knowledge exchange, and sustainable community empowerment. This study investigates the implementation of digital human resource strategies within diaspora communities and examines their role in enhancing community human capital and sustainable empowerment. A qualitative case study was conducted in Kampung Indonesia, Nonthaburi, Thailand, involving twelve key informants. Data were collected through in-depth interviews, participant observation, and document analysis, and analysed using thematic analysis supported by a SWOT framework. The findings reveal that digital HR strategies significantly enhance organisational coordination, volunteer management, and knowledge exchange through digital platforms. Community human capital—strengthened through digital literacy, collaboration, and international engagement—acts as a mediating mechanism in achieving sustainable outcomes. This study proposes an integrative conceptual model linking Digital HR Strategy, Community Human Capital, and Sustainable Community Empowerment, thereby extending Digital HRM literature into diaspora-based social contexts.

**KEYWORDS:** *Digital HR Strategy; Community Human Capital; Diaspora Community; Sustainable Community Empowerment; International Collaboration.*

## **1. INTRODUCTION**

Globalisation and digital transformation have fundamentally reshaped social structures, economic systems, and organisational practices across sectors. The rapid advancement of digital technologies, artificial intelligence, and data-driven systems has compelled organisations to operate within increasingly interconnected and dynamic environments. In this context, knowledge exchange, technology adoption, and cross-border collaboration have emerged as critical drivers of both economic and social development. Beyond transforming business models, digital transformation has also redefined how organisations manage human resources and build social capacity within communities.

Within this evolving landscape, human capital development has become a central component in fostering sustainable development and community empowerment. Human capital theory emphasises that investments in education, knowledge, and skills enhance productivity while supporting social innovation. From a strategic perspective, human resource management has shifted from an administrative function to a value-creating mechanism that strengthens organisational competitiveness and resilience. Consequently, aligning human resource strategies with organisational objectives is essential for navigating complex and rapidly changing environments.

The emergence of Digital Human Resource Management (Digital HRM) reflects this transformation. Digital HRM integrates digital technologies, data analytics, and artificial intelligence into workforce management processes, enabling organisations to enhance operational efficiency, improve decision-making quality, and increase organisational agility. However, existing literature predominantly focuses on corporate and industrial settings, with limited attention to community-based organisations and diaspora networks. This represents a significant research gap, as such organisations face comparable challenges, including volunteer coordination, competency development, and resource management, albeit within more socially embedded and culturally complex contexts.

Diaspora communities, in particular, have increasingly been recognised as transnational social actors contributing to knowledge exchange, cultural diplomacy, and cross-border development. These communities not only preserve cultural identity but also function as connectors between local and global networks, thereby facilitating social innovation and international collaboration. In this regard, diaspora organisations represent an important yet underexplored context for examining the application of digital HR strategies.

An illustrative case is Kampung Indonesia in Nonthaburi, Thailand, developed by the Muhammadiyah community through collaboration between PCIM Thailand and the Muhammadiyah Association of Thailand. This initiative serves as a hub for social, educational, and cultural activities for the Indonesian diaspora. Programmes such as language education, cultural festivals, and culinary promotion demonstrate how diaspora communities function as platforms for cultural diplomacy and international social exchange.

Despite these strengths, managing volunteer-based diaspora organisations presents several structural challenges, including uneven digital literacy, the absence of technology-based HR systems, and the complexity of coordinating geographically dispersed stakeholders. These challenges highlight the need for adaptive and strategically aligned human resource practices capable of responding to digital transformation. At the same time, digital technologies offer significant opportunities to enhance coordination, facilitate cross-border communication, and expand participation in community programmes, thereby strengthening organisational capacity and social impact.

Nevertheless, studies integrating digital HR strategies, human capital development, and diaspora-based community empowerment remain limited. Most Digital HRM research continues to prioritise business organisations, leaving a gap in understanding its relevance within civil society and community contexts.

