Digital Disruption and Social Cohesion: Challenges and Opportunities for Communities

Triyono Adi Saputro, Awalia Rina Rahmawati
Universitas Muhammadiyah Surakarta

e-mail: adi.hes@ums.ac.id

Abstract

Digital disruption has fundamentally changed social interactions, creating challenges and opportunities for social cohesion in communities. This research examines the complex interactions between technology and society, emphasizing that successful communities are those that are able to balance the use of technology for connectivity with authentic face to face interactions. Using normative legal research methods and a case study approach, this research analyzes legal literature such as Law Number 11 of 2008 on Electronic Information and Transactions, as well as other relevant regulations. The results show the importance of digital literacy and social media ethics programs to equip individuals with the ability to think critically and interact responsibly in online spaces. Communities also need to consciously integrate online and offline interactions to ensure technology is a complement, not a substitute, for meaningful personal relationships, in order to create resilient, inclusive and adaptive communities in the future.

Keywords: digital disruption, social cohesion, community

INTRODUCTION

The digital era has brought an inevitable wave of disruption, fundamentally changing the social landscape and the way humans interact. From social media to instant communication platforms, technology has permeated every aspect of life, including the formation and maintenance of communities. The shift from traditional face to face interactions to massive digital connectivity has created a new paradigm in social dynamics, forcing communities to adapt to an unprecedented pace of change. This phenomenon raises crucial questions about how social cohesion as the glue that unites community members to survive and transform in the midst of digitalization [1]. The development of digital technology has become a transformative force that changes various aspects of human life, from the economy, education, to the way people interact with each other. Digital disruption, as a result of rapid and massive technological advancements, has created new opportunities while shaking up existing social systems and orders. Communities as the smallest social unit in society are also directly impacted by these changes. Interactions that used to take place face to face are now shifting to virtual spaces, with various implications for the social dynamics within them [2].

On the one hand, digital disruption offers tremendous opportunities to strengthen social cohesion. Technology has broken down geographical barriers, allowing individuals with similar interests to form strong virtual communities, regardless of their physical location. Platforms facilitate the rapid exchange of information, the mobilization of resources for a common cause, and even the creation of large-scale social movements. Communities can now maintain continuous communication, share experiences, and provide mutual support with great efficiency,

279

which in turn can strengthen the sense of belonging and solidarity among its members [3].

One aspect that is severely impacted by digital disruption is social cohesion. Social cohesion refers to the level of attachment, solidarity and sense of community within a group or community. When the way people communicate changes due to digitalization, social relations also shift. On the one hand, technology speeds up information exchange and expands networks between community members, but on the other hand, it can also lead to emotional disconnection, polarization, and increased individualism. These changes can threaten the cohesive structure that has been a strong foundation in the sustainability of the community. In addition, digital transformation also creates gaps in access to technology. Not all community members have the same ability or resources to access digital information or to utilize technology optimally. This digital inequality has the potential to create marginalized social groups, leading to social fragmentation within the community. This is a major challenge for social integration and equitable community based development in the digital era [4].

However, digital disruption is not solely a threat. If manerad well, technological advances can be utilized as a means to strengthen social solidarity and build more inclusive and participatory communities. Communities can utilize digital platforms to share information, voice aspirations, and form impactful social movements. Technology also enables collaboration across geographical boundaries, which enriches perspectives and strengthens social networks between individuals and groups. On the other hand, digital disruption also presents serious challenges to social cohesion. Over-reliance on online interactions can erode the depth of personal relationships and reduce the frequency of face to face meetings that are essential for building trust and empathy [5]. In addition, the phenomenon of "echo chambers" and filter bubbles created by social media algorithms can limit individuals' exposure to diverse views, reinforce polarization and inhibit constructive dialogue. This has the potential to weaken a community's ability to adapt to differences and find solutions together.

