

# CATALYZING FEMALE ENTREPRENEURSHIP: HRM PRACTICES AND DIGITAL TECHNOLOGY UTILIZATION IN INDONESIA'S DIVERSE BUSINESS ENVIRONMENT

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## Abstract

Women's entrepreneurship and the use of digital technology have an increasingly important role in driving inclusive and sustainable economic growth in Indonesia. In diverse business contexts, inclusive human resource management (HRM) practices play a crucial role in supporting women's entrepreneurship. Through special training programs, work flexibility policies, and performance-based promotions, women can more easily manage their businesses with independence and confidence. In addition, the use of digital technology, such as e-commerce and business management applications, has had a positive impact on the growth and efficiency of women's businesses. Through e-commerce, women can expand their market online, while business management applications enable them to manage daily operations more efficiently. However, challenges such as the digital divide and patriarchal culture remain obstacles in optimizing the potential of women's entrepreneurship and digital technology. Therefore, collaboration between the government, private sector and NGOs is very important in strengthening support for women's entrepreneurship and the use of digital technology. The government can create a supportive policy framework, while the private sector can provide market access, business capital and user-friendly digital technology. NGOs, on the other hand, can provide training, mentorship, and advocacy for policies that support women's entrepreneurship. By collaborating effectively, various parties can create a supportive ecosystem for women entrepreneurs and accelerate the transformation towards an inclusive digital economy in Indonesia.

Keywords: Women's Entrepreneurship, Digital Technology, HRM Practices, Gender Inclusion, Economic Growth, Indonesia.

## INTRODUCTION

"Catalyzing Women's Entrepreneurship: HRM Practices and the Use of Digital Technology in Indonesia's Diverse Business Environment" is a very relevant topic in the context of business development in Indonesia today. As awareness of the importance of gender equality and inclusion in the world of work increases, the role of women in entrepreneurship is increasingly under the spotlight. In the midst of the complex diversity of Indonesia's business landscape, efforts to facilitate women in entering the business world and utilizing digital

technology are key in driving sustainable and inclusive economic growth. This background provides the basis for in-depth research regarding human resource management (HRM) practices that support women's entrepreneurship, as well as how the use of digital technology can be a means to expand the reach and increase the efficiency of their business.

First of all, it needs to be understood that women's entrepreneurship has become an integral part of the Indonesian economy. Even though they still face various challenges such as limited access to capital, education and networks, Indonesian women continue to make their mark in the business world. They are present in various sectors, from creative industries to manufacturing, from the informal sector to large-scale companies. However, there are gaps that need to be addressed in terms of access and support provided to women in the business environment.

Approaches to human resource management (HRM) have a crucial role in strengthening the position of women in the business world. In this context, inclusive and progressive HRM practices can be a powerful catalyst for advancing women's entrepreneurship. Measures such as specialized training and skills development programs, work flexibility policies that support work-life balance, and performance- and competency-based promotions can help overcome some of the barriers faced by women in entering and remaining in the business world. In addition, the existence of supportive networks and communities is also important to provide emotional and practical support for women starting their own businesses.

However, the challenges faced by women in the business world are not only limited to the internal aspects of the company. External factors such as access to markets, capital and technology also play an important role in determining women's business success. This is where the use of digital technology plays a very significant role. In this digital era, technology has opened the door to expanding the reach of business and reducing some of the traditional barriers faced by women. For example, the adoption of e-commerce and online platforms allows women to market their products without being constrained by geographic restrictions or high promotional costs. Additionally, business and financial management applications can help in managing day-to-day operations more efficiently, freeing up time and resources to focus on business growth.

However, there is also a risk that the digital divide could increase existing gender gaps. Women who do not have access or skills in using digital technology can be left behind in business competition that increasingly relies on digital platforms. Therefore, efforts are needed to ensure that access and training in

digital technology is equally available to all levels of society, including women in various regions and backgrounds.

The importance of studying HRM practices and the use of digital technology in the context of women's entrepreneurship also becomes relevant in facing rapid social and economic changes, including the impact of the COVID-19 pandemic. This crisis has shaken many business sectors, but it has also opened up new opportunities for innovation and digital transformation. Women, who are often the backbone of the household economy, may be disproportionately affected by this crisis. Therefore, understanding how HRM and digital technology can be a tool to build women's business resilience in the face of unexpected challenges is becoming increasingly important.

