

The Role of Human Resources (HR) Training and Development in Improving Employee Performance in the Digital Era

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Abstract: *The development of digital technology has brought significant changes to the world of work and requires organizations to have competent, adaptive human resources (HR) who are able to utilize technology effectively. This study aims to analyze the role of HR training and development in improving employee performance in the digital era through a Systematic Literature Review (SLR) approach. Data were collected from 25 scientific articles published between 2020 and 2025 in Google Scholar, Scopus, ScienceDirect, and Garuda databases, then analyzed using thematic synthesis to identify patterns and key findings. The results indicate that training plays a significant role in improving employees' knowledge, skills, and abilities in facing technological changes, while HR development contributes to shaping long-term capabilities, creativity, innovation, and employee readiness to face future challenges. Furthermore, the use of digital technologies such as e-learning, webinars, and Learning Management Systems (LMS) makes the learning process more flexible, effective, and cost-efficient. The study concludes that integrating structured HR training and development with digital technology support is a crucial strategy for improving employee performance in the digital era, with the main limitation being the focus on literature review without primary data and potential publication bias.*

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Introduction

The rapid development of digital technology has brought significant changes to the workplace and corporate management systems. Companies are required to adapt to technological changes, business competition, and evolving market needs. The use of digital technology in work activities, such as information systems, internet-based applications, and work automation, requires companies to have human resources capable of adapting quickly. This situation makes the quality of human resources a critical factor in determining a company's success. Organizations with employees with strong abilities and skills will more easily achieve company goals effectively and efficiently. Therefore, companies need to undertake various efforts to improve employee quality so they can work in accordance with current developments and industry needs.

Human resources are the most important asset in an organization because a company's success is significantly influenced by the quality of its employees' performance. According to Selviyanti et al. (2023), HR training and development have a positive impact on improving employee skills, abilities, and productivity, making them relevant for modern organizations. Furthermore, companies that develop their employees' digital competencies will be better prepared to face changes in a dynamic and competitive business environment.

Human resource management is a crucial factor in improving organizational effectiveness. In the digital era, companies require not only technically competent workers but also digital skills, creativity, communication skills, and the ability to adapt to new technologies. Technological developments such as artificial intelligence (AI), big data, and digitalization require companies to continuously improve employee skills through structured, industry-focused training. Appropriate training programs can help employees understand the use of new technologies, thereby increasing work efficiency and productivity.

Training is a learning process aimed at improving employees' knowledge, skills, and abilities to perform their work effectively and efficiently. According to Widihartono and Ahmadi (2024), training is a company's effort to help employees improve their work competencies in line with organizational needs and technological developments. Training in the digital era is now not only conducted face-to-face but also utilizes digital systems such as e-learning, webinars, virtual training, and learning management systems (LMS). These methods provide flexibility for employees to participate in the learning process anytime and anywhere, making training more effective and efficient.

In addition to training, human resource development is also a crucial factor in improving workforce quality. Development is a company's effort to enhance employees' conceptual, intellectual, and moral abilities to prepare them for greater responsibilities in the future. According to Firjatullah and Ahmadi (2024), human resource development aims to create a professional, adaptive workforce that is ready to face ever-evolving technological changes. Development has a broader scope than training because it is long-term in nature and focuses on enhancing an individual's overall potential.

Proper implementation of human resource training and development can have a positive impact on improving employee performance. Employees who receive ongoing training will have a better understanding of their work, be able to use technology effectively, and have the ability to complete tasks optimally. Furthermore, human resource development can also increase employee creativity, innovation, work motivation, and loyalty to the company. In the digital era, companies must be able to create training and development programs that align with technological needs and job market demands to increase organizational competitiveness.

Based on this description, this study aims to determine the role of HR training and development in improving employee performance in the digital era. This research is expected to provide an understanding of the importance of HR training and development as a company strategy to improve the quality of human resources and support organizational success in facing increasingly rapid technological developments.

Theoretical basis

1. Understanding HR training

Human resource training is a process carried out by companies to improve the abilities, skills, and knowledge of employees so that they can carry out their work effectively and efficiently. Training is an important part of HR management because technological developments and changes in the work environment require employees to have competencies that are in accordance with the needs of the organization. Training is the process of providing specific skills and knowledge to

someone so that they can carry out tasks and work well. Training is usually given in a short period of time, for example a few days or a few weeks, and focuses on mastering the technical and practical skills needed in the job.

