



Analysis of The Interrelationship Between Employee's Digital Skills, Digitalization in Human Resource Management and Organizational Performance

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Abstract

This study aims to provide knowledge about the influence of digital transformation, especially in the human resource management department, on organizational performance, especially in the hospitality industry. This study uses a combination of exploratory and descriptive approaches. This study collects data using structured observation and field surveys. The results of the study indicate that the hospitality industry is currently undergoing digital transformation in various departments and management requires support for digital mastery from all human resources working in the hospitality industry. Various skills and mastery of digital devices required by staff in the human resources department are communication skills, including the use of email, instant messaging applications, and applications in the selection and recruitment process. Other technological devices needed by hotel management are hotel management systems and office asset management. The advice given to hotel management is to provide training and certification for staff who work to address the existing skills gap. Another conclusion of this study is that employers view informational skills as complementary and not important during the employee selection process. The most sought-after position is a receptionist, which requires strong communication skills and efficient operational capabilities.

Keywords: Human Resource Management, Digital Transformation, Hotel Management.

1. Introduction

The hospitality industry is one of the most relevant sectors in tourism, especially in the context of ongoing technological changes and reorganizations. New technologies, such as online booking systems, mobile applications for travel planning, and digital tools for hotel management, have brought about significant transformations in the way hotels operate. Integrated property management systems allow hotels to manage reservations, finances, and customer service more efficiently. This not only improves internal operations but also strengthens the efficiency of the services provided to guests. The adoption of mobile applications has also dramatically changed the travel experience. With this technology, guests can check in and check out independently, access additional services, and obtain local information easily [1]. All these features contribute to improving the guest experience, making them more convenient and connected to hotel services directly from their devices. In addition, integrated property management systems allow hotels to optimize their operations and offer better and more responsive services. Reorganizations in the hospitality industry often involve mergers and acquisitions to create larger and more competitive hotel chains. Companies are increasingly implementing data-driven management strategies to adapt their offerings to changing market demands. By continuously adapting to new technologies and management strategies, the hospitality industry has demonstrated its ability to remain relevant and competitive in this digital era. This adaptation is critical to meeting evolving guest expectations and competing in an increasingly complex market [2].



The human factor plays a crucial role in the quality of hotel service, and this role is increasingly important in the digital era influenced by information and communication technology. As information and communication technology advances, many hotels have integrated new technologies, such as property management systems, mobile applications, and cloud-based services, to improve operational efficiency and guest experience. However, these technologies can only deliver optimal results if supported by staff who have the skills to use them effectively. Hotel staff must be able to adapt quickly to technological changes to stay competitive. This includes the ability to operate hotel management software, interact with guests through digital platforms, and understand data analytics to improve customer service. In addition, digital skills are essential to leveraging technology to provide more personalized and efficient services, such as using chatbots for communication, automated systems for managing reservations, and analytical tools to understand guest preferences. Training and developing digital skills for hotel staff is essential to ensuring they can adapt to these technological changes [3]. High service quality depends not only on the technology used but also on humans' ability to operate the technology effectively and maintain personal interactions that remain critical in the hospitality industry. In other words, while technology plays a major role in improving efficiency and service quality, the skills and competencies of hotel staff remain the main factors in ensuring a satisfying guest experience. The advent of the Internet has profoundly changed the nature of tourism, opening up opportunities for the use of new technologies and generating new perceptions from travel clients [4]. The Internet has become a major driving force in the transformation of the tourism sector, enabling improvements in the way travelers plan, book, and experience their trips. Information and communication technologies have enabled tourism service providers to offer more personalized and efficient experiences, increasing the accessibility of information to travelers. The use of information and communication technology in tourism has been a pioneering economic sector. The industry has used technology to improve various aspects of operations, from booking systems and destination management to marketing and customer communications. The integration of digital technologies in tourism has not only simplified the booking and promotion process but has also enriched the traveler experience by providing more relevant information and more responsive services. Innovations such as travel apps, online review platforms, and social media have changed the way travelers interact with destinations and tourism services. These technologies create more connected and interactive experiences, allowing travelers to better plan their trips and gain direct feedback from their experiences. Thus, information and communication technology have played a significant role in redefining how tourism functions and interacts with its consumers [5].

