

# TECHNOLOGY SOCIALIZATION IN THE WORKPLACE: MANAGING CHANGE AND SKILLS IN HUMAN RESOURCE MANAGEMENT

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## ABSTRACT

Technology socialization is an important process that allows organizations to introduce and integrate new technologies into the work environment. This affects cultural changes, organizational governance, and requires employee adaptation. This research aims to examine the impact of technology socialization in the workplace in managing change and skills in human resource management. This research uses a qualitative approach with descriptive methods. The research results show that human resource management (HR) has an important role in managing the technology socialization process in the workplace. Close collaboration between HR and information technology (IT) departments is key to understanding an organization's technology needs, ensuring recruitment of individuals with appropriate technical competencies, and designing effective training programs. Regular evaluations are necessary to understand the impact of technology on productivity, while peer support helps employees overcome feelings of discomfort. In addition, creating an organizational culture that supports innovation and acceptance of technology is also the responsibility of HR. Communicative and inclusive change management is a key element in ensuring a successful technology introduction.

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## 1. INTRODUCTION

In the contemporary period characterized by significant advancements in technology, the implementation of technological changes inside the workplace has become an inevitable and essential requirement. Organizations and organizations of varying sizes are consistently confronted with the imperative to embrace novel technology in order to sustain their competitive edge (Lestari, 2019). The advent of technology has significantly facilitated labor processes, resulting in enhanced productivity and the creation of novel avenues for accelerated company growth. The integration of information and communication technology has emerged as a significant catalyst in transforming the operational landscape of enterprises (Rakanita, 2019). Companies that demonstrate proficiency in adapting to technology advancements and effectively leveraging them will acquire a competitive edge inside the marketplace.

However, it is worth noting that these modifications often encompass not just the introduction of novel technology and software, but also necessitate alterations in the organization's human resource management practices (Budiharjo, 2020). The advent of the digital era has had a profound influence on the methods employed by corporations in the recruitment, training, and motivation of their workforce. In the contemporary digital landscape, it is imperative for organizations to possess a comprehensive comprehension of technology, along with an awareness of its potential contributions to the domain of human resource management (Idrus et al., 2023). In the field of human resource management (HRM), it is imperative to acknowledge and address the ongoing technology advancements and their consequential effects on the workforce inside an organization. According to Riniwati (2016), organizations seeking to innovate or enhance their technological capabilities must employ human resources possessing sufficient technical expertise and knowledge. The field of Human Resource Management (HRM) plays a crucial role in the identification of human resource requirements in response to technological advancements, as well as in assuring the availability of essential human resources (Tahar et al., 2022).

It is imperative for firms to carefully consider the implications of technology on both human resources and organizational culture. The impact of technological advancements on work processes and communication necessitates the attention of HRM in order to safeguard employee productivity and

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happiness (Rusilowati, 2020). This paper aims to examine the significance of Human Resource Management (HRM) in effectively managing human resources during the era of digitalization. Additionally, it will explore various strategies that HRM can implement to adequately prepare and manage human resources in response to technological advancements. The ultimate goal is to enhance employee performance and bolster the competitive advantage of companies within the market.

In this context, the socialization of technology in the workplace has become a very important topic. Technology socialization is a process that allows employees to understand, adopt and integrate new technology into their daily work (Fitroh et al, 2020). However, the impact of the socialization of this technology on employee satisfaction, productivity, and overall human resource management (HRM) is still a relevant and significant research subject. Changes that are too rapid or poorly managed in terms of technology in the workplace can cause employee resistance, cultural conflicts, and even decreased productivity (Mudarsa, 2019). Therefore, it is important to undergo careful research to understand how technology socialization can be an effective tool in managing change and skills in the context of HRM.