Therefore, this study aims to address this research gap by examining the role of digital human resource strategies within diaspora communities and exploring the mediating mechanism of community human capital in achieving sustainable community empowerment. This study offers a novel contribution by proposing an integrative conceptual model that links Digital Human Resource Strategy, Community Human Capital, and Sustainable Community Empowerment within a transnational diaspora context.

Based on the research phenomenon, identified research gaps, and theoretical gaps, the research questions of this study are formulated as follows:

1. How can the implementation of digital human resource strategies in managing diaspora communities in Kampung Indonesia, Nonthaburi, Thailand be analyzed?
2. How does the role of digital human resource strategies contribute to enhancing community human capital capabilities and supporting diaspora-based community empowerment?
3. How can a conceptual model be developed to explain the relationship between digital human resource strategies, international multidisciplinary collaboration, and sustainable community

development through diaspora communities?

Based on the research questions, the objectives of this study are as follows:

1. To analyze the implementation of digital human resource strategies in managing diaspora communities in Kampung Indonesia, Nonthaburi, Thailand.
2. To examine the role of digital human resource strategies in enhancing community human capital capabilities and supporting diaspora-based community empowerment.
2. To develop a conceptual model that explains the relationship between digital human resource strategies, international multidisciplinary collaboration, and sustainable community development through diaspora communities.

## **Theoretical Framework and Literature Review**

### *a. Strategic Human Resource Management*

Strategic Human Resource Management (SHRM) refers to an approach that emphasises the alignment between human resource practices and organisational strategy to achieve sustainable organisational performance. From a strategic perspective, the HR function extends beyond administrative responsibilities and operates as a value-creating mechanism through the effective development and utilisation of human capital (Armstrong, 2020). Within this framework, human resources are conceptualised as strategic assets that contribute to the creation of competitive advantage. Organisations that effectively manage human capital demonstrate a greater capacity to respond to dynamic environmental changes, including technological advancements, globalisation, and digital transformation (Lepak & Gowan, 2021). Consequently, HR development strategies must be systematically integrated with broader organisational objectives to ensure adaptability and long-term sustainability.

Contemporary literature further highlights the transformation of HR into a strategic partner actively involved in decision-making, capability development, and talent management. This evolution underscores the importance of leadership development, organisational learning, and innovation as core components of strategic management (Ulrich, 2019). Moreover, effective HR governance plays a critical role in aligning workforce practices with external environmental dynamics, enabling organisations to respond proactively to continuous change (Farndale et al., 2021).

*b. Digital Transformation in Human Resource Management*

Digital transformation refers to organisational change driven by the integration of digital technologies into business processes, organisational structures, and operational models, with the aim of enhancing efficiency, innovation, and value creation (Hanelt et al., 2021). The rapid advancement of artificial intelligence, big data analytics, cloud computing, and digital information systems has fundamentally reshaped human resource management practices in contemporary organisations. These technologies enable organisations to improve operational efficiency through administrative automation, workforce analytics, and technology-driven performance management systems (Stone et al., 2020).

This transformation has given rise to Digital Human Resource Management (Digital HRM), which leverages digital technologies to enhance the effectiveness and strategic value of HR functions, including recruitment, learning and development, performance management, and HR analytics (Bondarouk & Brewster, 2021). A critical component of Digital HRM is HR analytics, which transforms workforce data into actionable insights that support evidence-based decision-making, strategic workforce planning, and organisational performance improvement (Marler & Boudreau, 2017).

Furthermore, the integration of artificial intelligence facilitates human–machine collaboration, enhancing productivity while simultaneously requiring the development of new competencies, particularly analytical, digital, and interdisciplinary skills (Davenport & Kirby, 2022). Consequently, digital transformation extends beyond technological adoption to encompass fundamental changes in organisational structures, work processes, and workforce capabilities.