The ability of the workforce to adapt and transform its skills through education and employment relationships is crucial in this process, as it was in previous technological transformations. Rapid technological advancements pose a major challenge for companies and institutions. To survive in a complex and competitive market, they must address innovation and adaptation to new technologies as key elements. This adaptation includes updating skills and adjusting work processes to effectively utilize new technologies. Companies must invest in employee training and development to ensure that their workforce can use the latest tools and systems. This training not only helps employees adapt to evolving technologies but also enables them to leverage these technologies to improve productivity and work efficiency [6]. In addition, institutions must evaluate and change their operational strategies to leverage technology to improve efficiency and competitiveness. Thus, the ability to adapt to technological change is not only critical to the survival of companies but also to their growth and success in the evolving digital era. Effective adaptation to technological change can be a key differentiator in maintaining relevance and competitiveness in an increasingly dynamic market. The extraordinary presence of information and communication technologies places tourism areas and their actors in a challenging position to incorporate effective communication strategies that enable the flow of tourism information and knowledge through virtual platforms. In this context, information and communication technology can open up tremendous opportunities but also bring new risks, especially related to the digital divide. This digital divide creates hidden inequalities among actors in the tourism industry [7]. Those who do not have access to or the ability to utilize the latest technologies are at risk of social and economic disadvantages, which can exacerbate inequalities in the sector. In line with previous research, it is important to study and improve the process of creating, adapting, and developing a digital culture across all processes and service actors, taking into account specific local conditions. This approach will guarantee the effective utilization of information and communication technology by all actors, regardless of size, to prevent them from falling behind in the increasingly digital competition. The hospitality sector widely recognizes information and communication technology as one of the greatest forces of change [8]. Digital transformation in the hospitality industry includes the implementation of online booking systems, customer management tools, and innovative digital marketing strategies. These technologies are not only changing the way hotels operate, but they are also improving the guest experience by providing easier access to information and services, enabling more personal and responsive interactions. However, to overcome these challenges, the hospitality sector must continue to adapt to technological changes and develop inclusive strategies to reduce the digital divide. Training employees, investing in technology infrastructure, and developing solutions tailored to local needs and contexts are all part of this. By sharing the benefits of technological advancements equally, the hospitality industry can reduce social inequalities and boost its competitiveness in an increasingly digital global market [9].

The hospitality industry is currently undergoing a significant transformation process, where the ability to innovate and adapt to new market conditions and demands is a fundamental value and primary goal for organizations in the sector [10]. The need to meet evolving customer expectations and maintain competitiveness in a dynamic global market drives this transformation. These changes include the adoption of new technologies, the development of more flexible business strategies, and the enhancement of customer service to create more personal and satisfying experiences [11]. These changes include the adoption of new technologies, the development of more flexible business strategies, and the enhancement of customer service to create more personal and satisfying experiences. The hospitality industry must continue to innovate to respond to rapidly changing market trends, such as digitalization, sustainability, and adapting to different customer preferences [12]. By integrating the latest technologies and adopting a more adaptive approach, the hospitality sector can optimize its operations, improve guest satisfaction, and strengthen its position in a highly competitive industry [13]. To achieve this goal, the hospitality sector must focus on adopting new technologies that can improve efficiency and guest experience, as well as responding to trends such as digitalization and sustainability. To do so, the sector can strengthen its position in an increasingly competitive global market and ensure high customer satisfaction [14].

