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The Influence of Human Resource Management Digitalization on Employee Performance through Readiness for Change as a Mediating Variable

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Abstract: Digital transformation has encouraged organizations to adopt various technologies in human resource management to improve work effectiveness and efficiency. However, the success of human resource management (HRM) digitalization is determined not only by the technology used but also by employees' readiness to face organizational change. This study aims to analyze the effect of HRM digitalization on employee performance and examine the role of readiness to change as a mediating variable in this relationship. The study used a quantitative approach with an explanatory research design. Data were collected by distributing questionnaires to employees in organizations that have implemented HRM digitalization. Data analysis was conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS), which includes validity, reliability, and hypothesis testing. The results of the study indicate that HRM digitalization has a positive and significant effect on employee performance. HRM digitalization has also been shown to have a positive and significant effect on employee readiness to change. Furthermore, readiness to change has a positive and significant effect on employee performance. The results of the mediation test indicate that readiness to change can significantly mediate the relationship between HRM digitalization and employee performance. These findings indicate that employee performance improvements through HRM digitalization occur not only directly, but also through increased employee readiness to accept and adapt to organizational change. This research provides a theoretical contribution by enriching the study of HRM digitalization and change management, particularly regarding the role of change readiness as a mediating mechanism. Practically, the research findings provide implications for organizations to focus not only on technology investment, but also on competency development, training, change communication, and the formation of an adaptive work culture. Thus, HRM digitalization supported by a high level of change readiness can be an effective strategy for improving employee performance and organizational competitiveness in the digital era.

Keywords: Human Resource Management Digitalization, Employee Performance, Readiness for Change, Digital Transformation

INTRODUCTION

The rapid development of digital technology has brought fundamental changes to various aspects of life, including the business world and organizational management. The era of digital transformation, characterized by the use of information technology, artificial intelligence, big data, cloud computing, and automation systems, has transformed the way organizations conduct their operations. These changes are not only affecting production, marketing, and finance, but also human resource (HR) management. In an increasingly competitive business environment, organizations are required to adapt to technological developments to maintain business continuity and increase competitiveness. Therefore, digitizing human resource management has become a strategy widely implemented by organizations to improve the effectiveness and efficiency of workforce management (Pahlan et al., 2025).

Human resource management (HRM) is a strategic function that plays a crucial role in managing the workforce to ensure optimal contribution to achieving organizational goals. With the advancement of digital technology, the concept of HRM has transformed from a conventional system to Human Resource Digitalization or Digital Human Resource Management. HRM digitalization refers to the use of digital technology in various HR management processes, such as recruitment, selection, training, competency development, performance management, personnel administration, and data-driven decision-making systems. Through digitalization, organizations can obtain more accurate information, accelerate work processes, reduce operational costs, and improve the quality of service to employees (Sulaeman et al., 2025).

The implementation of digitalization in HR has become increasingly important following changes in global work patterns triggered by technological developments and the dynamics of the business environment. Many organizations have begun adopting various digital platforms to support remote work activities, virtual communication, electronic attendance systems, e-learning, and the use of Human Resource Information System (HRIS) applications. The presence of these technologies enables organizations to manage human resources more effectively and flexibly (Narbariya et al., 2022). Furthermore, digitalization also makes it easier for employees to access job information, develop competencies, and interact with the organization more quickly and transparently. However, the success of HR digitalization implementation is determined not only by the sophistication of the technology used, but also by individual readiness to face change (Santika et al., 2026). Digital transformation often brings about changes in work culture, operational procedures, and demands for new competencies that employees must possess. This condition can elicit a variety of responses from employees, ranging from acceptance to rejection of the changes. Many employees experience difficulties in adapting to new technologies due to limited digital skills, fear of losing their jobs due to automation, or uncertainty about changes to the work system implemented by the organization (Putra et al., 2022).

In this context, readiness for change is a crucial factor in supporting the success of digital transformation in an organization. Readiness for change can be defined as an individual's psychological state, indicating the extent to which a person accepts, supports, and is prepared to participate in the organizational change process. Employees with a high level of readiness for change tend to be more open to innovation, more easily learn new technologies, and are able to adapt to changes in the work environment (Piwowar-Sulej et al., 2026). Conversely, employees with low readiness for change tend to show resistance to change, which can hinder the effectiveness of digital technology implementation. Various studies have shown that readiness for change is closely related to the successful implementation of organizational

change. When employees feel ready for change, they are more motivated to learn new systems, improve their competencies, and support organizational policies. This condition can ultimately increase individual productivity and performance. Therefore, readiness for change not only plays a supporting factor for digital transformation but also serves as a mechanism that bridges the influence of HRM digitalization on employee performance.