In 2025, Rina Tiur Lona conducted a study on the Transformation of Religion's Role in Building Social and Political Ethics in the Midst of Digital Disruption, which showed that religion undergoes a strategic adaptation process, in which spiritual values are re-presented through digital platforms to answer challenges such as ethical crises, ideological polarization, and the spread of misleading information. This transformation not only expands the reach of religion's influence, but also strengthens its capacity to shape collective consciousness, strengthen social cohesion, and instill public ethics in the dynamics of digital politics [6]. In addition, another research from Muhamad Agung Dharmajaya in 2025 on Building Sustainable Trust in the Era of Disruptive Communication: A Digital Media and Communication Perspective provides results that building sustainable trust in the field of disruptive communication is an ongoing challenge. Transparency, accountability, education and collaboration are important strategies to maintain credibility and trust [7]. Given these intertwined challenges and opportunities, it is relevant to examine how communities in the digital era can navigate the complexities of disruption. The central question is how communities can harness the potential of digital connectivity to strengthen social bonds without compromising the quality of deep human interactions. This involves a conscious effort to balance online presence with offline interactions, as well as developing digital literacy that enables community members to participate constructively and critically.

Therefore, research and in depth understanding of Community Social Dynamics in the Digital

Era: Challenges and Opportunities is very important. This topic is not only relevant for researchers, but also for community leaders, policy makers, and any individual who wants to understand how we can build and sustain strong social cohesion in an increasingly digitally connected world. Understanding the complex interactions between technology and society is key to creating resilient, inclusive and adaptive communities of the future. Therefore, it is important to deeply understand how digital disruption interacts with social cohesion in community life. With a wise and strategic approach, challenges arising from the digital era can be transformed into opportunities to strengthen community values, expand participation, and create communities that are adaptive to changing times. This study is important as an effort to maintain a balance between technological progress and the sustainability of harmonious social relations in a digital society.

METHOD

This research uses a normative legal research method with a conceptual and case study approach to examine the issue of Digital Disruption and Social Cohesion [8]. As for the data collection techniques in this study, it uses literature review sourced from journals, news, and other online articles, which are then processed using a descriptive qualitative method. This study utilizes ten reference materials from previous research as the basis for analysis, sourced from both national and international journals. Data was collected through a literature study that included legal literature, scientific journals, books, and relevant laws and regulations, such as Law Number 11/2008 on Electronic Information and Transactions (ITE Law) and its amendments, as well as relevant subordinate regulations. The data collected was analyzed descriptively qualitatively to identify and explain the challenges and opportunities faced by communities in maintaining social cohesion in the digital era. This analysis also aims to formulate relevant legal concepts and examine the application of legal rules in real case studies, in order to provide a comprehensive picture of the interaction between digital disruption, social cohesion, and the existing legal framework [9].

RESULTS AND DISCUSSION
Relevance of Digital Disruption and Social Cohesion in Communities in the digital era.

The digital era has brought about a massive wave of change, fundamentally altering the way individuals interact and form communities. Digital disruption, characterized by the rapid penetration of information and communication technologies, has broken down geographical and temporal boundaries, allowing for the creation of vast and diverse social networks. Communities that were once centered on physical spaces such as neighborhoods or workplaces are now increasingly transforming into virtual entities [10]. This shift raises important questions about how social cohesion, the glue that holds community members together, survives and adapts amidst this unstoppable flow of digitalization.

Digital disruption is a phenomenon that drastically changes the way individuals, organizations and communities interact through advances in information technology. The development of the internet, social media, and artificial intelligence has replaced many traditional systems in communication, economy, and culture. On one hand, this opens up great opportunities for communities to grow more dynamic, efficient and inclusive. But on the other hand, this disruption can also undermine the values of togetherness if not accompanied by a critical understanding of its impact on social relations. Social cohesion is a major challenge in the midst

281

of rapid digitalization [11]. When more human interaction takes place online, the risk of polarization, misinformation and social fragmentation increases. Communities that were previously physically solid can become emotionally tenuous due to limited face to face contact, differences in technological access, and social media algorithms that often amplify differences in views. Therefore, building digital awareness and social literacy is key to maintaining the sustainability of social cohesion in the community.

Digital disruption has been a transformative force that has fundamentally altered social dynamics and cohesion within communities. The rise of social media platforms, online forums, and instant communication apps enables interactions that cross geographical boundaries, opening up new opportunities for connection and collaboration. However, this phenomenon also presents significant challenges. Instead of strengthening social bonds, the massive adoption of technology sometimes creates "echo chambers" and polarization, where community members are more exposed to uniform views, thus weakening the ability to dialogue with different viewpoints. In the context of communities in the digital era, the relevance of digital disruption to social cohesion can be seen from two sides. On the one hand, technology becomes a vital tool to mobilize community members for social action, disseminate important information, and create a sense of community through a shared virtual identity. This allows communities to remain solid and connected, even when physical interaction is limited. On the other hand, reliance on digital interactions can erode deeper face to face interactions, which are often the foundation for trust and empathy [12].

