

Analysis of Digital HR Quality in Manpower and Transmigration of Karawang Regency

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Abstract

This study aims to analyze the factors of digital HR quality in human resource management at the Karawang Regency Department of Manpower and Transmigration to improve efficiency, effectiveness, and service quality. This research uses a quantitative descriptive method. The entire workforce of the Department of Manpower and Transmigration of Karawang Regency, consisting of 117 employees, serves as the population in this study, with a sample size of 105 respondents. Data were collected through questionnaires distributed to the respondents, with items assessed using a Likert scale. The data were tested for validity and reliability and analyzed using factor analysis with the help of SPSS 25. The study results indicated that the digital HR quality at the Karawang Regency Department of Manpower and Transmigration was generally good, with a total variance of 64.5%. From 15 indicators, five groups were formed with MSA values greater than 0.5, namely: training and development (14.5%), e-communication (14.2%), e-productivity (12.6%), digital competence (11.8%), and e-performance appraisal (11.2%).

Keyword

Digital HR quality, E-HRM, Factor analysis

1. Introduction

The development of digital technology has brought about significant transformation in various sectors, including the government sector. Digital transformation plays a role in changing mindsets, working methods, and cultures when utilizing technology. This change has an impact on improving employee performance so that it is more effective and efficient (Pascasarjana *et al.*, 2024).

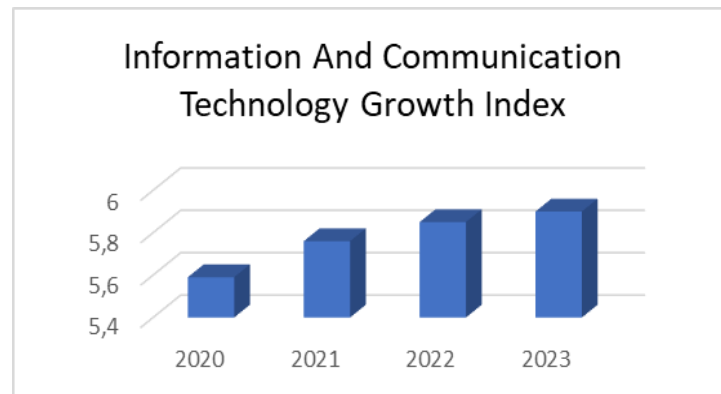


Fig. 1 Information and Communication Technology Growth Index 2020 - 2023
Source: Central Statistics Agency (2023)

The Central Statistics Agency (CSA) 2023 reported that Indonesia's ICT growth index reached 5.9 points (scale 0-10), indicating rapid adoption of digital technology in the e-commerce, fintech, government, and manufacturing sectors. All sectors need to invest in digital technology and HR training to improve workforce management and adapt to evolving market demands. (Central Statistics Agency, 2023).

The Manpower and Transmigration Service plays a very important role in social and economic development through workforce development and transmigration programs. This success depends on the quality of human resources (HR), which needs to be managed properly. Government apparatus must have competencies that include education, training, and skills that are reflected in the implementation of duties and positions (Sutama *et al.*, 2021).

Digital human resource management needs to ensure that the workforce in the organization has the ability and flexibility to work in an ever-changing environment. In the digital era, changes often occur in the workplace, so human resources are needed who are able to adapt and master new skills. Human resource management also needs to ensure that the workforce has access to the training and career development required to continue to grow and improve competence (Tataru, 2019,129).

Based on the results of initial observations and interviews, the problem related to the quality of digital Human Resources (HRM) management is the lack of digital skills and competencies among employees. This is especially true for employees aged 40–60 years, which covers around 40% of the total number of employees. This condition hinders the optimization of the use of technology in data management and public services, thus affecting the efficiency and quality of services provided to the public. The lack of relevant training results in low efficiency in administrative processes, data-based decision-making, and public services.

Research conducted by Sumaryono (2023) shows that adding e-HRM to an organization's HRM operations can increase efficiency and effectiveness. Meanwhile, research conducted by Wahyudi *et al.* (2023) concluded that technological changes require HR to adapt in the digital era; digital skills are the foundation of employee profiles. HR has a major role in facilitating digital training so that organizations continue to grow in the digital era. Meanwhile, the results of research by Issue *et al.* (2024) revealed that digital HR significantly improves the quality of human resources; companies need to invest in digital technology and training to enhance human resource management strategies in order to adapt to the demands of the modern workforce and improve overall organizational performance.