Information and communication technology opens up huge opportunities to create innovative new products and services in a variety of sectors, including hospitality. However, to make the most of these opportunities, workers with different qualifications and skills than the current workforce in many sectors are required [15]. The implementation of new technologies frequently necessitates specialized skills, such as the ability to use sophisticated software, understand data analysis, and manage complex information systems. In addition, workers need to be able to adapt quickly to technological changes and continuously update their skills to stay relevant in the job market. This transformation necessitates a deep understanding of how technology enhances products and services, along with the capacity to

work effectively with diverse technologies and teams [16]. Therefore, companies need to invest in employee training and development. By training the workforce to master the necessary digital and technical skills, companies can not only improve their operational efficiency but also create innovations that can strengthen their competitiveness and attract new customers. Current social and technological transformations heavily influence the tourism sector, an important human resource sector. These transformations are shaping new business models, consumption patterns, and changes in the tourism value chain, as well as supply and demand dynamics. Consequently, there have been significant adjustments in the organization and management of tourism [17]. However, the adoption and use of information technology have not occurred evenly across all tourism service sectors, resulting in a digital divide in access and use. This gap can affect the likelihood of access to employment and contribute to sectoral inequalities. Employers in the tourism sector are facing unprecedented technological challenges, forcing them to redesign their services to accommodate the digital transformation. Changing demands are influencing the way they leverage virtual technologies to improve efficiency and meet customer expectations. Innovation in services and strategies is part of this adaptation, ensuring the effective use of technology to meet evolving market needs.

2. Research Method

This study adopted an exploratory and descriptive approach with a methodology involving several stages to gain a comprehensive understanding of the skills required in the hospitality industry. Data were collected from primary sources to build a theoretical framework that underpins the study. This included a review of relevant literature and previous studies to understand the context and theoretical basis required. The study used structured observation to collect baseline data on the conditions and skills needed in the hospitality industry. This structured observation enabled the researcher to identify common patterns and needs in field practice. The survey was conducted to gather firsthand data on the skills possessed and needed in the sector and to evaluate skills gaps and training needs based on employee experience and competencies. The results of the structured observation and survey in the form of a comparison table were analyzed and presented, then this table visualizes the differences and similarities between the data collected from the two methodologies, giving a clear picture of the skills needed and those already available. Conclusions could be drawn clearly about the condition of skills in the hospitality industry and identify areas that require further improvement or development.

3. Result And Discussions

The results of this study provide a clear picture of the significant impact of digital transformation on the hospitality industry, especially in terms of the skills requirements listed in job advertisements and the daily tasks performed by hotel employees. As technology advances, digital skills have become an integral component of the competencies required in this sector. This transformation has not only changed the way hotels operate but has also redefined the skill standards expected of the hospitality workforce. In particular, digital skills related to communication and operations have emerged as a primary need in the hospitality industry. Digital communication skills, such as the ability to manage correspondence via email, use instant messaging applications to interact with guests, and utilize customer management platforms to ensure personalized and efficient service, have become the new standard in daily interactions. Furthermore, operational skills involving the use of hotel management software, such as digital reservation systems, inventory management, and operational data analysis, have become crucial aspects that determine operational efficiency and customer satisfaction. The findings reveal that the industry not only requires these skills, but hotel employees also possess them widely, demonstrating a match between industry demands and workforce competencies. Employees who can master digital communication and operational skills tend to be more effective in carrying out their tasks, which in turn contributes to improving the overall quality of hotel services. This alignment indicates that the hospitality industry has successfully adapted to the demands of digitalization, but there is still room for further development, especially in terms of training and upskilling to face future technological innovations. Thus, human resource development strategies in the hospitality sector must continue to focus on improving digital skills to ensure that the workforce can face the challenges and opportunities that arise along with technological developments.