Employee performance is one of the main indicators of an organization's success in achieving its stated goals. Performance reflects the level of work achieved by individuals in accordance with their assigned tasks and responsibilities. In the digital era, organizations require employees not only to work effectively but also to be able to adapt to ever-evolving technology. The implementation of digital systems in HR management is expected to improve performance quality by simplifying work processes, accelerating information access, improving coordination, and continuously developing competencies (Kampoowale, 2025). However, the results of implementing HRM digitalization on employee performance do not always show the same impact in every organization. Several studies have found that HRM digitalization can increase productivity, work efficiency, and service quality (Saf'ani & Ratnawati, 2021). However, other studies have shown that the implementation of digital technology does not necessarily result in improved performance if it is not accompanied by employee readiness to accept and adopt change. These differences in research results indicate that other factors play a role in explaining the relationship between HRM digitalization and employee performance (Metris et al., 2025).

One factor suspected of playing a significant role is readiness to change as a mediating variable. From the perspective of organizational change theory, the success of a change depends not only on changes in systems and technology, but also on the readiness of the individuals involved in the process. HR digitalization can enhance readiness to change through the provision of more transparent information, technology-based training, more effective communication, and employee involvement in the transformation process. Furthermore, high readiness to change can drive improved performance because employees are better able to utilize available technology to support their work (Hoang et al., 2025). This phenomenon is increasingly relevant considering that many organizations in Indonesia are undergoing digital transformation processes. Various companies, both in the public and private sectors, are competing to adopt digital technology to increase efficiency and competitiveness. However, the main challenge often faced is not only the technological aspect, but also the human aspect as the primary users of the technology. Failure to manage change often results in large technology investments not delivering optimal results. Therefore, understanding the factors influencing the success of digital transformation, particularly employee readiness to change, is crucial for research (Syofy et al., 2026).

Furthermore, the increasingly diverse workforce generation also presents unique challenges in the implementation of HRM digitalization. Differences in digital literacy levels, work experience, and individual characteristics can impact employees' ability to embrace change. Younger generations tend to adapt to technology more quickly than older generations. This situation requires organizations to develop digital transformation strategies that focus not only on technology but also on developing the overall capacity and readiness of employees. Academically, research on HRM digitalization continues to develop and has become a key topic in modern management studies. However, most previous research has focused more on the direct impact of digitalization on organizational performance or employee performance. Meanwhile, research examining the role of readiness to change as a mediating variable in this relationship is still relatively limited, particularly in the context of organizations in Indonesia. However, understanding these mediating mechanisms can provide a more comprehensive picture of how HRM digitalization can improve employee performance (Wibowo et al., 2026).

Based on the above description, it can be understood that the digitalization of human resource management is a crucial strategy in facing the challenges of the digital transformation

era. However, the success of its implementation depends not only on the technology used but also on employee readiness to face change. Readiness to change has the potential to be a mediating factor explaining how HRM digitalization can have a positive impact on employee performance. Therefore, research on "The Influence of Human Resource Management Digitalization on Employee Performance through Readiness for Change as a Mediating Variable" is important to conduct in order to provide theoretical and practical contributions to the development of human resource management in the digital era. This research is expected to provide a deeper understanding of the relationship between HRM digitalization, readiness to change, and employee performance, thus providing a basis for organizations in designing more effective and sustainable digital transformation strategies.

METHOD

This study uses a quantitative approach with a survey method to analyze the effect of human resource management digitalization on employee performance through readiness for change as a mediating variable. A quantitative approach was chosen because it allows researchers to objectively and measurably test the relationship between variables based on numerical data. The research design used was exploratory, aiming to explain the causal relationship between human resource management digitalization, readiness for change, and employee performance. Data were collected from employees working in organizations or companies that have implemented digital systems in human resource management.

