

STRATEGIC PLANNING OF HUMAN RESOURCES IN THE INFLUENCE OF TECHNOLOGICAL ADVANCES IN THE DIGITAL AGE REVOLUTION 4.0

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Abstract: *In the 4.00 revolution era, digital technology is experiencing increasingly rapid evolution amidst global competition. This research aims to analyze and find out how Human Resources strategic planning can influence technological progress in the digital era of revolution 4.00. This research uses a quantitative and descriptive analysis approach to collect data about perceptions and experiences related to the impact of advances in digital technology on human resource strategic planning and to face challenges and opportunities arising from advances in digital technology. Apart from that, data analysis was carried out using descriptive methods. The results of this research are based on data analysis using the SPSS quantitative method, it can be seen that the Digital Technology variable (X) greatly influences the HR planning variable (Y). Where technological advances make it easier for human resources in companies to achieve their company goals. Thus, although these advancements in the IT industry have made work easier, not all of these advancements have had a positive impact. To provide a work environment that has the ability to survive, grow, develop and compete, it is necessary to develop and empower human resources that are appropriate and appropriate, which will increase professionalism and improve prosperity in the current era of digital technology.*

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Introduction

Industry 4.0 combines the digital world (computing, analytics, and data) with the physical world (machines, equipment, and physical objects) and is known as "intelligent industry" or "intelligent manufacturing" (Dan, et al., 2021). One of the major technologies

today is the Internet of Things (IoT), big data, Artificial Intelligence (AI), robotics, virtual reality (VR), and augmented reality (AR), Cloud Computing, Cyber-Physical Systems, and more.

In the current 4.0 era, humans have to face life. In the millennial era, people need to carry out various types of

activities, jobs, services, businesses, and industries that utilize information technology as a tool to fulfill their duties and responsibilities. Human resources must have a strategy that can survive and succeed in the era of 4.0. Governments, regions, businesses, industry, education, and community organizations today and in the future need human resources (HR) as a resource that is highly skilled, competent, and knowledgeable. These resources will be used to build nations and enterprises. In the era of 4.0, a strategic management approach is indispensable for managing human resources, especially in terms of automation technology management. (Pratiwi, 2020)

The advantage in managing human resources is that an organization can be able to face many challenges in the era of 4.0. the ability to manage human resources is one way to face challenges and competition. Technological progress alone is not enough if it is not supported by superior human resources. HR plays an active role in every organization because HR determines the realization of an organizational goal dalam. (Mislani Sihite, 2018). In addition, advances in manufacturing industry technology also marked the 4.0 era. These advances are used to implement cyber physics systems (CPS), which monitor and synchronize information from different points of view in the world of physical and virtual factories. Networked machines will be able to work more effectively, collaborate, and excel by using information analytics (Tahar et al., 2022)

Entering the digital age from traditional to digital is the result of many advances in technology and information today. Information digitization is the process of converting analog information into digital so that it can be created, stored, controlled, and distributed to people for various needs and as a basis

for decision making. One way to digitize information is to build information systems in companies. Computers, consisting of enterprise software and hardware, are used to manage data. To achieve effective organizational goals, information systems are essential to use. (Rosari et al., 2022). Technology has a positive and negative impact on the management of human resources (HR). On the positive side, technology can improve HRM by providing access to knowledge and information to the community so that HRM is more efficient in managing data, training, and employee development. In addition, technology can increase productivity by encouraging collaboration and simplifying work processes. However, HRM must pay attention to the negative effects of technology on productivity and employee satisfaction.

This study aims to analyze and determine how the strategic planning of Human Resources (HR), can affect technological progress in the digital revolution 4.00 ERA as well as the design of HR strategies in facing challenges and opportunities arising from the advancement of digital technology. Digital capabilities and adaptability are essential for HR managers. Additional research to improve our understanding of this function, we need to know how and to what extent professional and organizational variables affect the HR function. Management in the digital age refers to the management of organizations and human resources using digital technology. This includes the use of digital tools and systems to communicate, work together, optimize business processes, and make decisions. The use of data is part of Management in the digital age. (Sudiantini et al., 2023).