*c. Human Capital Development in the Digital*

Human capital refers to investments in education, skills, and knowledge that enhance individual and organisational productivity, serving as a critical driver of sustainable economic and social development (World Bank, 2023). In contemporary contexts, human capital extends beyond technical expertise to include digital competencies, critical thinking, and adaptability to technological change. The World Economic Forum (2023) further highlights key future skills, including technological literacy, data analysis, creativity, and interdisciplinary collaboration, as essential capabilities in the digital economy. Training and development constitute central components of human capital strategies, enabling organisations to build adaptive and resilient workforces capable of responding to rapidly evolving environments (Noe, 2020). A systemic approach that integrates organisational

learning, leadership development, and career management further strengthens sustainable workforce capabilities and long-term organisational performance (Garavan et al., 2021).

From a global perspective, adaptive talent management strategies that link local capabilities with international networks enhance organisational competitiveness and innovation capacity (Meyer & Xin, 2022). In this regard, human capital development is not only an internal organisational process but also a strategic mechanism for engaging with global knowledge ecosystems and collaborative networks. Within community-based and diaspora organisations, human capital development plays a particularly critical role in strengthening organisational capacity and supporting sustainable community empowerment. Unlike corporate environments, such organisations rely heavily on volunteer participation, social capital, and cross-cultural collaboration, which require more adaptive, inclusive, and context-sensitive approaches to human resource development.

#### *d. Digital Leadership and Organizational Transformation*

Leadership is a critical factor in organisational transformation, requiring the ability to create strategic vision, foster innovation, and promote collaboration (De Waal, 2020). In the digital era, leadership has evolved into digital leadership, emphasising technological understanding, change management, and innovation capability. Successful digital transformation depends not only on technology but also on leaders who can integrate digital initiatives into organisational strategy and cultivate an innovative culture (Kane et al., 2020). Agile management further enhances organisational responsiveness through flexibility and cross-functional collaboration (Cappelli & Tavis, 2021). However, digital transformation also raises ethical concerns, particularly regarding data protection and algorithmic transparency, requiring leaders to ensure responsible and sustainable implementation (Floridi, 2019).

#### *e. Digital Human Resource Strategy for Community Empowerment*

Digital technological advancements create significant opportunities for human resource management across both business and community-based organisations. From a digital transformation perspective, HR strategies must integrate digital technologies with competency development to enhance organisational capacity (Dwiwarman, Denny Aditya., 2024). Digital HR strategies encompass workforce planning, digital competency development, and digital leadership, enabling organisations to improve HR effectiveness and adapt to dynamic environments. Digital communication plays a crucial role in facilitating organisational change by enhancing coordination,

accelerating decision-making, and increasing participation (Dwiwarman, DennyAditya., 2024). In diaspora communities, digital HR strategies support volunteer coordination, strengthen member competencies, and expand international collaboration networks. Moreover, digital communication enhances community resilience and collective identity within digital spaces (Andriani et al., 2026).

Consequently, the integration of digital HR strategies into diaspora community management strengthens human capital capacity, improves organisational coordination, and supports sustainable community development

*f. Conceptual Model of the Study*

This study proposes a conceptual model that positions digital human resource strategies as the primary driver of community human capital development, which subsequently contributes to sustainable community empowerment. Grounded in the Strategic Human Resource Management (SHRM) perspective, the alignment between organisational strategy and HR practices is essential for enhancing organisational performance and achieving sustainable competitive advantage (Armstrong, 2020; Lepak & Gowan, 2021). Within this framework, human capital is conceptualised as a strategic asset that strengthens organisational capacity in responding to complex and dynamic environments (Ulrich, 2019).

In the context of digital transformation, HR strategies have evolved through the integration of digital technologies, data analytics, and information systems, encouraging more adaptive and flexible workforce management approaches aligned with Industry 4.0 developments (Bondarouk & Brewster, 2021; Schwab, 2021). Accordingly, this study conceptualises digital HR strategy through three key dimensions: digital workforce planning, digital competency development, and digital leadership, which collectively enhance organisational responsiveness in digital environments.