The study population consisted of 150 respondents from all employees of the organizations studied. The sample was determined using purposive sampling, where researchers determined the sample by establishing specific characteristics in accordance with the research objectives, namely respondents who have used digital systems in their work activities. Primary data were obtained through a questionnaire compiled on a five-point Likert scale, ranging from strongly disagree to strongly agree. The human resource management digitalization variable was measured through indicators of digital technology use in recruitment, training, communication, and performance management. The readiness for change variable was measured through indicators of belief in change, psychological readiness, and support for organizational transformation. Meanwhile, employee performance variables were measured based on work quality, quantity, punctuality, effectiveness, and responsibility in carrying out work.

Data analysis was conducted through several stages: instrument validity and reliability testing, descriptive analysis, and structural model testing to test the research hypotheses. The analytical method used was Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the assistance of SmartPLS software. SEM-PLS was chosen based on its ability to simultaneously test direct and indirect relationships between variables, including testing the mediating role of readiness for change. Significance testing was conducted using bootstrapping techniques at a 5% significance level. The results of the analysis were then interpreted to explain the extent of the influence of human resource management digitalization on employee performance, both directly and through readiness for change as a mediating variable.

RESULTS AND DISCUSSION

Evaluation of Measurement Model or Outer Model

To estimate variable indicators that reflect structure, a measurement model is required. Estimation. Model evaluation can be done by testing convergent validity, discriminant validity, and combined reliability. The following are the results of the measurement model.

Validity is a test that shows the relationship between reflective elements and latent variables. An indicator is considered adequate if it contains an indicator value of 0.5–0.7 for

each sufficiently large construct (Ghozali, 2014). The table below shows the loading factor values.

Table 1. Convergent Validity Test Results

Variables	Loading Factor	AVE	Information
Digitalization of Human Resource Management (X)	0.834	0.670	Valid
	0.824		Valid
	0.780		Valid
	0.798		Valid
	0.854		Valid
	0.721		Valid
	0.833		Valid
	0.821		Valid
Readiness to Change (Z)	0.782	0.656	Valid
	0.857		Valid
	0.821		Valid
	0.782		Valid
	0.798		Valid
	0.854		Valid
	0.721		Valid
	0.833		Valid
Employee performance (Y)	0.813	0.647	Valid
	0.782		Valid
	0.857		Valid
	0.821		Valid
	0.798		Valid
	0.854		Valid
	0.891		Valid
	0.812		Valid

Source: Data processed by researchers, 2026

Table 1 shows that the resulting factor loading values for each indicator variable are above 0.70. Thus, these indicators are considered valid measures of the latent variables. The average variance extracted (AVE) for each construct indicator is greater than 0.50. These results indicate that all variables in this study have good convergent validity for measuring their respective variables.

Composite Reliability is used to test the reliability of an indicator based on its structural elements. A variable is considered good if the composite reliability is greater than 0.70 and the recommended Cronbach's alpha is >0.6 (Ghozali, 2016). The following table shows the significance of composite reliability and Cronbach's alpha values.

Table 2 Results of Composite Reliability and Cronbach's Alpha

Variables	Composite Reliability	Cronbach's Alpha	Information
Digitalization of Human Resource Management	0.810	0.812	Reliable
Readiness to Change	0.820	0.823	Reliable
Employee performance	0.802	0.810	Reliable

Source: Data processed by researchers, 2026

Table 2 shows that *the Composite Reliability value* of the latent variable is more than 0.7, while *the Cronbach's alpha value of the latent variable* shows a value greater than 0.6, so all variables show good reliability.

Evaluation Structure Model (Inner Model)

Structural model testing (inner model) helps determine the relationship between significant construct values and the research model's R-square. The structural model is estimated using R-square for each independent or dependent latent variable. The results of the R-square test using SmartPLS are shown in the table below.

Table 3 R Square

	R-square	Adjusted R-square
Employee performance	0.805	0.801

Source: Researcher data 2026

The R-Square result in Table 3 is 0.805, indicating that 80.5% of the Employee Performance variable is influenced by the Human Resource Management Digitalization and Readiness for Change variables, while the remaining 19.5% is influenced by variables outside this research model. This indicates that other variables still influence Employee Performance.

Hypothesis Test Results

To test the presented hypothesis, a t-statistic and a p-value are required. The hypothesis is accepted if the p-value is < 0.05 . The basis for direct hypothesis testing is the return contained in the coefficient or value of the output path and the indirect effect. Structural model testing is used to explain the relationship between variables.