In addition, the socialization of technology in the workplace is a complex and multifaceted challenge. Technological change does not only require new technical learning, but also cultural changes, adjustments to organizational policies, and effective change management (Mulyono & Krenaini, 2015). Therefore, there is a need for in-depth research to understand how organizations can manage this process effectively and minimize the obstacles that may arise. Technological changes in the workplace also have significant social impacts. A better understanding of how technology socialization affects dynamics between employees, communication between work units, and organizational culture can help organizations better achieve their goals (Ruffiah & Muhsin, 2018). Therefore, this research is important to provide deeper insight into how to manage technological change in the workplace so as to create a better and more productive work environment for all parties involved.

From this description, several research questions that emerge are: What is the impact of technology socialization on employee satisfaction levels? What is the role and strategy of human resource management in managing the technology socialization process in the workplace? The main objective of this research is to investigate and analyze the dynamics of technology socialization in the workplace and its impact on human resource management, employee satisfaction, and organizational productivity. Apart from that, this research also aims to identify strategies and best practices in managing changes related to technology in the work environment.

The benefits of this research include providing a better understanding of how technology familiarization can be an effective tool in managing change in the workplace, assisting organizations in minimizing barriers, increasing employee adaptation, and creating a more satisfying work environment. In addition, this research is also expected to identify best practices in human resource management related to technology socialization, provide guidance for human resource managers, and encourage further research in this area to produce a deeper understanding of how technology impacts the world of work, and overall human resource management.

## **Literature Review**

### **Human Resources Management in the Technology Sector**

Human resource management is an important factor, therefore HR must be managed well to increase organizational effectiveness and efficiency, as one of the functions in a company known as human resource management (Snambela, 2021). HR is human potential as a driving force for an organization to realize its existence. HR is potential which is an asset and functions as capital (non-material or non-financial) in a business organization, which can be realized into real potential physically and non-physically in realizing the existence of the organization (Rumondor, 2021).

According to Indrajit in (Setiadi, 2016) what is meant by HR in the Technology sector are staff responsible for planning and developing information technology in companies, such as the Information Technology Division, Information Systems Department, or other similar sections. Human resources become a main asset if they have the competence to solve business problems faced by the company on a daily basis, and always look for opportunities to use information technology for the company's progress.

### **Types of Technology used in HRM**

Technology in Indonesia can help develop human resources and produce quality products. For technology to improve human resources in people's daily lives (Malikhah & Kaban, 2023). In people's lives, the role of technology is very important, it can even influence today's lifestyle. This observation highlights the rapid development of technology and its potential for making substantial contributions.

Various technologies are employed in the field of human resource management. Below are many commonly encountered examples along with their corresponding explanations:

- a) HR Information Systems (HRIS): HRIS refers to software applications designed to facilitate the management of employee information by HR professionals. This includes functions such as payroll administration, benefits management, attendance tracking, and performance reviews. The utilization of Human Resource Information Systems (HRIS) facilitates the systematic monitoring and examination of employee data, while also promoting streamlined communication channels between Human Resources personnel and employees.
- b) Applicant Tracking Systems (ATS) refer to software systems designed to assist recruiters in effectively managing job applications and resumes. Applicant Tracking Systems (ATS) enable recruiters to employ filtering mechanisms to assess applications according to diverse criteria, including educational background, professional experience, and skill sets. The Applicant Tracking System (ATS) also facilitates the coordination of interview schedules and automates the process of sending rejection letters.
- c) Learning Management Systems (LMS) are software applications designed to facilitate the management of staff training and development within enterprises. The Learning Management System (LMS) empowers Human Resources (HR) professionals to develop and administer web-based courses, monitor employee advancement, and evaluate educational achievements.

## 2. METHOD

This research is descriptive in nature and employs a qualitative technique. Descriptive study tries to explain facts and characteristics of a certain group in a methodical and precise manner. 2015 (Abdullah). Meanwhile, qualitative research is defined as study utilized to investigate the condition of natural objects, with the researcher serving as the primary instrument (Abdullah, 2015). According to another viewpoint, qualitative research is "a research procedure that generates descriptive data in the form of written or spoken words from people and observable behavior" (Ramdhan, 2021). This study relies on primary data from informant interviews as well as secondary data from books, journals, and related studies (Moelong, 2016). The descriptive data analysis technique was utilized, which relies on document research to describe data in detail and systematically. The goal of this research is to establish a description of Technology. Workplace Socialization: Managing Change and Human Resource Management Skills.