The study's results indicate that hotels frequently seek communication skills to fill strategic positions. The data shows that communication skills dominate, with 72% of all mentions in job vacancy advertisements, far surpassing other skills. This skill is essential because it involves direct interaction with customers through various communication channels, such as email and WhatsApp. These channels are often the main points of contact in customer service, where the quality of communication can directly affect guest satisfaction and experience. Building good relationships with guests and meeting their needs properly requires the ability to communicate clearly and effectively. Operational skills follow as the second most sought-after requirement. Operational skills include the ability to use hotel management software and other digital systems that support day-to-day operational efficiency. While these skills are essential to ensuring that internal hotel processes run smoothly, the greater focus on communication skills suggests that direct customer interaction is considered a higher priority in strategic positions. The stark difference between communication skills and operational skills reflects the urgent need to facilitate effective customer interactions in the digital age. Employers in the hospitality industry consider communication skills to be a key hiring requirement, demonstrating the importance of digital capabilities in meeting the demands of the modern customer. These skills not only enhance the customer experience but also play a vital role in building positive relationships and ensuring guest satisfaction. Therefore, training in digital communication skills should be a top priority for prospective employees in this sector. Through training that focuses on developing digital communication skills, hotels can ensure that their staff are ready to meet customer expectations and improve the quality of service provided. In contrast, informational skills are far less sought after by employers in the hospitality industry. These skills include tasks like controlling guest reviews, processing reservations through online travel agency platforms, and managing other guest-related information. The low demand for informational skills may be because these tasks are often associated with positions that are less common or less frequently featured in the study sample. These positions may not be as important as those that focus more on direct communication with guests or broader day-to-day operations, so informational skills are considered the least important in the hiring process for strategic positions in hotels. Informational skills, while important, are often more technical and specialized, which may make them less of a priority than more general communication and operational skills that have a direct impact on the guest experience. These skills focus on aspects such as review management and reservation processing, which are essential parts of hotel service but do not necessarily require direct interaction with guests. In the context of hiring for strategic positions, employers tend to prioritize skills that directly impact the guest experience and day-to-day operations when hiring for strategic positions, such as

effective communication skills and operational skills that support service efficiency. Therefore, employers tend to view informational skills as supplementary rather than essential in the employee selection process, despite their important role in information management and digital services. Recognition of these skills may be more significant in positions that have a specific focus on information management and digital services, but not as significant as skills that are more directly related to interactions and day-to-day operations. The emphasis on communication and operational skills suggests that hotels are prioritizing abilities that have a direct impact on the guest experience and operational effectiveness over more technical and specialized skills.

The data analysis shows that receptionist positions are the most sought-after by hospitality organizations, while maintenance positions are the least needed. The most needed position is receptionist, this huge requirement reflects the high demand for this position in the hospitality industry. The receptionist position plays a crucial role as the primary point of contact between the hotel and the guest, where they are responsible for registration, providing information, and ensuring a positive guest experience. Good communication skills and efficient operational abilities are essential to handling a variety of requests and situations that require a quick response. In contrast, maintenance positions, which involve tasks such as repairs and maintenance of hotel facilities, emerged as the least in-demand positions, with the number of job listings for these positions being very low. This could be due to the more specific nature of maintenance tasks, which are less directly related to the guest experience. Although maintenance is a vital aspect of hotel operations that affects the comfort and quality of the facility, these positions do not appear to receive the same level of demand in the employee selection process as receptionists. The difference in demand between receptionist and maintenance positions highlights the importance of focusing on direct guest interaction in the hospitality industry. Receptionist positions, which play a vital role in welcoming and serving guests, require strong communication skills and the ability to handle a variety of situations efficiently. On the other hand, although maintenance positions contribute to the overall quality of a hotel's facilities, the primary focus in hiring is often on roles that have a more direct impact on the guest experience. Thus, the need to provide high-quality customer service and effective interactions heavily influences employee selection in the hospitality industry. Another issue to highlight is the type of technology required in strategic hospitality job descriptions. Data shows that hotel management systems are the most frequently mentioned technology. Hotel management systems encompass software used to manage various aspects of a hotel's operations, including reservations, check-in/check-out, room management, and financial reporting. Proficiency in this technology is crucial for future employees, as the efficiency and effectiveness of a hotel's operations largely depend on the ability to make the most of management systems. Skills in using office software such as Microsoft Office are essential for day-to-day administrative tasks, including document management, planning, and internal communications. While not as frequently requested as hotel management systems, these skills are still highly relevant for a range of hospitality roles. Only a few job ads mention online travel agencies, suggesting that while these platforms are important, their use is a more specific requirement. Overall, these results highlight the importance of hotel management systems as a key technology that prospective employees must master to secure employment in the hospitality sector. Mastering these technologies not only increases job opportunities but also ensures that employees can contribute effectively to hotel operations and the guest experience.