Community human capital capability is positioned as a mediating variable that explains the mechanism through which digital HR strategies generate social impact in the form of sustainable community empowerment. Effective human capital development enhances knowledge, skills, and collaborative capacity within communities, thereby strengthening organisational effectiveness and social outcomes (Garavan et al., 2021). In diaspora contexts, human capital plays a particularly critical role in managing cross-border social, educational, and cultural initiatives, as well as facilitating transnational collaboration (Meyer & Xin, 2022).

Furthermore, international multidisciplinary collaboration is introduced as a moderating variable that strengthens the relationship between digital HR strategies and community human capital

development. Through knowledge transfer, global partnerships, and collaborative learning processes, digital technologies enable diaspora communities to expand international networks, enhance organisational coordination, and improve programme effectiveness.

*g. Explanation of the Conceptual Model*

The conceptual model of this study positions digital human resource strategy as the primary determinant of community human capital capability, which subsequently influences sustainable community empowerment. This framework reflects the strategic role of digital HR practices in enhancing organisational capacity and generating social impact within diaspora-based community contexts. Digital human resource strategy is operationalised through three key dimensions: digital workforce planning, digital competency development, and digital leadership.

The implementation of these dimensions enhances digital literacy, strengthens volunteer management capabilities, and facilitates collaboration and knowledge transfer within the community. Collectively, these elements contribute to improved organisational coordination and adaptive capacity in responding to dynamic environmental changes. Community human capital capability is conceptualised as a mediating variable that explains the underlying mechanism through which digital HR strategies translate into sustainable social outcomes. Through the development of knowledge, skills, and collaborative capacity, human capital enables community organisations to effectively manage programmes and achieve long-term impact.

Furthermore, international multidisciplinary collaboration is introduced as a moderating variable that strengthens the relationship between digital human resource strategies and community human capital development. Through global partnerships, knowledge exchange, and cross-cultural interaction, collaboration enhances the effectiveness of digital HR practices and supports the sustainability of community initiatives.

## **2. METHOD**

### **2.1 Research Approach and Design**

This study adopts a qualitative approach using a case study design to examine the implementation of digital human resource strategies within the context of diaspora community empowerment. The qualitative approach is particularly appropriate for exploring complex social dynamics, organisational processes, and human resource management practices within culturally embedded community contexts (Armstrong, 2020; Farndale et al., 2021). In the era of digital

transformation, organisational and human resource management practices have been significantly reshaped through the integration of digital technologies, data analytics, and artificial intelligence into decision-making processes (Bondarouk & Brewster, 2021). Consequently, community-based organisations are required to develop adaptive human resource strategies that enhance digital competencies and enable effective responses to ongoing technological change (Dwiwarman, 2025).

The case study focuses on Kampung Indonesia in Nonthaburi, Thailand, an Indonesian diaspora community actively engaged in social, educational, and cultural diplomacy. This context provides strong empirical relevance for examining community-based empowerment within a transnational setting characterised by international collaboration and cross-cultural interaction.

The case study design enables an in-depth and contextually grounded analysis of the relationships between digital human resource strategies, community human capital capability, and sustainable community empowerment. By capturing real-world organisational dynamics, this approach facilitates a comprehensive understanding of how digital HR practices contribute to social outcomes within diaspora community organisations.

## **2.2 Research Site**

The study was conducted at Kampung Indonesia in Nonthaburi, Thailand, a diaspora community established by:

- The Special Branch Leadership of Muhammadiyah (PCIM) Thailand
- The Muhammadiyah Association of Thailand

This community functions as a center for social, educational, and cultural activities for the Indonesian diaspora in Thailand, as well as a platform for cultural diplomacy between Indonesia and Thailand.

## **2.3 Research Informants**

Research informants were selected using purposive sampling, which involves selecting participants based on their direct involvement in the management of the diaspora community.

