

## HUMAN RESOURCE MANAGEMENT INNOVATION TO INCREASE BUMDES REVENUE IN THE DIGITAL ERA

Asmini<sup>1\*</sup>, Ardhana Januar Mahardhani<sup>2</sup>, Muhammad Nur<sup>3</sup>, Bhaswarendra Guntur Hendratri<sup>4</sup>, Egidius Fkun<sup>5</sup>

<sup>1\*</sup>Prodi Manajemen, Fakultas Ekonomi dan Manajemen (FEM), Universitas Samawa

<sup>2</sup>Prodi Pendidikan Pancasila dan Kewarganegaraan, Fakultas Keguruan dan Ilmu Pendidikan, Universitas Muhammadiyah Ponorogo

<sup>3</sup>Prodi Administrasi Publik, Universitas Muhammadiyah Sidenreng Rappang

<sup>4</sup>Ekonomi Syari'ah, Institut Agama Islam (IAI) Pangeran Diponegoro Nganjuk

<sup>5</sup>Prodi Ilmu Pemerintahan, Universitas Timor

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### ABSTRACT

Changes in technology and the digital revolution have had a significant impact on many aspects of life, including the economy. As economic institutions at the village level, village-owned businesses (BUMDes) are also affected by these changes. Human resource management (HRM) innovation is crucial for BUMDes to endure and thrive in the digital era, which presents both challenges and opportunities. One of the major issues identified is the lack of digital technology-related knowledge and skills among human resources. This lack of comprehension can impede BUMDes' ability to implement and leverage digital technology to increase revenue. This study seeks to analyze the challenges BUMDes face in their HR management in order to increase revenue in the digital age. Using a qualitative methodology, this research identifies issues at BUMDes related to HR management innovation in relation to revenue growth, and provides recommendations and strategies for maximizing HR potential. The findings of this study can provide BUMDes with insights and actionable suggestions for developing appropriate and sustainable HR management innovations. Optimizing the use of digital technology and enhancing HR competencies, BUMDes will be able to expand its market presence, enhance its competitiveness, and increase its revenue in the digital era.

#### E-mail:

[asminifem@gmail.com](mailto:asminifem@gmail.com)  
[ardhana@umpo.ac.id](mailto:ardhana@umpo.ac.id)  
[m.nurcokro@gmail.com](mailto:m.nurcokro@gmail.com)  
[bhaswa1006@gmail.com](mailto:bhaswa1006@gmail.com)  
[egifkun6@gmail.com](mailto:egifkun6@gmail.com)

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### 1. INTRODUCTION

The impact of technological advancement and digital transformation on various aspects of life, including the economy, has been substantial. Village-Owned Enterprises, also known as BUMDes, are one of the sectors that have been impacted. BUMDes is a village-level economic institution that plays a significant role in developing the local economy and enhancing the well-being of village communities [1], [2].

In facing challenges and opportunities in the digital era, innovation in human resource management (HR) is the main key for BUMDes to survive and develop. Human resources who are competent and have expertise in the use of digital technology are very valuable capital in increasing BUMDes revenue [3], [4]. Human resource management (HR) is a key factor in increasing the income of village-owned enterprises (BUMDes). However, BUMDes often face a number of problems in HR management which can affect their potential income. In this description, some of the main problems faced by BUMDes will be explained in their HR management to increase revenue in the digital era.

Based on research by [5]–[7] stated that one of the problems faced by BUMDes was the limited knowledge and skills of their human resources related to digital technology. In many villages, BUMDes members may not have an adequate understanding of digital technology and how to use it to grow their business. This lack of knowledge can hinder BUMDes' ability to adopt and utilize the technology needed to increase their income [8]. In an era where digital technology plays an important role in marketing, sales and

business management, this lack of knowledge and skills can prevent BUMDes from being able to compete digitally.

Furthermore, BUMDes also face limited technological resources. Inadequate technological infrastructure, such as slow or unstable internet access, lack of adequate hardware, and lack of a strong security system, can be an obstacle to the effective use of digital technology by BUMDes. Without adequate infrastructure[9], BUMDes find it difficult to run their operations efficiently and take advantage of the potential of digital technology to increase revenue. Therefore, investment in technology infrastructure is crucial for BUMDes to be able to adapt to digital changes and optimize the use of technology in an effort to increase their income.