According to Dessler (2020), training is the process of teaching new and existing employees the basic skills needed to perform their jobs. Through training, companies can help employees understand work procedures, use technology, and improve service quality. In today's digital era, training is not only conducted face-to-face but also through digital media such as webinars, e-learning, and app-based training. The right training program will positively impact employee productivity and work quality within a company.

In its implementation, HR training has several primary objectives related to improving organizational performance. These objectives include increasing work productivity, improving service quality, reducing work error rates, and improving occupational safety. According to Noe (2021), structured training can improve employee knowledge, skills, and abilities, thereby increasing work effectiveness and efficiency within the organization. Training also helps companies prepare employees for technological change and increasingly fierce business competition. Furthermore, training can create a more professional and innovative work culture within the organization. Companies with a strong training culture will more easily achieve organizational targets and goals. Therefore, HR training is a crucial factor in supporting company success in the digital era.

Human resource training can be conducted through various methods according to company needs and job characteristics. Common training methods include on-the-job training, seminars, workshops, work simulations, and digital technology-based training. In the era of digital transformation, the use of technology in training is becoming increasingly important because it provides easy access to learning for employees. According to Khunaini et al., (2023), digital training can increase employee creativity and technological capabilities so they are better prepared to face changes in modern work systems. In addition to being more flexible, digital training can also save company operational costs because it does not require a special place and time. Employees can take training anytime and anywhere as needed. This makes digital training an effective solution in improving the quality of human resources in the modern era.

The success of a training program is greatly influenced by the planning and evaluation conducted by the company. Before implementing training, companies need to conduct a training needs analysis to ensure that the material provided aligns with job requirements. Training evaluation is also crucial to determine the extent to which the training has improved employee performance. According to Widihartono and Ahmadi (2024), training evaluation is necessary to measure improvements in competency, work effectiveness, and employee adaptability to technological developments in the workplace. Companies that conduct regular evaluations will more easily determine the effectiveness of their training programs. Furthermore, evaluations can serve as a basis for future training program improvements. With effective evaluation, HR training can provide optimal benefits for both the company and its employees.

Research shows that well-planned and sustainable training programs can improve employee productivity, service quality, creativity, and adaptability to changes in the work environment. Furthermore, training can foster a more disciplined, professional, and responsible work attitude. The use of digital technology in training, such as e-learning and webinars, is considered more flexible and effective because it allows employees to access learning materials anytime and anywhere.

2. Understanding Human Resource Development

Human resource development is a crucial aspect for companies to grow their businesses and organizations. Human resource development is the process of enhancing individual capabilities through education, learning, and work experience to prepare employees for greater responsibilities in the future. Human resource development differs from training in that it is more long-term in nature and emphasizes the enhancement of conceptual and managerial abilities. According to Sutrisno (2022), human resource development is an organization's effort to improve the quality of employees' knowledge, skills, abilities, and work attitudes, enabling them to adapt to organizational

developments and changes in the work environment. Human resource development is crucial because the world of work continues to change due to technological advancements and globalization. Companies need a workforce that is not only technically proficient but also capable of critical, creative, and innovative thinking. Therefore, human resource development is a crucial factor in improving the overall quality of an organization.

In today's digital era, human resource (HR) development is crucial for companies. Rapid technological advancements require employees to adapt to various changes. Digital skills such as the use of work applications, data processing, digital communication, and creative and innovative thinking are essential skills in the modern workplace. According to Monoarfa et al. (2025), digital-based HR development can help improve work effectiveness and support organizations in facing technological transformation. Furthermore, HR development can also foster a learning culture in the workplace, encouraging employees to continuously improve their skills.

Companies that regularly conduct human resource development are generally better prepared to face business changes and global competition. Human resource development benefits not only the company but also its employees. For companies, human resource development can improve work productivity, service quality, and employee loyalty to the organization. For employees, human resource development provides opportunities to improve skills, expand career opportunities, and boost their confidence in their work. Mangkunegara (2021) explains that a good human resource development program can increase work motivation because employees feel cared for and given opportunities to develop. Highly motivated employees tend to perform optimally and demonstrate a stronger commitment to the company.