The gaps in the analysis above include the lack of research discussing how to improve the quality of digital HR. In addition, there has been no direct research related to the quality of digital HR in the Department of Manpower and Transmigration. Then, in terms of methodology, there are still few studies that use quantitative with factor analysis.

Based on the References above, the novelty of this study is the importance of analyzing the quality of digital HR of the Karawang Regency Manpower and Transmigration Office, which has not been widely discussed in previous studies. In addition, quantitative descriptive methods, along with factor analysis, are used in this study to produce comprehensive findings.

This study aims to analyze the quality factors of digital HR in Human Resources Management at the Manpower and Transmigration Service of Karawang Regency in order to improve efficiency, effectiveness, and quality of service.

2. Literature Review

2.1 Human Resource Management

Edy Sutrisno (2016:6) defines Human Resource Management (HRM) as the activity of planning, developing, procuring, using, and maintaining human resources to achieve both individual and organizational goals. Meanwhile, Kasmir (2016:25) defines HRM as the process of human resource management, including planning, recruitment, training, selection, compensation, development, career, health and safety, and maintaining relations between individuals and organizations. Meanwhile, according to Malayu SP Hasibuan (2019:10), Human Resource Management (HRM) is the art and science of regulating relations and the role of the workforce in helping companies, employees, and the community achieve their goals. From the description above, human resource management is the process of utilizing human resources in an organization through recruitment, assessment, and training activities.

2.2 Digital Human Resource Management

According to Perkin and Abraham (2017:128), Digital Human Resource Management is the process of organizing, planning, directing, and controlling human resources in an organization using digital technology. Meanwhile, according to Sumaryono (2023), Digital HR is a system of transferring human resources to a computer environment through communication technology. Meanwhile, according to Raya (2024), Digital HR is the management of all HRM activities through the assistance of information technology, applications, and the internet. According to the definition above, it can be synthesized that Digital HR is a human resource management that utilizes digital technology such as software applications, the internet, and communication tools to optimize planning, directing, organizing, and controlling human resource activities in an organization.

According to Elsayy et al. (2021), the dimensions and indicators in analyzing digital HR are (1) *E-recruitment and selection*, with indicators, (a) quality of applicants, (b) process efficiency, accessibility and ease of use of the system, (c) transparency and information provided, (d) validity and reliability of selection tests, (e) efficiency and speed of the selection process. (2) *E-learning and training*, with indicators, (a) availability of training and education programs, (b) participation in implementing training and education programs, and (c) quality of training materials. (3) *E-performance appraisal*, with indicators, (a) performance improvement, (b) impact on team performance. (4) *E-compensation dimension*, with indicators, (a) speed and efficiency of payroll, (b) transparency of payroll and benefits. (5) *E-communication*, with indicators, (a) speed of communication, (b) effectiveness of information delivery, (c) level of collaboration and teamwork, (d) quality of information. (6) *E-productivity*, with indicators, (a) work efficiency, (b) increased output, (c) quality of work results. (7) *Organizational performance*, with indicators, (a) operational efficiency, (b) employee satisfaction, and (c) organizational productivity.

According to Ullaya (2023), the dimensions and indicators in analyzing the quality of digital human resources are (1) The dimension of training and development with indicators, skills improvement, career development, and training effectiveness. (2) The dimension of digital competence with indicators, (a) digital skills, (b) digital communication skills, (c) cyber security, (3) The dimension of innovation and adaptation with indicators, (a) ability to adapt to new technology, (b) creativity.

2.3. Framework

Digital HR is HR management that utilizes digital technology to improve work efficiency and supports more accurate and real-time data-based decision-making. With digital technology, organizations can accelerate tasks that were previously done manually, facilitate collaboration between teams, and maximize HR capabilities to face increasingly rapid changes in the world of work that depend on technology (Perkin & Abraham, 2017, p. 128), (Sumaryono, 2023), (Raya, 2024).