At the same time, the study also identified that some types of technology are not considered a core requirement but rather an added advantage in the candidate evaluation process. While these technologies may not be as crucial as hotel management systems or commonly used office software, the ability to operate them can provide a significant competitive advantage. These additional technologies, although often not mentioned in job advertisements as a core requirement, can strengthen a candidate's profile and increase their competitiveness in the job market. Skills in using these additional technologies demonstrate a candidate's adaptability and readiness to handle a variety of tasks and responsibilities that may not be explicitly stated in the job description but are still relevant in everyday practice. Candidates who possess these skills not only meet the basic requirements but also demonstrate their commitment to continually developing skills that will make an additional contribution to the organization. With the ability to operate additional tools, candidates can demonstrate their readiness to take on new challenges and adapt to changing needs in the work environment. Therefore, while additional technology may not be a primary focus in the job description, proficiency in these tools can increase a candidate's chances of landing a strategic position. This ability reflects their readiness to adapt to evolving needs and provide significant added value to the company. As competition in the hospitality industry increases, these additional skills can be a deciding factor in the success of the selection process and in achieving the desired position. The digital transformation of the hospitality sector has had a significant and complex impact, creating challenges and controversies related to the emerging digital divide. On the one hand, technological advances offer numerous opportunities for applicants who can master relevant skills, such as hotel management systems, digital communication tools, and office software. These capabilities provide important competitive advantages, making it easier for applicants to obtain strategic positions in the hospitality industry. Mastery of this technology allows them to meet the demands of the growing industry, as well as increase their chances of success in strategic roles that require advanced technological skills. However, on the other hand, a lack of digital skills or an inability to adapt to new technologies can result in lost job opportunities for applicants. Individuals who do not have relevant technological skills may face difficulties in the recruitment process and cannot meet the expectations of positions available in the sector. This creates an imbalance in employment opportunities and highlights the importance of identifying new functions and jobs that are emerging as a result of digital transformation. These difficulties indicate the urgent need to update existing competencies to match the new demands facing the hospitality sector. Organizations must design and implement training programs that align with the industry's needs to address this skills gap. The organization also needs to update job specifications to equip the workforce with the necessary skills to meet the new demands of the digital age. Organizations can prepare applicants for success in an increasingly technology-driven environment, as well as ensure that the hospitality industry can adapt and thrive in the face of rapid and dynamic changes in the digital age. This approach not only helps to close the skills gap but also supports continued growth and innovation in the hospitality sector.

According to research on internet usage in the hospitality sector, employees in strategic positions use domains such as email and hotel social networks more frequently than metasearch engines. Email, as a primary communication tool, serves a variety of operational aspects such as internal coordination, guest communication, and reservation management. The extensive use of email reflects the importance of effective and efficient written communication in maintaining positive relationships with guests and ensuring smooth administrative processes. Online telephony, including voice and video calling applications, is also an important channel in the sector. This tool allows direct and personal interaction with guests and clients, which is often necessary to provide rapid and responsive service. The existence of online telephony highlights the important role of verbal communication in providing a satisfying guest experience and handling various requests in real-time. Hotel social networks are increasingly becoming key platforms for promotion, customer interaction, and reputation management. The use of these social networks allows hotels to engage directly with their audience, promote their services, and build a positive image online. However, metasearch engines, which allow searching and comparing prices from

multiple sources, show a lower level of use among strategic employees. Despite being crucial for market analysis and pricing strategies, the sector underutilizes metasearch engines in its daily operations. This use of the Internet, especially in sales, reservations, and reception, shows that digital skills related to the main communication tools and social networks are essential to effectively managing communication, reservations, and guest interactions in the hospitality industry.