<b>No</b>	<b>Informants</b>	<b>Role</b>	<b>Number</b>
1	Diaspora Community Leaders	Program policy decision-makers	2
2	Kampung Indonesia Managers	Community activity coordinators	2

No	Informants	Role	Number
3	Community Volunteers	Implementers of social programs	4
4	Community Educators	Education program instructors	2
5	International Collaboration Partners	Academics / partner organizations	2
	<b>Total Informants</b>		<b>12</b>

## 2.4 Data Collection Techniques

This study employs methodological triangulation to obtain comprehensive and reliable data.

### 1. In-Depth Interviews

Semi-structured interviews were conducted to gain an in-depth understanding of:

- a. the implementation of digital human resource strategies
- b. the development of community digital competencies
- c. leadership within diaspora communities
- d. international collaboration

Interviews enable researchers to explore the experiences and perspectives of key actors within the community organization (Garavan et al., 2021).

### 2. Participant Observation

Participant observation was conducted by directly observing community activities, including:

- a) educational programs
- b) cultural activities
- c) community training sessions
- d) digitally coordinated volunteer activities

Observation provides insights into social dynamics and organizational practices within their real-life context.

### 3. Document Analysis

The documents analyzed include:

- a. community activity reports
- b. social program documents
- c. community training materials

d. documentation of cultural activities

Document analysis is used to strengthen research findings obtained from interviews and observations.

#### 4. Data Analysis Techniques

Data were analyzed using thematic analysis through several stages:

1. Data Reduction

Selecting data relevant to the research focus.

2. Coding and Categorization

Organizing data into key themes such as digital HR strategy, human capital development, and community empowerment.

3. Data Interpretation

Linking empirical findings with the theoretical framework of the study.

Table: Coding and Thematic Analysis

<b>Code</b>	<b>Theme</b>	<b>Sub-Theme</b>
T1	Digital HR Strategy	Digital workforce planning
T2	Digital Competency	Volunteer digital literacy
T3	Digital Leadership	Technology-based coordination
T4	Human Capital	Community capacity development
T5	International Collaboration	Academic and social partnerships
T6	Community Empowerment	Educational and cultural programs

#### 5. Data Triangulation

To enhance the validity of the study, both source and methodological triangulation were employed by comparing:

- a. interview results
- b. observation findings
- c. organizational documents

The triangulation approach ensures the consistency and reliability of the research findings.

#### 6. Research Validity (Trustworthiness)

The quality of the research is ensured through four criteria:

a) Credibility

Achieved through data triangulation and member checking with informants.

b) Transferability

The study provides a detailed contextual description of the diaspora community.

c) Dependability

The research process is systematically documented.

d) Confirmability

Data interpretation is based on empirical evidence derived from multiple data sources

### 3. RESULT AND DISCUSSION

#### 3.1 Result

##### **SWOT Analysis in the Implementation of Digital Human Resource Strategy in Diaspora Communities**

SWOT analysis is employed to examine the internal and external factors influencing the implementation of digital human resource strategies in managing diaspora communities in Kampung Indonesia, Nonthaburi, Thailand. This analytical framework provides a systematic basis for understanding how organisational strengths and weaknesses interact with external opportunities and threats in supporting sustainable community empowerment.

From an internal perspective, the diaspora community demonstrates several key strengths. Strong social capital, reflected in high levels of member solidarity, enhances organisational cohesion and programme sustainability. Institutional support from PCIM Thailand and the Muhammadiyah Association further reinforces organisational legitimacy and capacity. Additionally, extensive international collaboration networks involving academics and social organisations facilitate knowledge transfer and competency development. The diversity of educational, cultural, and social programmes also reflects the community's experience in managing community-based initiatives. Collectively, these strengths establish a robust foundation for the development of digital HR strategies that enhance organisational responsiveness to digital transformation.