Measuring tools for measuring digital HR are training and development, *e-performance appraisal*, *e-communication*, *e-productivity*, digital competence, innovation, and adaptation (Elsawy, 2021), (Ullaya, 2023). The urgency of implementing digital HR lies in its ability to improve efficiency, decision quality, collaboration, and organizational readiness in facing increasingly rapid technology-based challenges and changes. In today's technological era, this is very important for organizations that want to remain competitive and relevant.



Fig. 2 Framework of Thought.

Source (Elsawy *et al.*, 2021), (Ullaya, 2023)

3. Research Methodology

The quantitative descriptive method is used in this study. The study was conducted at the Karawang Regency Manpower and Transmigration Office, located at Jl. Surotokunto No. Km. 6, Warung Bambu, East Karawang District, Karawang Regency 41371. All workers of the Karawang Regency Manpower and Transmigration Office, totalling 117 employees, are the population in this study. In determining the sample, the Slovin formula was used with an error rate of 3% so that the number of samples required was at least 105 respondents. Data were collected using a questionnaire with a rating scale from 1 to 5, where the highest scale was given a score of 5, while the lowest scale was given a score of 1. Furthermore, the data collected were analyzed using a factor analysis of 17 indicators, and the results of the study were carried out using SPSS 25 for Windows.

Table 1. Operational Variables

No	Dimensions	Indicator	Source
1	Training and development	a. Skills improvement b. Career development c. effectiveness of training and development	Elsawy <i>et al.</i> , (2021)
2	E - performance appraisal	a. Performance improvement b. Impact on team performance	
3	E-Communication	a. Communication speed b. effectiveness of information delivery c. collaboration and teamwork d. Quality of information	
4	E-productivity	a. Work Efficiency b. Process automation c. Quality of results	
5	Digital Competence	a. Digital skills b. Digital communication skills c. Cyber security	Ullaya (2023)
6	Innovation and adaptation	a. Ability to adapt to new technologies b. Creativity	

4.Results And Discussion

4.1 Respondent Profile

Respondent characteristics can help explain the condition of the respondents and help understand the research results. These characteristics include employee status, age, and gender, as seen in the diagram below.

Table 2. Respondent Profile

Characteristics	Frequency	Presentation	Characteristics	Frequency	Presentation
Age			Education		
20 - 30	29	28%	High School	30	29%
31- 40	29	28%	Diploma	20	19%
41-50	27	26%	Bachelor	53	51%
51-60	20	19%	Postgraduate	2	1%
Total	105	100%	Total	105	100%
Gender			Employee Status		
Man	62	59%	Civil servant	62	59%
Woman	43	41%	Non-civil servant	43	41%
Total	105	100%	Total	105	100%

Table 2 above explains that the respondents aged 20 to 30 years and 31 to 40 years are the same, namely 29 respondents. Men, as many as 62 employees, dominate the characteristics based on gender. Graduates as many as 53 respondents dominate characteristics based on education. Characteristics based on employee status are dominated by civil servants, as many as 62 employees.

4.2 Validity Test

According to Sugiyono (2017:128), if the calculated r value (correlation coefficient) is greater than the r table, then the instrument is declared valid. The validity test was conducted with 30 respondents with a significance level of 0.361. The results are shown in table 2 below.

Table 3. Results of the validity test of digital human resource management quality

Item	r-count	r-table	Information
Effectiveness of training and development	0.626	0.361	Valid
Skills improvement	0.485	0.361	Valid
Career development	0.589	0.361	Valid
Performance improvements	0.673	0.361	Valid
Impact on team performance	0.636	0.361	Valid
Communication speed	0.622	0.361	Valid
Effectiveness of information delivery	0.566	0.361	Valid
Collaboration and teamwork	0.764	0.361	Valid
Information quality	0.590	0.361	Valid
Work Efficiency	0.454	0.361	Valid
Process automation	0.531	0.361	Valid
Quality of results	0.572	0.361	Valid
Digital skills	0.435	0.361	Valid
Digital communication skills	0.472	0.361	Valid
Cyber security	0.521	0.361	Valid
Adaptability to new technologies	0.368	0.361	Valid
Creativity	0.476	0.361	Valid

Table 3. above explains that the results of this validity test show that the calculated $r > r\text{-table}$ is 0.361 from these results, it can be concluded that all questions in this questionnaire are declared valid.