This study highlights the importance of digital tools in carrying out daily tasks in hotels, with a primary focus on email, instant messaging, and websites. Email, as a key digital tool, plays a crucial role in internal and external communication, managing reservations, and coordinating with guests and suppliers. The findings indicate that strategic positions like sales, management, and reservations rely heavily on email for managing communications, organizing schedules, and handling reservation requests and confirmations. Effective use of email in these positions underscores the importance of digital communication skills in ensuring smooth hotel operations. On the other hand, for positions that involve direct interaction with guests and operational management, such as sales, management, and concierge, instant messaging and websites also play a vital role. Instant messaging allows for rapid and efficient communication, which is especially useful in situations that require an immediate response. Furthermore, websites serve as popular platforms for promotions, online bookings, and hotel service information management, providing guests and potential customers with convenient access. Overall, the results of this study reveal how different digital tools play different yet complementary roles in various operational and managerial aspects of the hospitality sector. The emphasis on these tools varies depending on the position and function within the company, reflecting how digital tools can impact efficiency, communication, and guest engagement in the hospitality industry. The digital skills developed by hotel employees show a significant focus on customer service through various digital communication channels. The survey revealed that the main tasks performed by employees involve serving clients via phone, WhatsApp, and email, as well as responding to requests via social media or other digital platforms. These skills are critical for ensuring effective and responsive communication to guest needs, as well as leveraging various digital tools to enhance the overall guest experience. The use of phones, instant messaging, and social media allows employees to interact with guests directly and resolve their requests quickly and efficiently. On the other hand, activating a guest's room card was the least performed task, according to survey respondents. While activating a room card remains important in hotel operations, the use of digital technology to serve guests more frequently involves communication channels such as phone, instant messaging, and social media. This suggests a change in emphasis on the use of technology in guest interactions, prioritizing digital communication tools that facilitate quicker responses and more intimate interactions. When considering the various positions in a hotel, employees in sales, front desk, and reservations are the ones who rely most on these digital skills for their job performance. These positions require the ability to effectively use digital communication tools to handle inquiries, interact with guests, and manage reservations. Digital skills become critical in carrying out their day-to-day tasks, compared to other positions in the hotel that may have a different operational focus.

The digital transformation trend plays a crucial role in the hospitality sector, making significant contributions to various operational aspects. Digital transformation accelerates customer response through various communication channels, enables better internal hotel organization with efficient management systems, and increases sales volume through strategic skills and effective content creation. The contributions of digital transformation include increased employee productivity, improved hotel service quality, and strengthened commercialization and marketing strategies, ultimately leading to increased revenue. Thus, it is important for hotel managers, both in general and specifically in the studied region, to integrate the development of digital skills and the use of digital tools into their strategies. Despite the presence of basic knowledge in information and communication technologies (ICT), there is still a need to improve the use of certain tools relevant to the hotel's day-to-day operations, such as hotel management systems. Employees' underutilization of these tools presents opportunities for further development. This increased use of technology will support a more effective digital transformation and allow hotels to make optimal use of technology. By focusing on the development of digital skills and the use of relevant technological tools, hotels can increase operational efficiency, improve service quality, and ultimately enhance guest experience and revenue.

4. Conclusion

The study reveals that digital transformation has brought about significant changes in the hospitality industry, with digital skills becoming a key component of the sector's competencies. Job advertisements emphasize the importance of building good relationships with guests and meeting their needs through communication skills, which include direct interaction with customers via email, instant messaging applications, and customer management platforms. Operational skills, which involve using hotel management software and other digital systems, are the second most sought-after requirement, yet they significantly contribute to operational efficiency and customer satisfaction. On the other hand, employers view informational skills as supplementary rather than essential during the employee selection process. The most sought-after positions are receptionists, requiring strong communication skills and efficient operational abilities, while maintenance positions, with their more specific duties not directly related to the day-to-day guest experience, are in lower demand. Required technologies include hotel management systems and office equipment packages. The use of the internet and digital tools, such as email, online telephony, and social media, is more common than metasearch engines, with email and online telephony playing a significant role in internal and external communications and social media in promotions and customer interactions. The digital skills developed involve communication through various digital channels, with a focus on telephone, WhatsApp, and email, which are crucial for effective communication and responsiveness to guest needs. In conclusion, digital transformation highlights the importance of digital communication and operational skills in the hospitality sector, with hotel companies needing to adapt training programs and update job specifications to meet the evolving demands of the industry and reduce the skills gap.

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