In addition, low awareness and acceptance of technology is also a problem faced by BUMDes. Some BUMDes members may still be reluctant or not confident in using digital technology. They may have fears about their ability to master new technologies or worry about changes that might occur in the way they do business. This lack of awareness and acceptance can lead to resistance to change and hinder the adoption of the digital technologies needed to increase revenue. Therefore, it is important for BUMDes to carry out intensive education and socialization efforts to increase awareness and understanding of the benefits of digital technology and provide the necessary support and training for BUMDes members. Furthermore[10], BUMDes must compete with large companies that have resources.

So based on some of the problems from the study literature conducted, this study aims to analyze so that it can find out related to HR management innovations as well as in exploring and analyzing innovations in human resource management (HR) that can increase BUMDes revenue in the digital era.

## 2. LITERATURE REVIEW

### Human Resource Management

Human Resource Management (HR) is a series of activities carried out by an organization to plan, develop, manage and utilize the existing workforce or employees within the organization. HR management involves the process of managing aspects related to human resources, including recruitment, selection, training, career development, performance appraisal, compensation, management of work relations, management of employee welfare, and decision making regarding the use and development of workforce[11]. In the BUMDes context, HR management involves managing BUMDes members which aims to improve individual and group performance in achieving organizational goals[12], [13]. HR management at BUMDes includes the process of recruiting and selecting qualified BUMDes members, developing skills and knowledge through training and development, evaluating the performance of BUMDes members, managing compensation and incentives, as well as efforts to build a positive and productive work culture[14]. HR management in the BUMDes context also involves workforce strategic planning, namely identifying workforce needs that are in accordance with BUMDes vision, mission and goals, and designing strategies to meet these needs. In the digital era, HR management at BUMDes also includes innovation in the use of digital technology to increase operational efficiency, use of e-commerce platforms, and develop digital skills for BUMDes members.

### Digital Innovation

Digital innovation is the application of new or existing digital technologies in new ways, to create added value, change business processes, increase efficiency, or provide a better experience for users or customers [15], [16]. Digital innovation involves the use of information and communication technologies, such as software, mobile applications, cloud computing, artificial intelligence, big data, analytics, Internet of Things (IoT), and other technologies to achieve positive changes in the various areas of life, including business, government, education, health, and others. Digital innovation includes not only the development and utilization of new technologies, but also involves transforming business processes, business models and the way organizations operate[17], [18]. Digital innovation can change the way businesses interact with customers, optimize internal operations, create new products and services, expand market reach, and increase efficiency and productivity. Digital innovation often involves using data and analytics to identify business opportunities, understand customer behavior, optimize business decisions and generate valuable insights. In addition, digital innovation can also involve the integration of different technologies, such as connecting internal systems with online platforms, creating mobile solutions, or adopting technologies that enable process automation[19].

## 3. METHOD

The approach and type of research used in this study is a type of qualitative approach, using the literature review method. The literature review process acts as a theoretical foundation and in-depth

understanding of the phenomenon being researched. Researchers collect, read, and analyze relevant literature to understand previous concepts, theories, findings[20], [21]. This study was conducted to examine HR management innovation related to increasing income at BUMDEs, especially in the development of the digital era, so the focus of the literature study in this study was to analyze several things from previous research which discussed identifying problems faced by BUMDEs in HR management in an effort to increase revenue. in the digital era, analyzing various HR management innovations that can be implemented by BUMDEs, explaining the benefits and impacts of HR management innovations in increasing BUMDEs revenue, and being able to provide recommendations and strategies for BUMDEs in implementing effective HR management innovations.