However, this pace of change is not always without its problems. On the one hand, an increasing reliance on digital interactions can erode the quality of in-depth face to face relationships, which are a key foundation for trust and empathy. In addition, phenomena such as "echo chambers" and opinion polarization, often amplified by social media algorithms, have the potential to divide communities and inhibit constructive dialogue. These challenges require us to critically understand how technology, instead of being a unifying tool, can be a factor that weakens social bonds and cohesion. Nonetheless, digital disruption also presents tremendous opportunities for communities to strengthen social cohesion. Technology has proven itself to be an effective tool for resource mobilization, dissemination of critical information, and solidarity building among individuals who share a common interest or goal [13]. With wise utilization, technology can be a platform for inclusivity, enabling participation from those who may be marginalized in conventional interactions. Therefore, this paper aims to explore in depth the challenges and opportunities that digital disruption presents to social cohesion, and identify strategies that communities can use to build resilience and solidarity in the digital era.

Although it presents challenges, the digital era also provides opportunities to strengthen social cohesion if utilized wisely. Digital platforms can be used to create spaces for inclusive dialogue, strengthen relationships between community members across geographical boundaries, and strengthen solidarity through online social movements. With a collaborative and adaptive approach to technology, communities can maintain the values of solidarity, trust and empathy in a digitally changing world [14]. Therefore, the relevance of digital disruption to social cohesion cannot be viewed in black and white. Communities that successfully adapt are those that are able to balance the use of technology to facilitate connections, while still prioritizing authentic face to face interactions. The key challenge today is how to harness the power of technology to strengthen social cohesion without compromising the depth of relationships between community members,

ensuring that the digital world is a complement, not a substitute, for meaningful social interactions.

Digital Disruption and Social Cohesion: Challenges and Opportunities for Communities in the Digital Era

The development of digital technology in recent decades has brought about profound changes in various aspects of human life. The emergence of the internet, social media, and advances in information and communication technology have triggered digital disruption, a condition when technological innovations replace old systems and force society to adapt quickly. This disruption not only impacts the economic and industrial sectors, but also significantly affects the patterns of social interaction within communities. One aspect that is directly affected by digital disruption is social cohesion. Social cohesion refers to the level of attachment and solidarity within a community. Amidst the ease of digital communication, there is an irony in the diminishing emotional closeness between community members. Phenomena such as opinion polarization, the spread of hoaxes, and reduced face to face interactions are serious challenges in maintaining togetherness and mutual trust in the digital era [15].

However, it cannot be denied that digital disruption also opens up opportunities to strengthen social cohesion if manerad appropriately. Digital technology can be a tool to empower communities, expand social networks, and facilitate collaboration across regions and backgrounds. Therefore, it is important to further examine how digital disruption affects social cohesion, and how communities can utilize technology to strengthen solidarity and enhance social sustainability in this digital era. Digital disruption refers to the profound changes that technological advances, especially information and communication technologies, have brought to the way people live. The internet, social media, artificial intelligence and digital platforms have changed the way individuals interact, work and organize [16]. In the context of communities, these changes have not only created greater efficiency and connectivity, but also shifted the pattern of social relationships from direct and physical to virtual and often instantaneous. This transformation has a significant impact on social cohesion, which is the extent to which community members feel connected, have mutual trust and solidarity.

Digital disruption has become a transformative force that fundamentally alters social dynamics and cohesion within communities. The emergence of social media, online forums and various communication apps enables interactions that cross geographical boundaries. This opens up new opportunities for community members to connect and collaborate in ways that were previously impossible. These intense online interactions often create a sense of community through shared virtual identities. On the one hand, technology accelerates the dissemination of information and enables the mobilization of community members for a common cause, such as social action or fundraising campaigns. This suggests that digital disruption can be a powerful catalyst for strengthening social bonds and a sense of solidarity [17]. While it offers many opportunities, digital disruption also brings major challenges to social cohesion. One of the main challenges is the "echo chamber" phenomenon, where community members are more exposed to uniform views. Social media algorithms tend to serve content that matches users' preferences, thereby reinforcing existing beliefs and reducing exposure to different viewpoints. This can create polarization and weaken the ability for constructive dialogue. Moreover, reliance on digital interactions can erode deeper face to face interactions, which are an important foundation for

building authentic interpersonal trust, empathy and understanding.