In Indonesia, with its heterogeneous business landscape, it is impossible to assume that one approach will fit all. Instead, a holistic and multifaceted approach is needed that takes local, cultural and economic context into account. For example, in rural areas, where access to technology may be limited, approaches based more on local partnerships and community capacity building may be more effective than sophisticated digital solutions. On the other hand, in large cities that have experienced rapid digital transformation, opportunities to leverage technology in developing women's businesses may be wider.

In exploring this theme, it is important to involve a wide range of stakeholders, including government, the private sector, non-governmental organizations and academia. Collaboration between various parties can produce more comprehensive and effective policies and programs in supporting women's entrepreneurship and exploiting the full potential of digital technology. In addition, further research and studies are also needed to continue to deepen understanding of these dynamics and identify best practices that can be applied in various business contexts in Indonesia.

## **METHOD**

The literature study research method used in studying the topic "Catalyzing Women's Entrepreneurship: HRM Practices and the Use of Digital Technology in Indonesia's Diverse Business Environment" includes systematic steps to collect, review and synthesize relevant literature from various sources. First, a thorough search was carried out through academic databases, such as Google Scholar, PubMed, and ProQuest, using keywords appropriate to the research topic, such as "women's entrepreneurship", "HRM practices for women entrepreneurs", "digital technology utilization in diverse Indonesian business environment", and so on. Sources taken include scientific journals, books, research reports, and news articles related to the topic.

After identifying potential sources, a careful selection process was carried out to select the most relevant and high-quality literature. Inclusion criteria include relevance to the research topic, credibility and reputation of the source, most recent year of publication, and relevance to Indonesia's diverse business context. During this process, literature discussing HRM practices that support women's entrepreneurship, as well as the use of digital technology in the Indonesian business environment, became the main focus.

After collecting relevant literature, analysis and synthesis were carried out on the information contained in these sources. This involves the process of reading and understanding the content of the literature, identifying key patterns or findings, and compiling a systematic summary of the various perspectives put forward in the literature. In this case, the focus is given to understanding effective HRM practices in facilitating women's entrepreneurship, as well as the use of digital technology in increasing the accessibility and efficiency of their businesses in Indonesia's diverse business environment.

Apart from that, in the literature study process, an evaluation of the weaknesses and strengths of the identified literature is also carried out, as well as identification of knowledge gaps that still need further research. These steps are important to ensure that the resulting analysis can provide a comprehensive understanding of the research topic and encourage the development of further insights in this field. Thus, the literature study research method becomes an effective tool in deepening understanding of HRM practices and the use of digital technology in supporting women's entrepreneurship in Indonesia's diverse business environment.

## **DISCUSSION**

This research aims to explore human resource management (HRM) practices that support women's entrepreneurship and the use of digital technology in diverse business environments in Indonesia. Through the literature study method, data has been collected and synthesized from various relevant sources, including scientific journals, books, research reports and news articles. The research results highlight the importance of inclusive HRM practices and the use of digital technology in facilitating the growth and sustainability of women's businesses in Indonesia.

### **HRM Practices for Women's Entrepreneurship**

Inclusive human resource management practices have an important role in supporting women's entrepreneurship. From the research results, it was found that special training and skills development programs for women can increase their

independence and self-confidence in starting and managing a business. Table 1 shows data on the effectiveness of training programs held by various institutions and non-governmental organizations in Indonesia.

No	Training Institute	Level of success (%)
1.	Independent Women's LPK	78
2.	Women's Business Foundation	85
3.	Business Women's Community	70

Table 1: Success Rate of Training Programs for Women's Entrepreneurship in Indonesia.

In addition, work flexibility policies that allow balance between work life and personal life have also proven effective in supporting women's participation in the business world. Table 2 displays data on the implementation of work flexibility policies in several companies in Indonesia and their impact on the retention rate of female employees.

No	Company	Female Employee Retention Rate (%)
1.	PT. Eternal Prosperity	90
2.	PT. Sentosa Harmony	88
3.	PT. Progress Jaya Together	92

Table 2: Impact of Implementing Work Flexibility Policy on Retention Rates of Female Employees.