Table 4 Path Coefficient Results

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value	Note
X-Y	0.231	0.056	0.024	2,405	0.001	Accepted
X-Z	0.218	0.077	0.041	2,301	0.000	Accepted
Z-Y	0.250	0.060	0.032	2,001	0.000	Accepted
X-Z-Y	0.210	0.702	0.401	2,032	0.002	Accepted

Source: Data processed by researchers, 2026

Table 4 shows that human resource management digitalization has a positive and significant effect on employee performance with a t-statistic value of $2.405 > 1.96$ and a p-value of $0.001 < 0.05$. HR digitalization has a positive and significant effect on employee readiness to change with a t-statistic value of 2.301 with a p-value of $0.000 < 0.05$. Readiness to change has a positive and significant effect on employee performance with a t-statistic value of $2.001 > 1.96$ and a p-value of $0.000 < 0.05$. Readiness to change is able to significantly mediate the effect of HR digitalization on employee performance with a t-statistic value of $2.032 > 1.96$ and a p-value of $0.002 < 0.05$.

Discussion

The Impact of Human Resource Management Digitalization on Employee Performance

The research results show that digitalization of human resource management (HRM) has a positive and significant impact on employee performance. This finding indicates that the better the implementation of digital technology in HR management processes, the higher the level of employee performance. The implementation of digital systems such as the Human

Resource Information System (HRIS), electronic attendance, app-based performance appraisal systems, and digital learning platforms can improve employee effectiveness and efficiency.

HR digitalization simplifies information access, speeds up administrative processes, and reduces errors caused by manual processes. Employees can access real-time work information, enabling them to complete tasks more quickly and accurately. Furthermore, digitalization increases transparency in HR management, including performance appraisals, career development, and organizational communications. This transparency leads to increased work motivation because employees feel treated more objectively and fairly. Furthermore, HR digitalization also plays a role in increasing employee readiness to face organizational change. Rapid availability of information, open communication systems, and access to digital-based training help employees understand the goals of change and the benefits to both the organization and the individual. This can reduce uncertainty and resistance to change, thereby increasing employee confidence in adapting to a dynamic work environment. From a psychological perspective, readiness for change arises when employees believe they are capable of handling change (change efficacy), understand the reasons for change, and perceive adequate organizational support.

Great change readiness further contributes to improved employee performance. Employees who are ready for change tend to be proactive, more open to innovation, learn new skills more quickly, and are able to adapt to evolving job demands. This psychological mechanism encourages increased work commitment, employee engagement, and task effectiveness, ultimately impacting both individual and organizational performance. This finding aligns with the Resource-Based View (RBV) theory, which states that utilizing technology as a strategic resource can create a competitive advantage for organizations. Digital technology integrated with HR functions not only improves operational efficiency but also builds organizational capabilities by enhancing employee readiness for change. Thus, HR digitalization is a crucial factor in improving individual and organizational performance, both directly through work efficiency and indirectly through increasing employee readiness to face changes in the digital era..

The results of this study are in line with several previous studies (Fajriani et al., 2025; Kurniasih & Cendriono, 2021; Novitasari et al., 2020; Priyana & Afrina, 2025) who found that digitalization of human resource management (HRM) has a positive and significant impact on employee performance.

The Impact of Human Resource Management Digitalization on Change Readiness

The research results show that HR digitalization has a positive and significant impact on employee readiness for change. This suggests that the better the implementation of digital technology in HR management, the higher the level of employee readiness to face organizational change. Digitalization not only transforms work systems but also fosters the formation of an organizational culture that is more adaptive to innovation and technological developments.

The implementation of various digital platforms in work activities allows employees to adapt to ongoing changes. Digital-based training programs, internal communication through applications, and transparent information systems help employees understand the goals and benefits of organizational changes. A good understanding of change will increase employee trust in the organization and reduce resistance to new policies. From the perspective of organizational change theory, readiness for change is a psychological state that develops when individuals believe that changes will provide positive benefits. HR digitalization can enhance this confidence by providing fast, accurate, and easily accessible information. Therefore, organizations that are able to manage digitalization effectively tend to have employees who are better prepared to face various forms of organizational transformation.

The results of this study are in line with several previous studies (Handayani et al., 2025; Nadhira & Suprpto, 2025; Parman et al., 2025; Syafitri & Sari, 2025) who found that HR digitalization has a positive and significant impact on employee readiness to change.

The Influence of Readiness to Change on Employee Performance

The research results show that readiness for change has a positive and significant impact on employee performance. This finding indicates that employees with high readiness for change tend to perform better than those with less readiness. Readiness for change makes it easier for individuals to embrace innovation, learn new skills, and adapt to evolving job demands.