#### **4. RESULT AND DISCUSSION**

##### **Identification of Problems in Increasing Income at BUMDEs**

In its development, Village Owned Enterprises (BUMDEs) are faced with various problems in an effort to increase income with the development of digital technology. One of the main problems faced by BUMDEs is how to adopt innovations in human resource management (HR) to optimize their potential amid the rapid development of digital technology. Changes in digital technology have changed the way businesses in various sectors operate, and this also applies to BUMDEs. BUMDEs are currently faced with demands to adapt to technological advances, especially in terms of online marketing, data management, and the use of digital platforms to increase operational efficiency. However, not all BUMDEs are able to handle this challenge well. Some research by[22], [23]mentioning the problems faced by BUMDEs in increasing revenue in the digital era can include the following:

- a) **Limited Knowledge and Skills:** BUMDEs often face challenges in developing and utilizing digital technology due to limited knowledge and skills of their HR. Many BUMDEs members may not have adequate understanding of digital technology and how to use it to expand their business. This lack of knowledge can hinder BUMDEs' ability to adapt to digital changes and take advantage of existing opportunities.
- b) **Limited Technological Resources:** Inadequate technological infrastructure is also a problem faced by BUMDEs. Slow or unstable internet access, lack of adequate hardware, and lack of a strong security system can hinder BUMDEs' ability to optimize the use of digital technology. Without adequate infrastructure, BUMDEs will find it difficult to do business online effectively and reach a wider market.
- c) **Low Awareness and Acceptance of Technology:** Not all BUMDEs members may have sufficient awareness of the potential and benefits of digital technology. Some of them may still be reluctant or not confident in using the technology. This can lead to resistance to change and adoption of new technologies. Lack of awareness and acceptance of technology can hamper innovation efforts in BUMDEs HR management.
- d) **Competition with E-commerce and Other Online Businesses:** The digital era has also given rise to tougher competition with e-commerce businesses and other online platforms. BUMDEs must compete with large companies that have larger resources and operational scale. They must also seek to understand the changing needs and preferences of consumers in the digital environment. This competition can be a challenge for BUMDEs in increasing their income.
- e) **Lack of Access to Resources and Training:** Especially for BUMDEs in rural or remote areas, they may face limited access to resources and training needed to develop HR management innovations in the digital era. Lack of support from the government, educational institutions or training institutions can hinder BUMDEs in acquiring the knowledge and skills needed to adapt to digital changes.

##### **HR Management Innovation in Supporting Revenue Increase in BUMDEs**

The growth of digital technologies, such as the internet and smartphones, has changed the way we do business and interact. This also has an impact on the way BUMDEs runs their operations. Innovation in BUMDEs HR management is important to deal with this change and take advantage of it as an opportunity to increase revenue[24]. Several innovations in HR management that can be carried out are:

- a) **HR Competency Improvement:** Facing the digital era, BUMDEs need to ensure that their HR has the knowledge and skills needed to utilize digital technology. Competency training and development is important so that HR can master the latest technology and apply it in various aspects of the BUMDEs business, such as online marketing, inventory management and customer service.[25].
- b) **Recruitment and Selection of Qualified HR:** BUMDEs need to carry out a careful recruitment and selection process to get quality HR and fit the needs of digital businesses. They need to find individuals with expertise in information technology[26], digital marketing, and online business management. By

- having the right human resources, BUMDes can increase operational efficiency and make better use of technology[27].
- c) Use of a Human Resource Management System: Implementation of an effective and integrated human resource management system can assist BUMDes in better managing their human resources. This system can cover various aspects, such as employee data management, training and development, payroll, and performance evaluation. With a good system, BUMDes can optimize the use of their human resources to achieve higher income goals.
  - d) Collaboration and Partnerships: BUMDes can seek collaboration and partnerships with external parties to increase their income in the digital age. Collaboration with technology companies or startups can help BUMDes access more sophisticated technological knowledge and resources. For example, BUMDes can work with e-commerce companies to expand market reach and market their products online. In addition, partnerships with educational institutions or training institutions can provide access to technology training programs for BUMDes HR.
  - e) Utilization of Social Media and Digital Marketing: BUMDes need to take advantage of the potential of social media and digital marketing to expand their market share. By using platforms such as Facebook, Instagram and YouTube, BUMDes can promote their products online and reach a wider audience. In addition, the use of digital marketing techniques, such as online advertising and search engine optimization, can help BUMDes gain better visibility in the digital world.[10].
  - f) Provision of Adequate Technology Infrastructure: To support HR management innovation, BUMDes need to provide adequate technology infrastructure. This includes fast and stable internet access, adequate hardware, and a guaranteed security system. With good infrastructure, BUMDes HR can work effectively in utilizing digital technology to increase revenue.