## 3. RESULT AN DISCUSSION

### Socialization of Technology in the workplace

Introducing new technology into the work environment is an important step to increase employee productivity and morale within your company. A study has revealed the significant positive impact of using modern technology in the workplace. According to this study, employees who have access to modern technology tend to be happier, more engaged, and more productive. One of the important findings of this study is that 59% of workers agree that access to modern technology helps them serve customers better and increase their productivity (Asri & Fangestu, 2022). This means that investment in modern technology not only benefits the company in terms of operational efficiency, but also improves the company's ability to provide better service to customers. In addition, the study also revealed that employees who have access to modern technology are 121% more likely to feel valued by their company (Kurniawan, 2018). This shows that investment in modern technology can also contribute positively to corporate culture and the relationship between the company and employees. This feeling of being appreciated can encourage employees to be more dedicated and contribute optimally, creating a more positive and productive work environment.

However, it is important to remember that while modern technology can provide many benefits, research conducted by Korn Ferry (2018) also reveals another side to the use of technology in the workplace. Their research results show that technology that is outdated or inappropriate to job demands can be a serious barrier to employee performance. When employees feel that the technology they use is inadequate, this can hinder their ability to reach their full potential, and can even make them feel frustrated. A low sense of empowerment, namely the feeling that you do not have the resources needed to complete a task or project well, is the biggest risk in retaining high performers. Employees who feel hampered by ineffective or outdated technology may feel trapped in their work, and this can dampen their

morale. As a result, they may feel forced to look for other opportunities that offer more modern and supportive tools and technology (Wahjoedi, 2021).

Adopting new technology is inherently a change, and change always has the potential to cause discomfort among employees. A manager who is successful in introducing new technology must have a deep understanding of how the change will affect employees' jobs and must communicate effectively the reasons behind the change. It is important for managers to communicate a clear vision of how new technology will benefit employees, the company, and customers (Santosa, 2012).

In addition, it is also important to provide adequate training and education to employees on how to use the new technology. Employees need to understand how this technology will help them in their work, increase productivity, or overcome challenges they face. Being clear about these benefits will help reduce any inconvenience that may arise when adopting new technology. In addition to effective communication and training, managers need to ensure that there is sufficient support for employees who may have difficulty adapting new technology. This could mean providing additional resources, such as mentoring or technical support, to help employees overcome obstacles they may face (Ashshidiqy & Ali, 2019).

Top of Form Companies that adopt a top-down approach to implementing new technology may risk some significant negative impacts. In addition to the potential to alienate staff, this approach also has the potential to result in poor decisions that can lead to problems when new technology comes into play. Sometimes, tools or systems that look brilliant on paper don't always match the reality on the ground, and this can cause frustration and inconvenience for end users. To avoid this risk, it is important to involve the parties who will use the technology early in the decision-making process. This means having an open and in-depth dialogue with employees who will interact directly with the new technology. Listening attentively to their input, needs, and concerns is a key step.

By engaging potential users from the start, companies can better understand how new technology will be used in everyday situations. It also allows companies to identify potential problems or obstacles that may arise during implementation and find better solutions before they arise. Additionally, involving early adopters in the decision-making process can also increase their level of acceptance and engagement with new technologies. They will feel like they have a part in the process and are more likely to adapt quickly and effectively. Here are 5 steps in socializing new technology to employees:

**a. Make sure the technology provides significant benefits for all employees**

This means that the technology introduced should not just be an additional tool or cosmetic change in the work environment, but should have a real positive impact on the work and daily lives of employees. In this context, benefits can mean various things, such as increasing work efficiency, making routine tasks easier, improving the quality of products or services offered by the company, or even improving employee welfare. It is important to understand that each employee has different roles and responsibilities in the organization, so new technologies must be designed and implemented in such a way that each team member can experience concrete benefits. By ensuring that new technology provides significant benefits for all employees, companies not only increase acceptance of the technology but also create internal motivation for employees to adapt to change and maximize the potential offered by the technology.