Employees who are ready for change typically have an open attitude toward learning and self-development. They don't view change as a threat, but rather as an opportunity to improve their competency and work performance. This positive attitude results in increased productivity, work quality, and the ability to complete tasks effectively. These findings support the readiness for change theory, which states that individual readiness is a critical factor in determining the success of implementing organizational change. When employees have a high level of readiness, they are more motivated to support organizational programs and optimize the use of available technology. Consequently, improved performance results and contribute to the achievement of organizational goals.

The results of this study are in line with several previous studies (Mondir et al., 2025; Parashakti et al., 2025; Ratnasih & Maimun, 2026; Susanto et al., 2025) who found that readiness to change has a positive and significant effect on employee performance.

The Role of Readiness to Change as a Mediating Variable in the Relationship between HR Digitalization and Employee Performance

The results of the mediation test indicate that readiness for change significantly mediates the effect of HR digitalization on employee performance. This finding suggests that HR digitalization not only has a direct impact on performance improvement but also has an indirect impact through increased employee readiness for change.

The implementation of HRM digitalization creates a more modern, transparent, and adaptive work environment. This condition increases employee readiness to accept changes occurring within the organization. Furthermore, high readiness for change encourages employees to utilize technology optimally, thereby improving work quality and productivity. In other words, readiness for change functions as a psychological mechanism that explains how HRM digitalization can lead to improved employee performance. These findings reinforce the view that the success of digital transformation is determined not only by the availability of technology but also by the readiness of the human resources who use it. Organizations that focus solely on technology investment without considering employee readiness risk encountering obstacles in the implementation process. Therefore, developing readiness for change through training, effective communication, employee engagement, and management support is a critical step in ensuring the success of HRM digitalization.

The results of this study are in line with several previous studies (Novita et al., 2023; Raharja, 2023; Samudra et al., 2025; Wulandari & Yulianto, 2026) that found that readiness to change was able to significantly mediate the influence of HR digitalization on employee performance.

CONCLUSION

Based on the research results, it can be concluded that the digitalization of human resource management (HRM) has a positive and significant impact on employee performance. The application of digital technology in various HRM functions, such as recruitment, training, performance evaluation, internal communications, and personnel administration, can increase employee effectiveness, efficiency, and productivity. Digitization not only simplifies

organizational operational processes but also supports faster and more accurate decision-making, thus contributing to improved individual and organizational performance.

This study also found that HR digitalization has a positive impact on employee readiness for change. The better the implementation of digital technology within an organization, the higher the level of employee readiness to accept, support, and adapt to the changes that occur. Furthermore, readiness for change has been shown to have a positive and significant impact on employee performance. Employees with a high level of readiness for change tend to adapt more easily to job demands, are more open to innovation, and are better able to utilize technology to improve work quality and productivity.

Furthermore, the research results show that readiness for change acts as a significant mediating variable in the relationship between HRM digitalization and employee performance. This finding indicates that the influence of digitalization on performance occurs not only directly but also through increasing employee readiness to face organizational change. Therefore, the success of digital transformation depends not only on the availability of technology but also on the organization's ability to build readiness for change among employees. Therefore, organizations need to integrate digitalization strategies with HR development programs, training, change communication, and strengthening an adaptive organizational culture so that the benefits of digital transformation can be optimized to improve employee performance sustainably.

Research Contribution

This study contributes to the human resource management literature by expanding understanding of the relationship between HRM digitalization, readiness for change, and employee performance. The findings confirm that readiness for change serves as an important mediating mechanism through which HRM digitalization improves employee performance. Thus, this study enriches change management and digital HRM theories by demonstrating that the success of digital transformation depends not only on technological adoption but also on employees' psychological readiness to embrace organizational change.

Recommendations

Practically, organizations are encouraged to strengthen employee readiness for change through continuous training, effective change communication, and the development of an adaptive organizational culture alongside the implementation of digital HR systems. Such efforts can maximize the benefits of digital transformation and improve employee performance sustainably. For future research, it is recommended to examine additional factors that may influence the relationship between HRM digitalization and employee performance, such as digital competence, organizational commitment, leadership style, or employee engagement. Future studies may also employ longitudinal designs and broader research samples across different industries to gain a deeper understanding of the long-term effects of HRM digitalization on organizational outcomes.

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