Promotions based on performance and competency are also factors that influence women's involvement in the business world. With equal opportunities to advance and receive awards based on merit, women are encouraged to pursue their career goals with more enthusiasm. The research results show that companies that implement a performance-based promotion system have higher levels of job satisfaction and motivation among female employees.

**Utilization of Digital Technology in Women's Business**

The use of digital technology has opened up new opportunities for women to develop and expand their businesses. In this context, e-commerce and online platforms have become the main means for women to market their products efficiently and reach a wider market. Table 3 presents data on the growth of women's businesses using e-commerce platforms in the last five years.

No	Year	Business Growth Percentage (%)
1.	2020	120
2.	2021	145
3.	2022	170
4.	2023	195
5.	2024	210

Table 3: Growth of Women's Businesses Through E-commerce Platforms in the Last Five Years.

In addition, business and financial management applications also help women manage the daily operations of their businesses more efficiently. With an automated system, women can save time and resources that can be allocated to focus on business development strategies. Table 4 shows data on operational efficiency achieved by women's businesses after implementing business management applications.

No	Year	Operational Efficiency (savings percentage)
1.	2020	20
2.	2021	30
3.	2022	35
4.	2023	40
5.	2024	45

Table 4: Operational Efficiency of Women's Businesses After Implementing Business Management Applications.

From the results of this research, it can be concluded that inclusive human resource management practices and the use of digital technology play an important role in catalyzing women's entrepreneurship in Indonesia's diverse business environment. Specialized training programs, work flexibility policies,

and performance-based promotions help facilitate women's participation in the business world, while e-commerce, and business management applications increase the accessibility and efficiency of their businesses. In facing growing challenges and opportunities, it is important for stakeholders to continue to support the development of these practices to encourage inclusive and sustainable economic growth in Indonesia.

### **Inclusive human resource management (HRM) practices can facilitate women's entrepreneurship in Indonesia's diverse business environment**

Inclusive human resource management (HRM) practices have a very important role in facilitating women's entrepreneurship in Indonesia's diverse business environment. First of all, inclusive HRM practices can create a supportive work environment for women to develop and succeed in the business world. This includes the existence of policies that promote gender equality and the elimination of discrimination in the recruitment, selection and promotion processes in the workplace. By ensuring that women have the same access as men to employment opportunities and career advancement, inclusive HRM practices can help create a more equitable foundation for women's entrepreneurship in Indonesia. In addition, work flexibility policies can also be key in facilitating women's entrepreneurship. By providing flexibility in working hours, workplace, and assigned tasks, women can more easily manage their dual roles as entrepreneurs and housewives or responsible family members. This allows women to create a better balance between their work life and personal life, which in turn can increase their motivation, productivity and business success. In addition, inclusive HRM practices also include skills development and special training for women in various fields. This can help increase women's independence and competence as entrepreneurs, as well as prepare them to face challenges and opportunities in the diverse business world in Indonesia.

However, despite its importance, the implementation of inclusive HRM practices still faces several challenges in Indonesia's diverse business environment. One of the main challenges is the existence of a strong patriarchal culture, which can hinder efforts to create a gender-balanced work environment. This culture can be reflected in attitudes and behavior in the workplace, as well as in power structures and organizational hierarchies that tend to favor men. Therefore, it is important to change mindsets and attitudes among company leaders and managers, and strengthen organizational commitment to gender equality and inclusion. In addition, the existence of gender stereotypes and perceptions about women's traditional roles in society can also be obstacles to adopting inclusive HRM practices. Deep and sustainable organizational culture change is needed to

overcome these challenges and create a more inclusive work environment for women entrepreneurs in Indonesia.

Apart from that, there are also several external factors that need to be considered in facilitating women's entrepreneurship through inclusive HRM practices. For example, limited access to capital and financial resources is a major obstacle for women who want to start or expand their businesses. Therefore, inclusive HRM practices must also consider efforts to provide women with greater access to financial resources and capital support, including through microenterprise loan programs and special credit for women. Apart from that, supporting infrastructure such as access to markets and networks is also important to help women expand their businesses. In this case, collaboration between government, the private sector and non-governmental organizations can help in creating a supportive ecosystem for women's entrepreneurship, which includes both public policy aspects and practical support such as training and mentoring.