Human resource development ultimately becomes one of the most important investments a company makes in creating a competitive advantage. Amidst increasingly fierce global competition, companies need human resources capable of strategic thinking and adapting quickly to change. Human resource development not only enhances individual capabilities but also helps organizations achieve long-term goals more effectively. Therefore, companies need to make human resource development part of their business strategy to survive and thrive in the digital age. With qualified and competent human resources, companies will be better prepared to face challenges and capitalize on opportunities arising from technological advancements and market changes.

Based on the research results, it can be concluded that human resource (HR) development plays a crucial role in improving employee quality and organizational success. HR development not only helps improve employees' knowledge, skills, and work abilities, but also prepares them to face technological changes and increasingly fierce business competition. In the digital era, companies need a workforce that is adaptable, creative, and possesses strong digital skills to support organizational growth.

3. Understanding employee performance

The development of digital technology has changed the way organizations conduct business activities, including in human resource management. In the digital era, employee performance is not only assessed by conventional work results, but also by the individual's ability to utilize technology, adapt to change, and work effectively through digital systems. Therefore, employee performance is a crucial aspect that determines the success of an organization in facing global competition. Employee performance is a description of the abilities, skills, and work results demonstrated by an employee in carrying out their duties and responsibilities in the workplace. This performance can be measured based on the achievement of predetermined targets, the level of productivity, the quality of work results, and the ability to collaborate within a team. As a benchmark, employee performance is a reflection of their dedication and contribution to achieving company goals.

According to Suryati Eko Putro (2023), employee performance in the digital era can be defined as an individual's ability to complete tasks using digital technology effectively and efficiently to increase company productivity. The use of digital technology in human resource management is a crucial factor in supporting improved employee work quality.

Meanwhile, Purwanto and Yansahrita (2022) explain that employee performance in the digital era is influenced by their ability to adapt to digital systems, use of information technology, and effectiveness in carrying out technology-based work. Digital transformation requires employees to possess digital competencies to optimally achieve organizational targets.

Awaluddin (2023) explained that digitalization in the Society 4.0 era has brought significant

changes to employee performance management. Performance is no longer solely focused on the quantity of work, but also on digital collaboration capabilities, virtual communication, and the use of information systems to support work processes.

Based on expert opinions, it can be concluded that employee performance in the digital era is an individual's ability to produce work effectively and efficiently by utilizing digital technology, adaptability, digital competence, and technology-based collaboration to achieve organizational goals.

Research methods

This research employed the Systematic Literature Review (SLR) method. According to Xiao and Watson (2020), SLR is a systematic research method used to identify, evaluate, and synthesize various studies relevant to the research topic. This method was used to obtain a comprehensive overview of the role of human resource (HR) training and development in improving employee performance in the digital era.

Data collection was conducted through a search of various scientific articles obtained from Google Scholar, Scopus, ScienceDirect, and Garuda databases. All obtained references were then managed using the Mendeley application to facilitate the process of organizing and citing library sources. Furthermore, bibliometric analysis was conducted using VOSviewer software to map the relationships between concepts related to training, human resource development, digital competency, and employee performance.

In order for the articles used to be in accordance with the research objectives, the researcher established several inclusion criteria as follows:

1. Articles are the results of scientific research that have been published in national and international journals.
2. Articles discuss training, HR development, digital competency, or employee performance.
3. Articles published in the period 2020–2025.
4. The article is available in full text.
5. Articles are written in Indonesian or English.
6. The article has relevance to the theme of digital transformation and human resource management.
7. The number of articles analyzed is at least 25 scientific articles.

After the selection process was carried out, articles that met the criteria were then analyzed descriptively to identify key findings related to the influence of HR training and development on improving employee performance in the digital era.

Based on the research objectives, the research questions (Research Questions/RQ) formulated are as follows:

RQ1: How does human resource training influence employee performance improvement in the digital era?

RQ2: What is the role of human resource development in improving employee competence and productivity in the digital era?

RQ3: What factors support the success of HR training and development programs in facing digital transformation?

RQ4: What are the research trends on HR training and development to improve employee performance during the period 2020–2024?