However, several internal weaknesses persist. Digital literacy among community members remains uneven, limiting the effective utilisation of digital technologies. Volunteer management systems are not fully digitalised, resulting in continued reliance on informal communication mechanisms. Moreover, limited professional human resources and financial constraints hinder systematic programme management and the development of digital systems. The absence of structured knowledge management practices further restricts organisational learning and documentation. These limitations highlight the need to strengthen digital-based human capital to improve organisational adaptability. From an external perspective, the community faces significant opportunities.

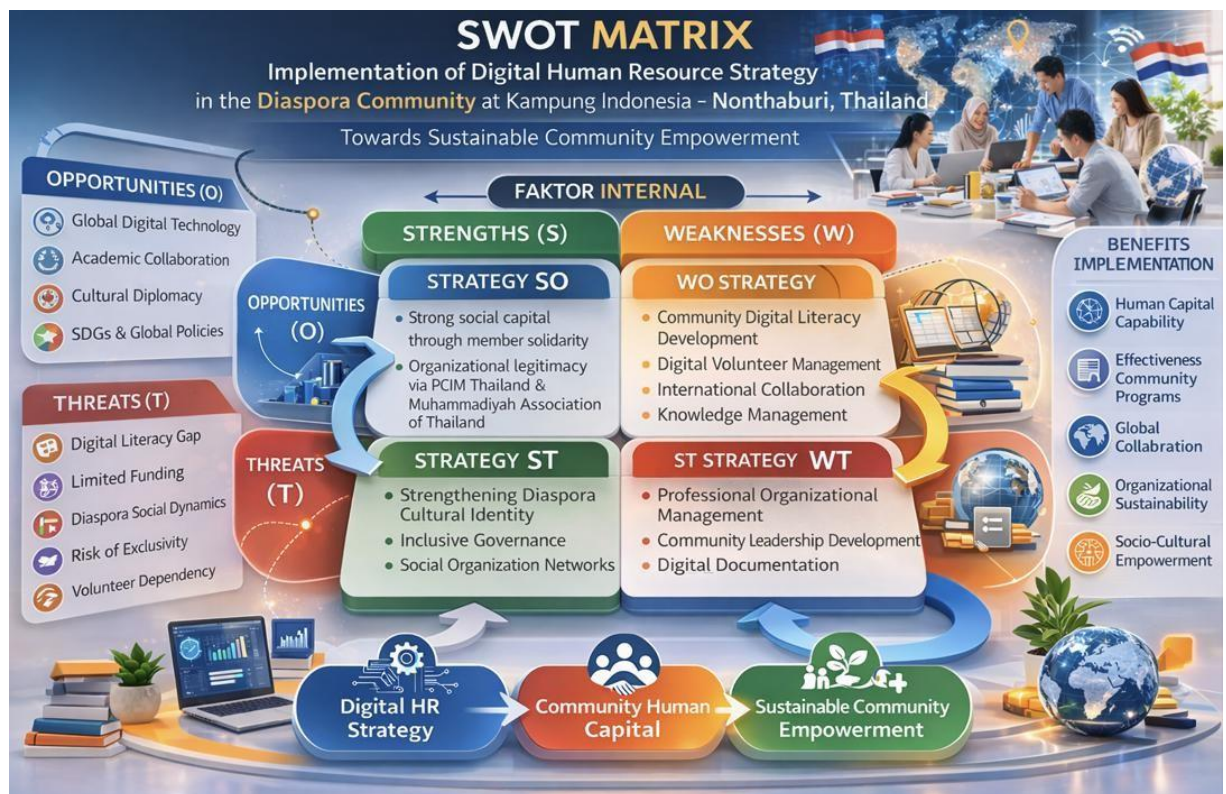
Advances in digital technologies enable more effective global coordination through communication platforms. Increasing international collaboration offers opportunities to expand partnerships and enhance organisational capacity. Furthermore, growing global attention to cultural diplomacy and sustainable development (SDGs) provides strategic avenues for diaspora communities to extend their social impact. Digital platforms also support improved coordination and programme effectiveness. Nevertheless, external threats remain evident. Persistent digital literacy gaps may hinder digital transformation, while financial limitations constrain technological development.