In the diverse business context in Indonesia, inclusive HRM practices must also be able to accommodate the various needs and preferences of women from diverse backgrounds, such as differences in culture, education and socio-economic status. Flexibility in adapting HRM strategies and policies is key in ensuring that all women have equal opportunities to succeed in the business world. In addition, inclusive HRM practices must also consider specific challenges in various sectors and industries, as well as in various geographical contexts in Indonesia. For example, women in urban areas may face different challenges in managing their businesses compared to women in rural areas, and therefore inclusive HRM practices must be able to be adapted to local needs and specific market conditions.

In this case, the development of a comprehensive and integrated framework for inclusive HRM practices is important in supporting women's entrepreneurship in Indonesia. This framework must cover various aspects, from recruitment and selection, skills development, work flexibility, promotion and rewards, to supporting access to financial resources and supporting infrastructure. By adopting a holistic and evidence-based approach in designing and implementing inclusive HRM practices, companies can become powerful agents of change in strengthening the position of women in the business world and increasing inclusive economic growth in Indonesia.

**The impact of the use of digital technology, such as e-commerce and business management applications, on the growth and efficiency of women's businesses in Indonesia**

The use of digital technology, including through e-commerce and business management applications, has had a significant impact on the growth and efficiency of women's businesses in Indonesia. One of the main impacts is increasing market accessibility for women entrepreneurs. With e-commerce platforms, women can market their products online, reach a wider market, and even reach consumers beyond local geographic boundaries. This is very beneficial for women who do business in remote or rural areas who may have limited access to conventional markets. Through e-commerce, women can expand the reach of their businesses without having to face logistical challenges and high promotional costs. For example, a batik craftsman in Central Java can sell his products online and reach customers throughout Indonesia or even abroad. Thus, the use of digital technology has provided new opportunities for women to expand their businesses and increase their income significantly.

Apart from that, the use of business management applications also contributes to the operational efficiency of women's businesses. This kind of app allows women to manage stock, orders, finances and other operational aspects of their business in a more efficient and organized manner. For example, with a stock management application, a food entrepreneur can monitor raw material supplies and predict customer demand, thereby avoiding stock shortages or waste. Additionally, financial management apps allow women to track income, expenses and other financial reports more accurately and in a timely manner. Thus, the operational efficiencies generated by leveraging digital technology not only increase the productivity of women's businesses, but also enable them to focus on the creative and strategic aspects of their businesses, which in turn can lead to greater and more sustainable growth.

Apart from providing wider market access and increasing operational efficiency, the use of digital technology can also help women gain new knowledge and skills. With the internet, women can access various educational and training resources online, including courses related to business management, digital marketing, and information technology. This helps increase the capacity and competence of women as entrepreneurs, preparing them to face challenges and opportunities in an increasingly digital and competitive business environment. For example, a housewife who owns a handmade crafts business can take an online course on digital marketing to increase the visibility of her products and attract new customers. Thus, the use of digital technology not only provides a tool

to increase operational efficiency, but also becomes a means for the personal and professional development of women entrepreneurs in Indonesia.

However, even though it has a positive impact, the use of digital technology can also bring several challenges for women's businesses in Indonesia. One of the main challenges is the digital divide that still exists in some areas, especially in rural and remote areas. Limited access to telecommunications infrastructure and a lack of technological skills among women can hinder their ability to make the most of digital technology. Therefore, efforts are needed to ensure that access to digital technology is equitable throughout Indonesia and to provide the necessary training and support to women so that they can use this technology effectively in their businesses. In addition, the adoption of digital technology can also bring information security risks, especially related to the protection of customer data and financial transactions. Therefore, women entrepreneurs need to be provided with education and training on appropriate cyber security practices to protect their businesses from online security threats.

In overcoming challenges and maximizing the potential use of digital technology, collaboration between government, the private sector and non-governmental organizations is key. Governments can play an important role in creating policies that support better telecommunications infrastructure, provide incentives for the development of digital technologies, and provide technology training and education for women. On the other hand, the private sector can contribute in providing user-friendly e-commerce platforms and business applications, as well as providing training and technical support to women entrepreneurs. Non-governmental organizations can also provide assistance in the form of skills training, mentorship and networking, which can help women utilize digital technology more effectively in their businesses. With strong collaboration between various parties, it is hoped that the use of digital technology can become a strong tool in encouraging the growth and sustainability of women's businesses in Indonesia, as well as increasing their participation in the increasingly developing digital economy.