Literature Review

Strategy Planning

Strategic planning is an important process in the management of an organization, which involves the development of vision, objectives and strategies to achieve long-term goals. Menurut (Hasdiana, 2018) Perencanaan strategi dapat diartikan sebagai proses pengembangan rencana yang jelas dan spesifik untuk mencapai tujuan organisasi, yang melibatkan analisis lingkungan internal dan eksternal, serta pengembangan strategi yang sesuai untuk mencapai tujuan tersebut. Strategic planning can also be interpreted as a process that aims to ensure the company and all stakeholders involved in it work together to achieve the same business goals. Strategic planning theory emphasizes the importance of SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to analyze and understand the strengths, weaknesses, opportunities, and threats facing the organization, as well as choose the appropriate strategy to achieve the goals.

Benefits Of Strategic Planning

Menurut (Hasdiana, 2018) Berikut adalah beberapa manfaat perencanaan strategis, meliputi:

1. Improving operational efficiency, strategic planning allows organizations to operate resources more efficiently, ensuring that resources are used in an appropriate way to achieve goals.
2. Improving adaptability, a well-planned plan allows an organization to take advantage of current opportunities and adapt to changes in the environment.
3. Improving the quality of performance, strategic planning allows organizations to prioritize resources and allocate appropriate resources to achieve goals,

thereby improving the quality of performance.

4. Improving communication skills, a well-designed strategy allows organizations to communicate more effectively with stakeholders, ensuring that all parties have the same vision and clear goals.

Strategy Planning Indicators

Menurut (Devie & Paulus, 2013) Indikator perencanaan strategi yaitu:

- Defining the goals and objectives of the company

At this point, a series of defined and clear objectives at a given time must be described. The methods used to achieve these goals should also be described that will enable the organization to achieve those goals, which in turn will result in the fulfillment of the organization's goals.

- Conduct an analysis of the company's business environment

This analysis aims to determine the strengths and weaknesses of the company compared to other companies as well as determine the risks and threats in the corporate environment compared to opportunities.

- Analyze strategic issues, generation, evaluation and selection

This stage is the basic principle of strategic management that states that a successful business must try to adapt to the problems posed by the external environment.

- Perform development and implementation, evaluation and regulatory systems

After the formulation of the strategy, its implementation must be deprogrammed. In addition, the company must evaluate the implementation of strategies and controls.

Definition and Theory of Human Resources

Human Resources (HR) is a term that refers to people who work for a company or organization and serve as the main asset in achieving the goals of the organization. Human Resource Management (HRM) includes various activities aimed at developing, managing, and maximizing the potential of employees so that they can contribute optimally (Ende et al., 2023).

Human resource benefits according (Ende et al., 2023) namely:

1. Increased productivity good human resource management increases employee productivity..

2. Employee skills development responsibility lies with the human resources department to ensure that employees have the skills needed to do their job.

3. Motivating employees good human resource management includes strategies for motivating employees, such as reward and recognition systems, professional development opportunities, and a positive work environment.

4. Increase job satisfaction and employee retention higher job satisfaction usually results in higher employee retention..

5. Human resource conflict management plays a role in effectively identifying and managing conflicts in the workplace.

6. Ensuring compliance with Human Resources laws and regulations ensuring that the organization complies with all applicable labor laws and regulations.

7. Supporting innovation by creating a workplace culture that supports creativity and initiative, HR can help drive innovation within an organization

8. Building organizational culture the human resources department is responsible for developing and

strengthening a positive organizational culture.

9. Facing Change Change is inevitable in the business world.

10. Resource optimization effective workforce planning allows the human resources department to ensure that the company has the right workers in numbers and types to meet business objectives..

Human Resource Indicators

Human Resource indicators include:

1. Recruitment

Recruitment, also commonly referred to as the recruitment process, is the process of attracting the right number of candidates or prospective employees in a timely manner to fill vacant positions in an organization or company. The process of Human Resource Management in an organization is known as recruitment and selection, which is done to hire the right employees for a particular position (Desseler dalam Ende et al., 2023).