Changes in diaspora social dynamics may affect participation levels, and limited engagement with local communities may lead to organisational exclusivity. In addition, dependence on volunteer-based systems raises concerns regarding long-term sustainability. These threats underscore the importance of adaptive and resilient strategies in responding to evolving social and technological environments.

The SWOT matrix facilitates the formulation of four strategic responses. SO strategies emphasise leveraging organisational strengths to exploit external opportunities, including the development of digital platforms, enhancement of digital competencies, promotion of cultural diplomacy, and integration of technology into programme management. WO strategies focus on addressing internal weaknesses by leveraging external opportunities, particularly through digital literacy training, the implementation of technology-based volunteer management systems, international collaboration, and knowledge management development. ST strategies aim to utilise organisational strengths to mitigate external threats by strengthening cultural identity, promoting inclusive governance, and enhancing transparency through digital technologies. WT strategies

prioritise minimising weaknesses and avoiding threats through professionalisation of organisational management, leadership development, digital documentation systems, and diversification of funding sources.

Overall, the findings demonstrate that digital human resource strategies function as a critical mechanism for strengthening diaspora community organisational capacity. By enhancing digital competencies, improving coordination, and leveraging global collaboration, these strategies contribute significantly to sustainable community empowerment.



**Figure 2.** SWOT Matrix in the Implementation of Digital Human Resource Strategy in Diaspora Communities

The figure illustrates the interaction between internal organisational factors (strengths and weaknesses) and external environmental factors (opportunities and threats) in formulating digital transformation-based management strategies for diaspora communities. In this study, SWOT analysis serves as a strategic framework to assess the organisational position of Kampung Indonesia in Nonthaburi, Thailand, in developing digital human resource strategies that support sustainable community empowerment. From an internal perspective, the community benefits from strong social capital, extensive international networks, and institutional support, which collectively facilitate

knowledge transfer, organisational learning, and programme sustainability (Armstrong, 2020; Lepak & Gowan, 2021).

However, several challenges remain evident, including uneven levels of digital literacy, limited digitalisation of volunteer management systems, and constrained organisational resources (Dwiwarman, 2025; Noe, 2020). These limitations indicate the need for strengthening digital competencies and improving organisational systems to enhance overall capacity. From an external perspective, significant opportunities arise from advancements in digital communication technologies, increasing global collaboration, and the growing role of cultural diplomacy in international relations. At the same time, external threats persist, including digital inequality, financial constraints, and dynamic changes within diaspora communities that may affect participation and programme continuity (Aditya, 2024; Van der Voet & Vermeeren, 2021).

The SWOT framework generates four strategic responses. SO strategies focus on leveraging internal strengths to exploit external opportunities, particularly through the development of digital platforms, enhancement of digital competencies, and expansion of international collaboration. WO strategies aim to address internal weaknesses by utilising external opportunities, including digital literacy training and the implementation of technology-based management systems. ST strategies emphasise the use of organisational strengths to mitigate external threats, while WT strategies prioritise minimising vulnerabilities through organisational strengthening and resource optimisation.

## **3.2 Discussion**

### **1. Implementation of Digital Human Resource Strategy in Managing Diaspora Communities**

The findings indicate that digital human resource strategies play a pivotal role in enhancing organisational effectiveness within diaspora communities in Kampung Indonesia, Nonthaburi, Thailand. The adoption of digital technologies enables more systematic management of organisational activities through digital communication platforms, coordinated programmes, and technology-based volunteer management systems.