The main challenges of digital disruption are evident in ethical, economic, and trust aspects. The literature review highlights cases of moral and ethical degradation on social media, where platforms intended to facilitate communication have become vehicles for the spread of negative content such as hoaxes, cyberbullying, and hate speech. This phenomenon directly damages social cohesion because it causes division, triggers intergroup conflict, and erodes the shared values that the community has long held dear. From an economic and social perspective, the most prominent challenges of digital disruption are the Digital Divide and structural unemployment [18]. Research on the impact of Artificial Intelligence (AI) shows that automation replaces routine jobs, leading to many workers losing their livelihoods and triggering structural unemployment. At the same time, the digital divide, which refers to differences in access to and literacy in ICT based on income level, education, or geographic location, exacerbates socioeconomic inequalities [19]. Digitally marginalized communities are finding it increasingly difficult to access public services, education, and job opportunities that require new skills, thus widening the gap in society.

Another crucial challenge is the erosion of public trust. In the era of disruptive communication, research shows that the massive spread of hoaxes and misinformation can erode public trust in institutions and even fellow citizens. For example, cases related to elections, which are often used to illustrate the impact of digital media on public perception, confirm that without strict transparency and accountability, the credibility of information will collapse. This loss of trust is a fundamental threat to social cohesion, as society no longer has a common ground for dialog and agreement [7].

On the other hand, digital disruption also presents transformative opportunities to strengthen social cohesion, particularly thru increased engagement and transparency. One of the biggest opportunities is increased political participation and citizen engagement. A case study of digital transformation in Indonesian politics shows that digital platforms have fundamentally changed the way politicians interact with their constituents. Social media and other digital tools enable rapid social mobilization and collective action, give a voice to previously unheard groups, and produce more informed and engaged citizens. This increased interaction can strengthen civil bonds and a sense of collective ownership, which are at the heart of social cohesion [20].

Additionally, digital disruption paves the way for better government transparency and accountability. The implementation of e-governance systems and online reporting for public budgets and expenditures has proven to reduce the potential for corruption and increase public trust in state institutions. When society can monitor how public resources are used fairly and efficiently, the sense of social justice increases, and this directly supports social cohesion. Finally, disruption facilitates collaboration and inclusive new community networks [21]. Although studies focusing on AI highlight risks in the labor market, in other sectors, digitalization has successfully empowered communities. For example, the digitalization of MSMEs is supported by e-commerce platforms and application-based services. This not only expands economic opportunities but also creates new economic and social networks. Digital platforms enable community members to collaborate, exchange knowledge, and organize joint initiatives, thereby strengthening solidarity and social bonds beyond conventional geographical boundaries[22].

On the challenge side, digitalization often widens social disparities, both in access to technology and in digital literacy skills. Communities with limited resources risk being left behind in utilizing technology, while other groups may experience social exclusion for not being able to

284

keep up with digital developments. In addition, social media algorithms tend to create echo chambers that reinforce certain views and trigger polarization, even conflict between community members. Virtual interactions that lack empathy and are anonymous can also weaken emotional and collective social bonds [23]. However, behind these challenges, the digital era also opens up great opportunities for strengthening social cohesion. Technology allows communities to connect across time and distance, expand the reach of communication, and build solidarity through digital platforms. Social movements, online discussions, and community-based awareness campaigns can be a means of strengthening social ties and encouraging active participation of citizens in social issues. Communities that are able to adapt to technological developments will be more resilient and inclusive, as they can reach more individuals with diverse backgrounds [24].