2. Job Training

Syber Human Resources (HR) is a very valuable asset in an organization, and they have a strategic role in building the organization to perform the activities desired by the organization. However, sometimes there are problems because the existing human resources do not meet the needs of the organization. Improvement of knowledge, skills, understanding of attitudes, and ethics of employees as well as coaching employees in accordance with the wishes of the organization can achieve increased competence. In addition, competency improvement can be achieved through employee training and development that is appropriate to the needs of employees to support their success in the workplace, so as to achieve optimal results and in

accordance with organizational goals(Ende et al., 2023).

3. Planning

The process by which a manager organizes everything so that they can achieve their goals is known as planning. Manajemen strategik adalah kombinasi seni dan ilmu dalam membuat keputusan lintas fungsi yang memungkinkan suatu perusahaan atau organisasi mencapai tujuannya (Rahmi, 2013).

Digital Age Technology

Definition and Theory Of Digital Age technology

With the advent of advanced information and Communication Technology (ICT) such as high-speed internet, smartphones, social media, cloud computing, artificial intelligence (AI), and the Internet of Things (IoT), digital age technology refers to technological advances related to computers, the Internet, and other digital devices that have transformed the way we live, work and interact. An increasingly connected and data-driven world is now instantly accessible and shared because of these changes.(Ningsih, 2024).

The Benefits Of Digital Age Technology

According (Ningsih, 2024) Teknologi di era digital membawa banyak manfaat yang berdampak pada hampir setiap aspek kehidupan kita.From making information more accessible to transforming the way we work and communicate, digital technology continues to drive positive change and innovation. By continuing to take advantage of these technological advances, we can improve the quality of life, productivity, and well-being of the community

Digital Age Technology Indicators

1. The use of digital technology in the work process

With the advent of the Industrial Revolution 4.0, the utilization of technology is increasing, which results in several important results, such as decreased labor costs, increased business flexibility, and possibly decreased product delivery times to market. Information yang dapat diperoleh dengan lebih cepat dari umpan balik pasar atas produk yang dibuat (Hadiono & Noor Santi, 2020).

2. Influence of technology on the work process

Technology can increase efficiency and innovation and create new jobs. The effect of technology on labor productivity in Indonesia is generally positive. This is because technology can improve efficiency, innovation and the creation of new jobs. But, keep in mind that the impact of technology on labor productivity in Indonesia has several problems, one of which is the possibility of economic disparities (Ningsih, 2024).

3. Active employees in using digital technology

Digital technology can not only increase knowledge about digitization through training and development, but also can transform workplace stress into encouragement to achieve high-quality goals and performance, so that employees are happy to work for the company (Nurma Isnawati & Jati Waskito, 2024).

4. Interaction in the use of digital technology

According to the hypothesis obtained from data processing, the social interaction established by the company's employees seems to be excellent. Employees can easily get along with each

other, and the technologies used correspond to their functions. Social relationships consist of reciprocal relationships between individuals, groups, and individuals (Basit et al., 2022).

Method

This study uses a quantitative approach to understand the concrete impact of advances in digital technology on HR strategy planning. This study used a questionnaire to collect data on perceptions and experiences related to the influence of advances in digital technology on HR strategy. The online survey Data will be focused on educational establishments to get more information on how technological advances affect human resources. Data analysis techniques use modeling on **SPSS software** to analyze data collected from surveys and identify key factors that influence human resource strategy planning.

Quantitative research is a type of research that uses numerical data to analyze what you want to know in detail and obtain knowledge. Quantitative research is conducting research with strategies and collecting data with pre-established research instruments (Creswell, 2017). Sugiyono (2017) said that this study is also referred to as quantitative because the data is numbers and the analysis is done with statistics. The survey Mode, which divides the questionnaire to the participants, was used to obtain the main data on this study. Alat bantu program SPSS (Statistical Product and Service Solutions) versi 25.0 digunakan untuk mengolah dan menganalisis data. Data analysis used a variety of techniques, including classical assumption tests, reliability and validity

tests, multiple regression equation analysis, and hypothesis tests, including simultaneous (F) and partial (T) hypothesis tests (Tarigan & Aria Aji Priyanto, 2021).

In addition, this study also uses descriptive analysis to determine how human resource management strategies can face the influence of digital technology advances in Revolution 4.0. Based on relevant information, this approach is used to evaluate the difficulties faced by human resources in the face of the technological era.