Empirical evidence from interviews demonstrates that digital tools significantly improve coordination among geographically dispersed members, transforming previously informal processes into more structured and efficient organisational systems. These findings are consistent with the Digital Human Resource Management (Digital HRM) perspective, which emphasises that the integration of digital technologies into HR practices enhances organisational efficiency, coordination,

and decision-making quality (Bondarouk & Brewster, 2021; Stone et al., 2020). In the context of diaspora communities, digital technologies further facilitate cross-border collaboration, strengthening transnational coordination and communication among members.

However, several challenges remain evident. Variations in digital literacy among community members limit the optimal utilisation of digital platforms, thereby constraining the effectiveness of digital HR implementation. This finding highlights the critical importance of digital competency development as a core component of human resource strategies, particularly in community-based organisational settings (Noe, 2020).

## **2. Development of Community Human Capital in the Era of Digital Transformation.**

The findings indicate that human capital development is a critical factor in supporting the effective implementation of digital human resource strategies within diaspora communities. In this context, human capital extends beyond technical skills to include collaborative capacity, organisational capability, and adaptability to technological change. Empirical evidence shows that diaspora communities actively implement training programmes to enhance members' digital competencies, improving their ability to manage community activities effectively.

These findings reinforce the view that human capital development is a strategic process encompassing individual skill enhancement, organisational capacity building, and the strengthening of collaborative networks (Garavan et al., 2021). In diaspora contexts, this also involves the ability to operate within global environments and engage in cross-cultural collaboration. Furthermore, international multidisciplinary collaboration strengthens human capital development through knowledge transfer and network expansion (Meyer & Xin, 2022).

Consistent with global trends, digital skill development is essential for organisational adaptability (World Economic Forum, 2023). Overall, community human capital development enhances the effectiveness of digital HR strategies and strengthens organisational capacity in responding to digital transformation.

## **3. The Role of Digital HR Strategy in Supporting Sustainable Community Empowerment**

The findings indicate that digital human resource strategies significantly strengthen organisational capacity and support sustainable community empowerment within diaspora contexts. Kampung Indonesia in Nonthaburi functions as an integrative social space that combines educational, cultural, and social activities, engaging both diaspora and local communities. Empirical evidence

suggests that these initiatives extend beyond internal coordination to enhance cross-cultural interaction and cultural diplomacy, thereby reinforcing the community's role as a transnational social actor.

These findings are consistent with the digital transformation perspective, which emphasises the emergence of new forms of social collaboration enabled by digital technologies. Such technologies allow community organisations to expand collaboration networks, improve programme effectiveness, and enhance social impact (Schwab, 2021; Hanelt et al., 2021). In this context, strengthening human capital through education, skills development, and competency enhancement is essential for achieving sustainable development outcomes (World Bank, 2023). Furthermore, digital communication technologies contribute to increased community resilience and participation in social initiatives, particularly within digitally connected environments (Andriani et al., 2026).

#### **4. CONCLUSION**

##### **1. Implementation of Digital Human Resource Strategies**

The study concludes that digital human resource strategies have been effectively implemented in managing diaspora communities in Kampung Indonesia, Nonthaburi, Thailand. The utilisation of digital platforms enhances coordination, communication, and organisational efficiency, enabling more structured and systematic management of geographically dispersed community members. However, the effectiveness of implementation is influenced by variations in digital literacy, highlighting the need for continuous digital competency development.

##### **2. Role in Enhancing Human Capital and Community Empowerment**

The findings demonstrate that digital HR strategies play a significant role in strengthening community human capital by improving digital skills, collaborative capacity, and organisational adaptability. This, in turn, supports diaspora-based community empowerment by enabling more effective participation, programme implementation, and cross-cultural engagement within a global environment.

##### **3. Conceptual Model for Sustainable Community Development**

This study develops a conceptual model that explains the interrelationship between digital human resource strategies, international multidisciplinary collaboration, and sustainable community development. The model emphasises that digital HR strategies and global collaboration jointly

enhance community human capital, which subsequently drives sustainable empowerment and strengthens the role of diaspora communities as transnational social actors.

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