On the other hand, digital disruption also presents a unique opportunity to strengthen social cohesion. Technology allows communities to remain solid and connected, even when physical interactions are limited. For example, during the pandemic, communities used digital platforms to organize meetings, workshops and social events, which helped maintain a sense of community. In addition, technology can be used to organize and manera collaborative projects more efficiently. Knowledge sharing platforms and online communication tools make it easier for community members to work together towards a common goal, regardless of their physical location. An important role in maintaining social cohesion in the digital era lies in building digital literacy and media ethics. Community members need to be equipped with the ability to use technology critically, responsibly and empathetically [25]. Community leaders, educational institutions, and the government need to encourera the use of technology for collective interests, not just individual consumption. In this way, technology can be a tool for social empowerment, not a divisive tool. Communities play a crucial role in balancing the impact of digital disruption. Communities that successfully adapt are those that are able to use technology as a complementary tool, not a substitute, for face to face interactions. They consciously encourera healthy and inclusive online interactions, while still prioritizing physical gatherings to strengthen social bonds. By establishing clear digital communication ethics, communities can mitigate the risk of polarization and misinformation [26].

Table 1: Threats and Opportunities of Digital Disruption

Aspects	Challenges (Threats to Social Cohesion)	Opportunities (Supporting Social Cohesion)
Access & Resources	Digital Divide: Inequality in access to and digital literacy exacerbates socio-economic disparities.	Digital Inclusion and the Economy: Opening up new economic opportunities (e.g., digitizing MSMEs) and access to services for remote groups.
Information & Communication	Erosion of Trust and Polarization: The spread of hoaxes, cyberbullying, and echo chambers that damage healthy dialog and unity.	Citizen Engagement and Public Voice: A platform for political participation, social mobilization, and giving a voice to marginalized groups.
Jobs & Economy	Structural Unemployment: Automation (e.g., AI)	Human Resource Quality Improvement: Increased access

Aspects	Challenges (Threats to Social Cohesion)	Opportunities (Supporting Social Cohesion)
	replaces routine jobs, creating skills adaptation challenges.	to education and digital skills training to enhance individual competitiveness
Institutions & Ethics	Moral and Ethical Decadence: The influence of negative content and the lack of digital supervision that undermines shared values.	. Transparency and Accountability: Digital tools for public reporting that enhance government transparency and build trust.
Social Interaction	Reduced Direct Interaction: Technology addiction that reduces face-to-face social interaction, potentially decreasing empathy and cooperation.	Community Collaboration and Networking: Facilitating the formation of networks, collaborations, and collective action based on shared interests.

Ultimately, digital disruption is inevitable, but the direction of its impact on communities depends on how we respond to it. Adaptive, inclusive and collaboration oriented communities will be able to turn digital challenges into opportunities to strengthen social solidarity. Social cohesion does not have to be lost in the digital era, rather it can be strengthened if the values of mutual trust, cooperation and shared responsibility are maintained in every digital interaction. The relevance of digital disruption to social cohesion cannot be viewed in black and white [27]. Digital disruption is a double edged sword that presents both challenges and opportunities. The main challenge today is how to harness the power of technology to strengthen social cohesion without compromising the depth of relationships between community members. With the right strategy, communities can use the digital era as a momentum to build stronger, more resilient and inclusive social bonds, ensuring that the digital world complements, not replaces, meaningful social interactions.

The analysis of Digital Disruption and Social Cohesion can be understood through Anthony Giddens' theory of structuration, where structure (digital rules and resources) and erancy (individual and community actions) shape each other. Digital disruption, with the presence of various social media platforms and communication technologies, creates new structures that offer both opportunities and challenges for social cohesion. In terms of opportunities, digital technologies provide a space for communities to build and strengthen social ties through virtual interactions that cross geographical boundaries [28]. For example, online groups or community forums allow individuals with common interests to connect, share information, and organize activities together. Here, individual erancy in using technology strengthens the structure of social networks, which in turn strengthens cohesion within communities. However, digital disruption also presents challenges. The spread of misinformation or hoaxes and political polarization through social media algorithms can erode trust and divide communities, threatening the foundations of social cohesion. In this context, algorithmic structures and platform design influence individual erancy, which can manifest in actions that undermine social cohesion rather than build it [29].

Thus, Giddens' theory of structuration helps us see that the interaction between digital disruption and social cohesion is not a one-way relationship. Digital technologies are not simply external forces that communities passively accept. Instead, the way the community uses and interprets the technology (erancy) constantly reshapes the digital structure itself, and vice versa

286

[30]. Social cohesion in the digital era is no longer just determined by physical encounters, but also by how communities collectively manera the dynamics of online interactions. The challenge lies in the community's ability to develop new social practices that utilize digital structures to strengthen cohesion, while consciously rejecting potentially divisive practices. Here, the role of digital literacy and critical consciousness becomes crucial so that individual and community erancy can proactively direct the impact of digital disruption towards strengthening social cohesion, rather than weakening it.