Results and Discussion

The results of the study are presented in this section. The methodology described in the previous chapter has been used to analyze and process data collected from various research instruments. The results of this study are presented in tables and narrative descriptions. In addition, the study showed a significant relationship between variable X and variable Y. The findings are in line with previous theories and research showing that the development of digital technologies has a significant impact on HR strategies.

Validity Test Results

Pernyataan	rhitung	Rtabel	Keterangan
Teknologi Digital(X)			
1	0,786	0.398	Valid
2	0,675	0.398	Valid
3	0,623	0.398	Valid
4	0,543	0.398	Valid
5	0,578	0.398	Valid
Perencanaan Strategi SDM (Y)			
1	0,760	0.398	Valid
2	0,689	0.398	Valid
3	0,587	0.398	Valid

All questionnaire items were declared valid, because the table data above showed that the variable digital technology and HR Strategy Planning had a calculated R value greater than the table r (0.398). Thus, the questionnaire used should be feasible to be processed as research data.

Reliability Test Results

Variabel	Cronbach Alpha	Standar Cronbach Alpha	Keputusan
Teknologi Digital (X)	0,723	0.700	Reliabel
Perencanaan Strategi SDM (Y)	0,813	0.700	Reliabel

The results of the previous reliability test showed that all digital technology variable values had alpha cronbach (0.723) more than 0.70 and HR strategy planning variable had alpha cronbach (0.813) more than 0.70. Thus, it can be concluded that this research tool is reliable.

Simple Linear Regression Test Results

Coefficients					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	8,560	2,443		3,654
	Teknologi Digital	,712	,0875	,645	0,001

a. Dependent Variable: Perencanaan Strategi SDM

The regression equation is as follows: $Y = 8.560 + 0.712 X$. One of the conclusions of this study is as

follows: a. A constant value of 8.560 indicates that there is a digital technology of 8.560 if the variable X does not exist or is constant; this is indicated by a regression coefficient value of 0.712.

T-test (partially or separately)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,560	2,443		3,654	0,000
	Teknologi Digital	,712	,0875	,645	8,402	0,001

a. Dependent Variable: Perencanaan Strategi SDM

this test is seen from the table *Coefficients*. Value determination can use T-statistics or significance values (Sig.). If the T-statistic value is greater than the R-table value (2.048) then the hypothesis is acceptable. If the significance value is less than 0.05 then the hypothesis is accepted (Sig. < 0.005) the picture above is a heteroscedasticity test which is seen from the distribution of *plots* (dots) scattered or not grouped so that it can be said that there is no heteroscedasticity problem.

Test Coefficient Of Determination (*Adjusted R²*)

Model Summary ^b					
Model	R	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.559 ^a	.413	4.059	5.748	

a. Predictors: Teknologi Digital,

Shown in the table above that the value of adjust R Square is 0.413, which means 41.3%, so it can be concluded that the variable digital technology (X) has a contribution of 41.3% to the variable HR

strategy planning, while the rest (100% - 41.3%) = other variables not discussed in this study contributed 58.7%.

Thus it is concluded that the variable (X) is very influential on (Y).

In this study, the proportional Random sampling method was used, which means that the sample consists of the same people as the Porpoise, no matter how much population there is. this study was used to calculate the sample, so a total of 30 samples were calculated using this technique. This Data uses five (5) basic variables in making the questionnaire that has been described in the figure above. This Data was tested through SPSS statistical test. There are two tests used to analyze this research data using T test and F test.

The Era of 4.0 is usually referred to as the era where everyone uses smart phones that can meet human needs. This increases efficiency, especially in workplaces where time management is critical. Digitalization, automation and adoption, automated data transfer and communication, human-machine interaction, Value-Added Services and businesses, and internet technologies are all part of the 4.0 revolution. This situation must be resolved immediately through changes in the job market that consider a better industry culture, and how structural job changes occur in the company and the need for appropriate skills. In the era of Revolution 4.0, the needs of the job market require continuous and consistent skill improvement. Ini akan membantu memperkrakan perubahan berikutnya (Pratiwi, 2020).