4.3 Reliability Test

Cronbach's alpha technique was used in this study; the sample used was 105 respondents who tested the instrument. Based on the research instrument, the alpha value > 0.60 is considered reliable (Ghozali, 2016 in Vieka *et al.*, 2024). The reliability coefficient value of the research instrument used was calculated, and the results obtained are as follows.

Table 4. Reliability test results

Reliability Statistics	
Cronbach's alpha	N of items
0.894	17

Table 4 explains that the results of the reliability test showed that the questionnaire from 17 indicators with a Cronbach's alpha value of 0.894 > 0.6 is declared reliable.

Table 5 Results of descriptive analysis

No	Indicator	Total Score	Information		
1	Effectiveness of training and development	386	Good		
2	Skills improvement	396	Good		
3	Career development	387	Good		
4	Performance improvements	455	Very good		
5	Impact on team performance	438	Good		
6	Communication speed	421	Good		
7	Effectiveness of information delivery	432	Good		
8	Collaboration and teamwork	405	Good		
9	Information quality	420	Good		
10	Work Efficiency	416	Good		
11	Process automation	421	Good		
12	Quality of results	401	Good		
13	Digital skills	357	Pretty good		
14	Digital communication skills	413	Good		
15	Cyber security	352	Pretty good		
16	Adaptability to new technologies	357	Pretty good		
17	Creativity	359	Good		
Mode		Good			
Scale Range for reading total score					
VB	NG	PG	G	VG	
105	189	273	357	441	525

Table 5 above explains the results of the descriptive analysis, showing that out of 17 indicators, three indicators have fairly good digital HR quality, 13 indicators have good quality, and one indicator has very good quality, so the mode is good.

A factor analysis was then carried out to determine the factors that affect the quality of digital HRD at the Karawang Regency Manpower and Transmigration Service. The anti-image correlation value > 0.5 is declared valid (Sarinah, 2023). Of the 17 indicators, three literacy tests were carried out to obtain an *anti-image*

correlation value > 0.5. After three literacy tests, only 15 indicators were valid, as explained in the table (KMO MSA test results, *anti-image correlation*).

Table 6. KMO MSA test results

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			0.714
Bartlett's Test of Sphericity	Approx. Chi-Square		419,577
	df		105
	Sig.		0.00

Table 6 above explains that the results of the KMO MSA test are more than 0.5, namely 0.714, so *Bartlett's test method* meets the needs of factor analysis and can continue the factor analysis process.

Table 7. Anti Image Correlation

No	Indicator	Anti Image Correlation Value	Information
1	Effectiveness of training and development	0.807	Valid
2	Process automation	0.775	Valid
3	Creativity	0.769	Valid
4	Digital communication skills	0.756	Valid
5	Information quality	0.753	Valid
6	Quality of results	0.751	Valid
7	Digital skills	0.743	Valid
8	Performance improvements	0.722	Valid
9	Impact on team performance	0.714	Valid
10	Career development	0.703	Valid
11	Communication speed	0.679	Valid
12	Collaboration and teamwork	0.674	Valid
13	Skills improvement	0.673	Valid
14	Effectiveness of information delivery	0.628	Valid
15	Adaptability to new technologies	0.597	Valid

Table 7 The above explains the *anti-image correlation* of 17 selected variables; only 15 variables are valid because they have a score > 0.5.

Table 8. Communalities Analysis

Indicator	Initial	Extraction
Effectiveness of information delivery	1	0.733
Effectiveness of training and development	1	0.730
Career development	1	0.721
Performance improvements	1	0.716
Collaboration and teamwork	1	0.697
Impact on team performance	1	0.695
Digital communication skills	1	0.679
Information quality	1	0.660
Quality of results	1	0.655
Adaptability to new technologies	1	0.620
Communication speed	1	0.576
Process automation	1	0.575
Skills improvement	1	0.557
Digital skills	1	0.551
Creativity	1	0.515

Table 8 above explains that the indicator with the highest value is the effectiveness of information delivery, with a total of 0.733, meaning that the indicator of the effectiveness of information delivery can explain a coefficient of 73.3% of all the factors formed.