CONCLUSION

Digital disruption has fundamentally changed the landscape of social interaction, presenting both challenges and opportunities for social cohesion in communities. Ultimately, digital disruption is not a phenomenon that can be avoided, but a reality that must be faced wisely. Its impact on social cohesion depends largely on how communities choose to navigate its complexities. Successful communities are those that are able to balance leveraging technology for connectivity and efficiency, while still prioritizing authentic face to face interactions and building trust. Understanding the complex interactions between technology and society is key to creating resilient, inclusive and adaptive communities of the future. Therefore, it is important for every member of the community to have a strong understanding of how digital technology works, including the risks of misinformation and polarization. Digital literacy programs should be emphasized to equip individuals with the ability to think critically, verify information, and interact responsibly and empathetically in online spaces. Social media etiquette should be an integral part of community education to promote constructive dialog and reduce conflict. In addition, communities need to consciously design strategies that integrate online and offline interactions. Digital platforms can be used to facilitate daily communication, share information, and organize activities. However, regular face to face meetings remain essential to build emotional closeness, trust, and a deeper sense of community. This balance will ensure that technology complements, not replaces, meaningful personal relationships.

REFERENCES

[1] T. Saladin and S. Faoziyah, "Digital Transformation : Opening Up Economic Opportunities in the Digital Era," *Int. J. Business, Law Educ.*, vol. 5, no. 2, pp. 2849–2855, 2024.

[2] H. Sonar, N. Ghag, R. K. Singh, T. U. Daim, and S. Agrawal, "Digitalization of operations for sustainable value creation by SMEs: analysis of barriers in the era of Industry 4.0," *J. Knowl. Manag.*, vol. 29, no. 6, pp. 2018–2045, Jun. 2025.

[3] W. Chen, J. Wang, and S. Wang, "Economic uncertainty, digital transformation, and firm supply chain disruption risk," *Econ. Lett.*, vol. 255, no. 4, pp. 112–516, Sep. 2025.

[4] Z. Bian and Y. Zhang, "Sustainable development in the era of digital trade: A perspective of industrial structure optimization," *Sustain. Futur.*, vol. 9, no. 3, pp. 100–139, Jun. 2025.

[5] A. El Samra, A. James, and K. Malik, "Disrupt through digital: a study on the challenges faced when digitalizing R&D," *R&D Manag.*, vol. 54, no. 4, pp. 713–723, Sep. 2024.

[6] R. T. Lona, E. S. Ramadhona, and R. Harahap, "Transformasi Peran Agama dalam Membangun Etika Sosial dan Politik di Tengah Disrupsi Digital," *MARAS J. Penelit. Multisiplin*, vol. 3, no. 1, pp. 1053–1058, 2025.

[7] A. Dharmajaya and H. Minangkabawi, "Membangun Kepercayaan yang Berkelanjutan di Era Disruptif Komunikasi: Perspektif Media dan Komunikasi Digital," *J. Komun.*, vol. 18, no. 2, pp. 265–280, 2024.

[8] J. Efendi and J. Ibrahim, *Metode penelitian hukum normatif dan empiris*, Cetakan ke. Jakarta: Kencana, 2020.

[9] B. Bachtiar, *Metode Penelitian Hukum*, 1st ed., no. 1. Tangerang Selatan: UNPAM Press, 2018.

[10] E. Handoyo, "Democratic Challenge in Digital Era," *Polit. Indones. Indones. Polit. Sci. Rev.*, vol. 5, no. 1, pp. 66–85, Apr. 2020.

[11] C. Mulligan, S. G. Kumar, and G. Berti, "Community-Based Resilience: Digital technologies for living within Planetary Boundaries," *Technol. Soc.*, vol. 82, no. 4, pp. 102–215, Sep. 2025.

287

[12] Y. Heriyawati, "The Convergence of the Era of Disruption, Industri 4.0, and Society 5.0," *Pros. Pascasarj. ISBI*, vol. 1, no. 1, pp. 288–289, 2019.