Digital competence is the ability of human resources to use technology effectively and master it. In the modern era, technology is a very important tool for doing daily work, so human resources must be able to use it well and master the applications and software they use in the workplace. Human resource management strategies to face the era of digitalization

and what kind of actions can be taken to address this problem are the main objectives. Human resources can be applied through the creation and development of comprehensive and sustainable human resources. Human Resource Development includes creativity, good competence, education, independence, and innovation from these human resources. Performance, group performance, knowledge transfer, leadership, Employee Support, and work strategies are all things that should ensure that the organization's work environment is supportive. Human resource capabilities must be continuously improved to compete and survive in the face of challenges caused by global environmental changes, including the impact of digitization (Fajriyani et al., 2023).

Digital capabilities and adaptability are essential for HR managers. Additional research is needed to find out how and to what extent occupational and organizational variables affect the functioning of human resources to enhance our understanding of this function Management in the digital age refers to the management of organizations and human resources by using digital technologies. This includes the use of digital tools and systems to communicate, work together, optimize business processes, and make decisions. Penggunaan data adalah bagian dari manajemen di era digital (Wahyudi et al., 2023). Human Resources (HR) strategies in the digital age are critical to a company's success, and technology is a critical part of achieving goals. Chapano et al. (2022) emphasizes that digital HR strategies must be implemented throughout the HR value chain. to support business objectives, demonstrate how digital technologies affect human resource functions.

Digital technology also helps recruitment efforts in various types of research. For example, the adoption of

digital technologies for subject recruitment significantly increases recruitment and reduces student responsibility (Wi, 2023). Additionally it means that the use of digital methods to identify, contact, and enroll patients into clinical trials has shown an increase in recruitment results (Plombon dalam Putro, 2024).

kemajuan yang telah dicapai manusia dalam bidang TI ini telah membuat orang lebih mudah melakukan pekerjaan mereka (Sudiantini et al., 2023). But not all of this progress has had a positive impact. Negative impacts include

1. Unemployment, workers who do not have the necessary qualifications, and the use of technology that is not in accordance with the conditions of the community can cause jobs to decrease, but on the contrary can reduce the number of available jobs.
2. Technology can damage the morale of society, especially students and adolescents. Deviant behavior and delinquency-delinquency is increasing among adolescents and students in various forms, including crime, fighting, doodling, and traffic violations.
3. Individualism is the belief that the most important social relationship is the individual and that every interaction in people's lives should be done for the benefit of the individual. This can be changed by technology. bersikap egois (Wahyudi Kumorotomo dalam Sudiantini et al., 2023).

From the results of data analysis with quantitative methods of SPSS obtained that the variable Digital Technology (X) is very pertinent against HR planning variable (Y) where the progress of T with technological advances

make it easier for HR in the company to achieve corporate objectives. With the advancement of technology, All Access to activities within the company becomes easy, especially in digging information and also as a medium for communication and recruitment of employees in a field of work in the company (Kosdianti & Sunardi, 2021)

Menurut penelitian (Sudiantini et al., 2023), human resource management means people working in an enterprise who have policies and procedures in place to manage and assist their employees. This concept includes a variety of different roles and employees, which are intended to ensure that the company has the right employees for the right position, having the necessary experience, skills and knowledge. Advanced technology can help the development process in accordance with the needs of human life, produce high-quality products, and create a favorable environment for human activities. However, the use of technology in HR has several challenges and risks. For example, technology can reduce the number of jobs available, especially in administrative and routine jobs. In addition, if algorithms and technologies are not well designed and follow fair and inclusive policies, they can exacerbate gender inequality and diversity.

Conclusion

In this study, the main target is the strategy of Human Resource Management to face the era of digitization and how to overcome this problem. Education, good competence, creativity, innovation and independence are ways to develop human resources. Performance, group performance, knowledge transfer, leadership, Employee Support, and work strategies are all things that should ensure that the organization's work environment is supportive. The ability of human resources to compete and share in the face of challenges caused by global environmental change, including the

impact of digitalization must be continuously improved.

The progress that humans have made in this field of it has made it easier for people to do their jobs . But not all of this progress has had a positive impact. Unemployment, a workforce that does not have the necessary qualifications, and the use of technology that is not in accordance with the conditions of its society can lead to reduced employment, but on the contrary can reduce the number of available jobs. Individualism is the belief that the individual is the most important social relation and that every interaction in society should be done for the benefit of the individual.

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