**b. Notify all employees**

As soon as you begin investigating a new technology, it is critical to communicate transparently with all stakeholders. This includes outlining the benefits of the technology as well as its potential positive impact on all team members. By being open about how the technology supports and aligns with business goals, you can create better understanding across the organization. Involving key stakeholders early on will help you gain strong support for these changes and also identify any issues or concerns that may need to be addressed on the road to implementing the new technology. By adopting this approach, you build a solid foundation for the successful introduction of new technology in the workplace.

**c. Involve several people who are familiar with the new technology**

To address the potential spread of negative impacts in the workplace when introducing new technology, a key step is to involve multiple individuals at various levels in the organization. They can serve as technology advocates, helping their peers understand the benefits of these new solutions. It is also important to persuade organizational leaders, clearly demonstrating the benefits and expected outcomes of the new technology so that they can support this change and be a role model for others. By ensuring the entire senior leadership team is engaged and committed to

this change, you will have a strong foundation to achieve broader acceptance and adoption across the organization. A supportive leader will help reduce resistance to change and move the team toward success in implementing new technology .

**d. Consider different learning styles and needs**

It's important to remember that we all have different learning styles, be it auditory, visual, or kinesthetic, and to maximize the effectiveness of training, we must adapt our approach. By providing a variety of learning materials such as documents, live training, and videos, we give individuals the flexibility to choose the method that best suits their learning style. Additionally, providing one-on-one training for those who need additional personal assistance is an important step in ensuring that individuals have access to the resources they need to succeed in learning. With an inclusive approach like this, we can ensure that all training participants have an equal opportunity to understand and master the material.

**e. Make it personal**

To avoid apathy among employees towards new technology, it is necessary to provide a clear understanding of the personal value that each individual can gain from using the new tool. It's important to explain why this technology is important to them personally and how it will impact their daily work. Make sure that staff understand how new technology will help them achieve their personal goals, not just company goals. Additionally, make sure the new technology is ready to use and equipped with relevant data for all users, so they can quickly get more value from the new system relative to the effort they invested in it. This way, you can motivate employees to actively adopt new technologies and see them as tools that can improve their productivity and quality of work.

**The role and strategy of human resource management in managing the technology socialization process in the workplace**

To prepare the role and strategy of HRM in the process of managing the technology socialization process at work is not easy. However, efforts to prepare HRM roles and strategies must not stop, because failure to prepare HRM can result in failure to utilize ICT as a competitive advantage. Here are some roles and strategies that can be used by HR in this context:

**a. Needs Analysis**

Collaboration between human resources management (HR) and information technology (IT) departments is an important step in managing technological change in the workplace. HR needs to collaborate closely with IT to deeply understand the technology needs relevant to the organization, understand how the technology will impact employee roles and tasks, and identify training needs that may arise with the introduction of new technology. Synergy between HR and IT enables the development of training strategies that are targeted and tailored to employee learning styles, ensuring that employees have the knowledge and skills necessary to successfully adopt and utilize the technology. With a deep understanding of the impact of technology in the workplace, HR can play an active role in facilitating effective change and ensuring that employees are ready to meet new challenges as they arise.

**b. Recruitment and Selection.**

It is important for human resource management (HR) to play a key role in ensuring that the recruitment and selection process focuses on finding individuals who have technical abilities that are suitable for the technology that will be used in the organization. In this way, HR can build a team that has the basic competencies needed to better deal with technological change. By recruiting individuals who already have relevant technical understanding or skills, companies can shorten the learning curve and reduce the time required for technology familiarization. In addition, newly recruited employees with appropriate competency base will also be more confident in adopting new technology, which will increase the success of technology implementation and integration in the workplace. Thus, collaboration between HR and IT departments in the recruitment and selection process plays an important role in facilitating effective technology dissemination throughout the organization.