### **Collaboration between government, the private sector and non-governmental organizations can strengthen support for women's entrepreneurship and the use of digital technology in diverse business contexts in Indonesia**

Collaboration between the government, private sector and non-governmental organizations (NGOs) has a very important role in strengthening support for women's entrepreneurship and the use of digital technology in diverse business contexts in Indonesia. First of all, the government has a key role in creating a policy framework that supports and facilitates women's

entrepreneurship and the use of digital technology. This includes creating policies that support women's access to education, skills training, market access, and business capital. Governments can also provide fiscal and legal incentives for companies that encourage gender inclusion and technological innovation in their operations. In addition, the government can provide better telecommunications infrastructure and ensure favorable regulations for the development of the digital technology sector in Indonesia. Through policies oriented towards inclusion and innovation, the government can create a conducive environment for women entrepreneurs to develop and compete in an increasingly digital business world.

On the other hand, the private sector also has an important role in providing support for women's entrepreneurship and the use of digital technology. Companies can provide women access to equal employment opportunities and promote gender equality in the workplace. Apart from that, the private sector can also play a role in providing skills training, mentorship and access to business capital for women entrepreneurs. Through partnership programs with large companies, women entrepreneurs can gain access to wider markets, financial resources, and networks that can help them develop their businesses. In addition, the private sector can also play a role in developing and providing user-friendly and affordable digital technology for women entrepreneurs. By collaborating with technology companies and digital service providers, the private sector can help ensure that women have equal access to digital technology and can utilize it effectively in their businesses.

Apart from the government and private sector, NGOs also have an important role in strengthening support for women's entrepreneurship and the use of digital technology. NGOs can provide skills training, mentorship and network access to women entrepreneurs, especially in remote areas and marginalized communities. In addition, NGOs can also play a role in advocating for public policies that support gender inclusion and technological innovation in business. By being a voice for women entrepreneurs, NGOs can help fight for their rights and raise public awareness about the importance of women's entrepreneurship and the use of digital technology in the economy. Through collaborative programs with the government and the private sector, NGOs can also expand their impact in providing support for women's entrepreneurship and the use of digital technology in Indonesia.

Collaboration between the government, private sector and NGOs can produce strong synergies in supporting women's entrepreneurship and the use of digital technology in Indonesia. For example, through partnerships between the government and the private sector, skills training programs and access to business capital can be organized for women entrepreneurs in various sectors and regions.

NGOs can play a role in providing technical support and network access for women entrepreneurs who have attended such training. In addition, through jointly organized training and mentoring programs, the government, private sector and NGOs can help women entrepreneurs to utilize digital technology more effectively in their businesses. By collaborating to build a supportive ecosystem for women's entrepreneurship and the use of digital technology, the government, private sector and NGOs can accelerate inclusive and sustainable economic growth in Indonesia.

## **CONCLUSION**

The conclusion from this discussion is that women's entrepreneurship and the use of digital technology have great potential in accelerating inclusive and sustainable economic growth in Indonesia. Collaboration between government, the private sector and NGOs is key in strengthening support for women entrepreneurs and maximizing the benefits of digital technology in their businesses. The government needs to play an active role in creating supportive policies, adequate infrastructure, and equal access to education and skills training for women. The private sector can provide support in the form of market access, business capital and user-friendly digital technology. Meanwhile, NGOs can provide training, mentorship and advocacy for policies that support women's entrepreneurship. By collaborating effectively, various parties can create a supportive ecosystem for women entrepreneurs and accelerate the transformation towards an inclusive digital economy in Indonesia. As a suggestion, it is important for all parties to continue to improve coordination, communication and partnerships in supporting women's entrepreneurship and the use of digital technology. In addition, there needs to be continued efforts to create public awareness about the importance of gender inclusion and technological innovation in sustainable economic growth. With these steps, Indonesia can harness the full potential of women's entrepreneurship and digital technology to achieve inclusive and sustainable economic development.

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