[13] V. Gupta, U. P. Makhecha, and F. F. Shaik, "Era of Disruption: Opportunities and Challenges for Businesses in India," *Bus. Perspect. Res.*, vol. 9, no. 2, pp. 192–194, May 2021.

[14] S. Annisa and E. Siahaan, "Human Resource Management in the Era of Disruption: A Systematic Literature Review On SDG," *J. Lifestyle SDGs Rev.*, vol. 4, no. 2, p. e01620, Aug. 2024.

[15] A. G. Novianti and A. Asmara, "The Development of Digital Technology and Its Impact on Indonesia's Economic Growth," *Int. J. Res. Rev.*, vol. 10, no. 9, pp. 297–319, 2023.

[16] D. A. Skog, H. Wimelius, and J. Sandberg, "Digital Disruption," *Bus. Inf. Syst. Eng.*, vol. 60, no. 5, pp. 431–437, 2018.

[17] T. Baskoro, "Digital Disruption: Landscape of E-Business for Competitive Advantage," *Adv. Bus. Ind. Mark. Res.*, vol. 2, no. 1, Jan. 2024.

[18] I. B. Suryanatha, V. S. Purborini, and Y. Kaharap, "Disrupsi Sosial Akibat Ai: Ancaman Terhadap Pasar Kerja Dan Kesenjangan Digital," *Conf. Innov. Appl. Sci. Technol.*, vol. 7, no. 1, pp. 198–207, 2025.

[19] E. Johnson, M. Lee, and R. Brooks, "The Impact of Digital Literacy on Social Inclusion in Marginalized Communities," *Int. J. Humanit. Soc. Sci. Rev.*, vol. 1, no. 1, pp. 1–3, 2024.

[20] J. Leobisa, S. Baun, Y. S. Lopis, and Y. A. Saingo, "Tantangan Penggunaan Media Sosial Di Era Disrupsi Dan Peran Pendidikan Etika Kristen," *Aleth. Christ. Educ. J.*, vol. 4, no. 1, pp. 38–48, 2023.

[21] L. A. Liotta, "Digitalization and Social Inclusion: Bridging the Digital Divide in Underprivileged Communities," *Glob. Int. J. Innov. Res.*, vol. 1, no. 1, pp. 7–14, 2023.

[22] M. Hafel, "Digital Transformation in Politics and Governance in Indonesia: Opportunities and Challenges in the Era of Technological Disruption," *Society*, vol. 11, no. 2, pp. 742–757, 2023.

[23] K. Högberg and S. Willermark, "Strategic Responses to Digital Disruption in Incumbent Firms – A Strategy-as-Practice Perspective," *J. Comput. Inf. Syst.*, vol. 63, no. 2, pp. 281–292, Mar. 2023.

[24] A. Alatas, "Civilization and the Digital Era: Opportunities and Challenges for the World and Indonesia," *Qurthuba J. Hist. Islam. Civiliz.*, vol. 7, no. 1, pp. 1–19, 2023.

[25] B. Vagadia, *Digital Disruption*. Cham: Springer International Publishing, 2020.

[26] S. Y. Putri, "Digital Disruption: Peluang Atau Ancaman Bagi Eksistensi Profesi Akuntan Di Masa Depan," *BAJ (Behavioral Account. J.*, vol. 2, no. 2, pp. 130–142, 2019.

[27] F. Latief, D. Dirwan, and F. Rizal, "The Evolution of Consumer Behavior in the Digital Era and Its Implications for Marketing Strategies," *Proceeding Res. Civ. Soc. Desemination*, vol. 2, no. 1, pp. 304–316, 2024.

[28] N. Del-Shamarran, "Why Society Change: Anthony Giddens's Structuration Theory and Time-Space Distanciation," *Dekonstruksi*, vol. 7, no. 01, pp. 183–195, Jul. 2022.

[29] Bambang Wahyu, "Teori Strukturasi Anthony Giddens: Sebuah TawaranMetodologi Ilmu Sosial," *J. Islam Indones.*, vol. 1, no. 1, pp. 63–78, 2015.

[30] I. S. Purwaningtyas, S. Sutiyono, and A. Bagaskara, "The Application of Anthony Giddens' Structuration Theory to Rumeksa Dance in Banyumas District," *Int. J. Multicult. Multireligious Underst.*, vol. 10, no. 10, p. 226, Oct. 2023.