Table 9. Total Variance explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,865	25,765	25,765	2,176	14,507	14,507
2	2,053	13,689	39,454	2,138	14,255	28,762
3	1,447	9,649	49,103	1,898	12,655	41,417
4	1,244	8,293	57,395	1,773	11,821	53,238
5	1,071	7,139	64,534	1,694	11,297	64,534

Table 9 above explains that because the eigenvalues are set at 1, the total value taken is greater than 1 (vieka *et al.*, 2024). So, the *rotating sums of the squared* column are formed into five factors. Factor 1 has a variance of 14.507%, factor 2 has a variance of 14.255%, factor 3 has a variance of 12.655%, factor 4 has a variance of 11.821%, factor 5 has a variance of 11.297%.

Table 10. Rotated component matrix

	Component				
	1	2	3	4	5
Effectiveness of training and development	0.826	0.190	-0.002	0.035	0.046
Skills improvement	0.814	0.173	0.151	0.112	0.055
Career Development	0.626	0.097	0.342	0.072	0.181
Collaboration and teamwork	0.248	0.789	-0.035	0.098	-0.035
Information quality	0.321	0.741	-0.027	0.016	0.084
Effectiveness of information delivery	0.134	0.699	0.392	-0.249	0.107
Communication speed	-0.301	0.568	0.172	0.278	0.237
digital communication skills	0.151	0.179	0.756	0.208	-0.098
quality of results	0.145	-0.099	0.686	0.365	0.144
process automation	0.072	0.117	0.642	-0.081	0.371
Adaptability to new technologies	0.077	0.062	0.173	0.755	-0.098
Creativity	0.198	0.046	-0.009	0.679	0.108
Digital skills	-0.220	-0.041	0.265	0.570	0.326
Impact on team performance	0.137	0.121	0.085	-0.065	0.806
Performance improvements	0.074	0.048	0.104	0.249	0.797

Table 10 above explains the results of *the rotated component matrix*, showing that the distribution of variables is clearer and more concrete. The following describes the quality factors of digital HRD at the Karawang Regency Manpower and Transmigration Service. The first factor has three indicators: the highest value is the effectiveness of training and development (0.826). The second factor has four indicators: the highest value is collaboration and teamwork (0.789). The third factor has three indicators: the highest value is digital communication skills (0.756). The fourth factor has three indicators: the highest value is the ability to adapt to new technologies (0.755). The fifth factor has two indicators: the highest value is the Impact on team performance (0.806).

4.4 Discussion

Based on the results of the study through descriptive analysis of the quality of Digital HR at the Manpower and Transmigration Service of Karawang Regency with good mode. For more details, see the diagram below.



Fig. 3 Results of Descriptive Analysis

Figure 3 above explains the results of descriptive analysis, showing that out of 17 indicators, three indicators have a fairly good role in the quality of digital HR, namely digital skills indicators, cybersecurity, and adaptability to new technologies, then 13 indicators have a good role in the quality of HR, namely the effectiveness of training and development, skills improvement, career development, Impact on team performance, speed of communication, Effectiveness of information delivery, Collaboration and teamwork, quality of information, work efficiency, process automation, quality of results, digital communication skills, creativity. Then, one indicator that has a very good role is performance improvement.

Based on factor analysis, all indicators have a score above 0.5 and are formed into five factors. For more details, see the explanation below.