#### **Benefits of HR Management Innovation in BUMDes**

Innovation in human resource management (HR) has significant benefits and impacts in increasing BUMDes revenue in the digital era. Following are some of the important benefits and impacts of HR management innovation[28]in increasing BUMDes revenue:

- a) Improved operational efficiency: HR management innovations can help BUMDes optimize their operational efficiency. By implementing digital technology and automation systems, BUMDes can reduce the time and costs required in various business processes, such as inventory management, sales processes[29], financial management, and general administration. This will help BUMDes increase productivity and allocate their resources more effectively, thereby increasing overall revenue[30]v.
- b) Improved customer experience: HR management innovations can also assist BUMDes in providing a better customer experience. By utilizing digital technology, BUMDes can increase accessibility, convenience, and customer satisfaction in transacting or using BUMDes services. For example, by providing an e-commerce platform or mobile application, customers can easily view and buy BUMDes products online, obtain information regarding products and promotions, and provide feedback. A more positive customer experience will increase customer loyalty and can contribute to increasing BUMDes revenue.
- c) Development of new products and services: Innovation in HR management can facilitate the development of new products and services that are relevant to market needs. Through data analysis and market research, BUMDes can identify new business opportunities and trends that they can take advantage of. By implementing innovative practices in HR management, BUMDes can direct their efforts to develop innovative products and services, meet new and evolving customer needs, and differentiate themselves from competitors. These new products and services can open up new sources of income and increase BUMDes turnover.
- d) Skills development and HR quality improvement: HR management innovation involves developing skills and improving the quality of human resources in BUMDes. Through training, education and employee development programs, BUMDes can improve the competence and capabilities of their members in facing the challenges that exist in the digital era. Qualified human resources who have skills relevant to digital technology will be able to better face changes and market demands. Thus, HR management innovation can help improve the quality of products and services offered by BUMDes, as well as increase customer trust and results

#### **HR Management Innovation Recommendations for Increasing Income at BUMDes**

Recommendations and strategies for BUMDes in implementing effective HR management innovations in the digital era are very important. This is because the level of readiness of BUMDes in facing changes and market demands in the digital era can bring fast changes and high demands in the business

world. BUMDes need to keep abreast of technological developments and adapt to these changes. By implementing effective HR management innovations, BUMDes can better deal with market changes and demands, increase competitiveness, and maintain relevance in an ever-evolving business environment [31].

On the other hand, efforts to improve operational efficiency need to be carried out with digital technology that can help BUMDes improve their operational efficiency. Appropriate recommendations and strategies will help BUMDes optimize the use of digital technology, automate business processes, and reduce costs and time required in various aspects of HR management. This increases productivity, allocates resources more effectively, and results in significant savings. This effort needs to be done to improve customer experience: In this connected digital era, customer experience is very important. Recommendations and strategies in HR management innovation will help BUMDes improve experience.

In relation to HR, efforts are needed to increase digital knowledge and skills so that BUMDes must provide training and education to their members to increase their understanding of digital technology and relevant skills. This can include training in using software, e-commerce platforms, analytics, as well as training in leveraging social media and digital marketing strategies. By increasing the digital literacy of BUMDes members, they will be better able to utilize digital technology to increase income. This must be supported by the use of digital technology: BUMDes must utilize the right digital technology to improve their operations and performance. This could include using e-commerce platforms to expand market reach and increase sales, a data management system to manage customer and inventory information, as well as a mobile application to facilitate interaction with customers. Choose a technology that suits the needs and capabilities of BUMDes, and ensure that there is adequate technical support for its implementation and maintenance. Through implementing these recommendations and strategies, BUMDes will be able to implement effective HR management innovations.

## 5. CONCLUSION

The digital era has brought about significant changes to the manner in which enterprises are managed, including BUMDes. To remain competitive and increase revenue, innovation in HR management is essential. By enhancing HR competencies, conducting quality recruitment and selection, implementing efficient HR management systems, collaborating with external parties, leveraging social media and digital marketing, providing adequate technology infrastructure, and fostering creativity and innovation, BUMDes can successfully face challenges and capitalize on opportunities in the digital era. As a result, they can increase their income and contribute to the economic growth and general well-being of the village.

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