**c. Training and Development**

Human resources management (HR) has an important responsibility in developing training programs that support the introduction of new technologies in the workplace. In this case, training programs must be designed taking into account various individual learning styles, such as auditory,

visual, or kinesthetic. This means providing a variety of types of training materials, including live training, videos, and written materials, so that each employee has access to the methods that best suit the way they learn. Tailoring training to individual learning styles will increase training effectiveness, ensure that all employees can better understand and master new technologies, and ultimately, aid in the successful introduction of those technologies in the workplace.

**d. Mentoring and Support**

Human resource management (HR) can play an important role in reducing the barriers employees may face when adopting new technology by facilitating peer support or mentorship programs. Programs like this allow employees who are more experienced and skilled in the use of new technology to share their knowledge and experience with colleagues who may be experiencing difficulties. With support from experienced colleagues, employees new to new technology will feel more confident and get the help they need to overcome any discomfort or uncertainty that may arise during the adaptation process. Thus, peer support programs can be a very effective tool in ensuring that the introduction of new technology in the workplace goes smoothly and productively.

**e. Evaluation and Feedback**

The role of human resource management (HR) in managing the technology socialization process does not end after initial training. HR also has a responsibility to be involved in evaluating the extent to which new technology has been accepted and used effectively by employees. This evaluation may include measuring the level of acceptance, level of usage skills, and the impact of technology on work productivity. From the results of this evaluation, HR can identify areas that require improvement and change, both in training and in the overall socialization approach. Information from this evaluation can also assist HR in developing better strategies for future technology introductions, so that companies can continue to maximize the benefits of their technology investments and ensure that employees can better adapt to technological changes in the future.

**f. Organizational Culture**

The role of human resource management (HR) is not only limited to the practical aspects of managing new technology, but also includes creating a cultural environment that supports innovation and acceptance of technology throughout the organization. HR can play a role in promoting a culture that encourages collaboration among employees, so that innovative ideas and the use of new technology can be empowered through various perspectives. In addition, HR can facilitate knowledge sharing between departments, allowing technology-related information and best practices to flow more freely throughout the organization. Recognition of innovation and contribution to adopting new technologies can also be an important part of an organizational culture that supports change. Thus, HR has a key role in creating a climate that stimulates acceptance of new technology and ensures that the organizational culture is inclusive of innovation.

**g. Change Management**

The responsibility of human resource management (HR) in change management is especially important in the context of the introduction of new technologies in the workplace. HR must play a central role in ensuring that changes related to new technologies are understood and accepted by employees. This includes clearly communicating the reasons behind the change, conveying the benefits to expect, and addressing any potential uncertainty or concerns that may arise among employees. HR also needs to play a role in facilitating open dialogue and building strong relationships between management and employees, so that employees feel heard and participate in the change process. With a mature approach and effective communication, HR can help minimize resistance to change, ensure a smoother technology introduction, and generate higher levels of acceptance across the organization.

**4. CONCLUSION**

In facing the socialization of technology in the workplace, the role and strategy of human resource management (HR) is very important to ensure the success and acceptance of the technology. Close collaboration between HR and information technology (IT) departments is necessary to understand organizational needs, identify training needs, and ensure that teams have the appropriate technical competencies. HR also has a role in the recruitment and selection of individuals with relevant technical capabilities, ensuring that the team has the necessary competency base. Additionally, training programs

should be tailored to various individual learning styles, and peer support can assist employees in overcoming feelings of discomfort. Regular evaluation and feedback is necessary to understand the impact of technology on productivity. HR must also contribute to creating an organizational culture that supports innovation and acceptance of technology. Change management, including effective communication and employee engagement, is an important HR responsibility in ensuring a successful technology introduction. With this mature and comprehensive approach, HR can play a key role in helping organizations adopt new technologies effectively and generate maximum benefits.

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