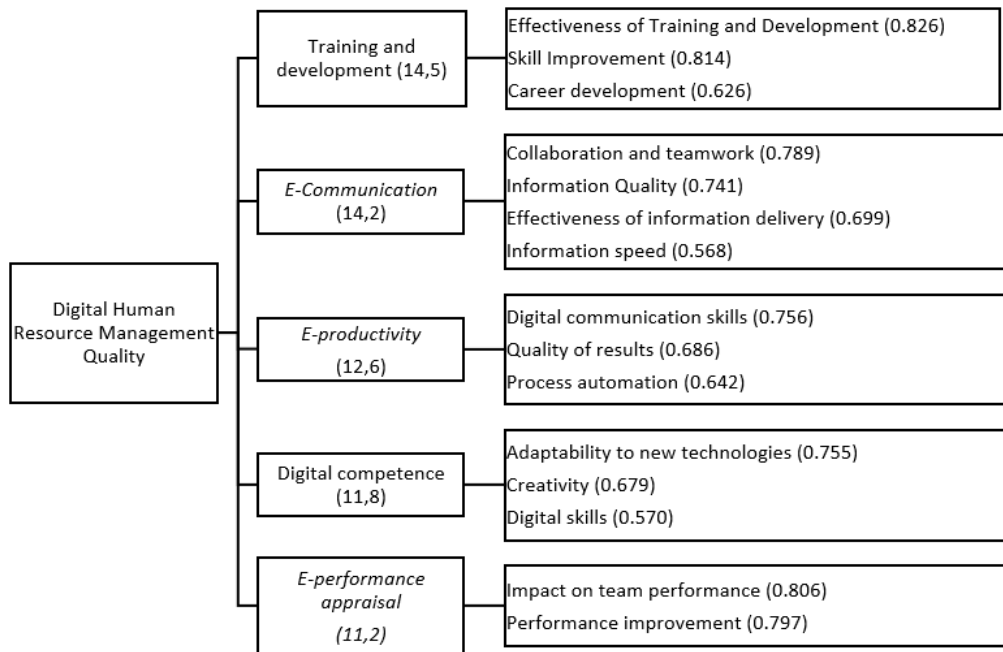


Fig. 4 Results of the Analysis of Digital HR Quality Factors of the Karawang Regency Manpower and Transmigration Service

Figure 4 explains that the results of the factor analysis of 15 indicators formed five groups with an MSA (*a measure of sampling adequacy*) value > 0.5. This factor can analyze the quality of digital HR with a total variance explained. of 64.534%, namely training and development of 14.5%, *e-communication* of 14.2%, *e-productivity* of 12.6%, digital competence of 11.8%, and *e-performance appraisal* of 11.2%.

The greatest value of the results of this factor analysis is training and development, with indicators of training and development effectiveness, skill improvement, and career development. This is in line with research conducted by Wahyudi *et al.* (2023), which revealed that technological changes require HR to adapt in the digital era; digital skills are the foundation of employee profiles. Human resource management has a major role in facilitating digital training so that organizations continue to grow in the digital era. The training and development factor is also in line with research by Issue *et al.* (2024), revealing that digital human resource management significantly improves the quality of human resources. Companies need to invest in digital technology and training to enhance human resource management strategies, adapt to the demands of the modern workforce and improve overall organizational performance.

The second largest factor is *e-communication*, which includes indicators of collaboration and teamwork, quality of information, effectiveness of information delivery, and speed of information delivery. This is in line with research conducted by Sumaryono (2023), which shows that the application of *e-HR* to HR practices in organizations functions to increase effectiveness and efficiency.

Ways to improve the quality of digital HR include digital skills training, providing opportunities to channel ideas, showing appreciation, and giving awards to employees (Kinanti, 2022).

How to adapt to new technological developments, namely, being open to new things and not being afraid to try new technologies, learning independently, joining communities, and following trends (Widya, 2024).

5. Conclusion

The results of the descriptive analysis show that out of 17 indicators, three indicators have fairly good digital HR quality, 13 indicators have good quality, and one indicator has very good quality, so the mode is good. The results of the factor analysis show that five groups can improve the quality of digital HR with a total role of 64.534%, namely training and development at 14.5%, *e-communication* at 14.2%, *e-productivity* at 12.6%, digital competence at 11.8%, and *e-performance appraisal* of 11.2%.

Therefore, the quality of digital HRD at the Manpower and Transmigration Office of Karawang Regency is good mode. So, the factors that most influence the quality of digital HRD at the manpower and transmigration office include education and training, *E-communication*, *e-productivity*, digital competence, and *e-performance appraisal*.

The suggestion from this research is that the Manpower and Transmigration Office of Karawang Regency can consider strategies to improve the quality of digital human resource management with existing facts and problems as reference materials for the agency. For employees, this research aims to provide an overview of the factors that influence the quality of digital HR at the Manpower and Transmigration Office of Karawang Regency.

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Conflict of Interest

The authors state that there are no conflicts of interest related to the publication of this paper.

Author Contribution

The authors confirm contributions to the paper as follows: **study conception and design**: Syali Devita Ananda; **data collection**: Uus Muhammad Darul Fadli and Ery Rosmawati; **analysis and interpretation of results**: Uus Muhammad Darul Fadli and Ery Rosmawati; **draft manuscript preparation**: Uus Muhammad Darul Fadli and Ery Rosmawati. All authors reviewed the results and approved the final version of the manuscript.

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