Results and Discussion

1. RQ1: How does human resource training influence employee performance improvement in the digital era?

Employee performance is a critical factor in determining an organization's success in achieving its stated goals. In the digital age, employee performance is measured not only by the ability to complete tasks on time, but also by their ability to adapt to technological developments, utilize digital systems, and generate innovation in their work. Therefore, organizations need to undertake various efforts to

improve the quality of their human resources, one of which is through planned and ongoing training programs.

Training is a learning process aimed at improving employees' knowledge, skills, and abilities to perform their duties effectively and efficiently. According to Dessler (2020), training is the process of teaching new and existing employees the basic skills necessary to perform their jobs. Through training, employees can understand work procedures, technology usage, and applicable work standards within the organization. By improving these skills, employees will more easily achieve their assigned work targets.

In today's digital era, training is not only conducted through conventional face-to-face sessions, but also utilizes digital technologies such as e-learning, webinars, virtual training, and Learning Management Systems (LMS). The use of these technologies provides employees with the flexibility to participate in the learning process anytime and anywhere. Furthermore, digital training methods are considered more effective because they can reach more participants at a more cost-effective rate than traditional training.

According to Noe (2021), systematically designed training can improve employee knowledge, skills, and abilities, thereby increasing organizational effectiveness and efficiency. This statement is supported by Khunaini et al. (2023), who stated that digital-based training can enhance employee creativity, technological skills, and readiness to face changes in modern work systems. With ongoing training, employees become more competent in using the digital technology needed in their daily work.

In addition to improving technical competency, HR training also plays a crucial role in shaping employees' mindsets, leading to a more open-minded approach to change (a growth mindset). Employees who regularly participate in training are more receptive to changes in work systems, new policies, and technologies implemented by the organization, as they have a foundation of knowledge and ongoing learning experiences. This aligns with the view that training serves not only as a means of transferring technical skills but also as a means of building a learning culture within the organization. With a strong learning culture, employees will continually strive to update their knowledge independently, thus enabling the organization to have more resilient and adaptive human resources in the face of the dynamics of business competition in the digital era.

In addition to improving technical skills, training also plays a role in increasing employee motivation and self-confidence. Employees who have the opportunity to participate in training tend to feel more valued by the organization, leading to a stronger commitment to their work. This ultimately results in increased productivity and work quality. Based on the literature review, it can be concluded that HR training has a positive impact on improving employee performance by enhancing competence, productivity, work effectiveness, and the ability to adapt to technological developments in the digital era.

2. RQ2: What is the role of human resource development in improving employee competence and productivity in the digital era?

Human resource development is a crucial strategy organizations employ to improve employee quality in the long term. Unlike training, which focuses more on improving technical skills for current jobs, human resource development focuses on enhancing conceptual, managerial, leadership, creativity, and strategic thinking skills needed to face future challenges.

In the digital era, characterized by rapid technological developments, organizations require a workforce that not only possesses technical skills but also the ability to adapt to changes in the business environment. Therefore, human resource development is a crucial investment for organizations in creating superior and highly competitive human resources. Development programs can be implemented through continuing education, leadership training, job rotation, mentoring, coaching, and various digital-based learning programs. According to Sutrisno (2022), human resource development is an organizational effort to improve the quality of employees' knowledge, skills, abilities, and work attitudes so they can adapt to organizational developments and changes in the work environment. Human resource development helps employees broaden their horizons, improve their analytical skills, and develop the skills needed to face increasingly complex work challenges.

Furthermore, Mangkunegara (2021) explains that a good HR development program can increase work motivation because employees feel cared for and given opportunities to develop. Highly motivated employees tend to demonstrate better work productivity, exhibit high loyalty to the organization, and

are able to make greater contributions to achieving company goals. HR development also plays a crucial role in improving employees' digital competencies. According to Setyanti, Monoarfa, and Hasan (2025), digital-based HR development can help improve work effectiveness and support organizations in facing technological transformation. Employees with strong digital competencies will more easily utilize technology to complete their work, increase work efficiency, and produce innovations that support organizational development.

The success of HR development is inseparable from the organization's role in providing ongoing support, whether in the form of budget, time, or opportunities for employees to apply the results of the development in their daily work. HR development that only stops at the stage of providing material without being followed by opportunities for practice and evaluation tends to have less real impact on improving employee competency. Therefore, organizations need to design sustainable development programs that are integrated with employee career plans, so that each individual has a clear development direction in accordance with the potential and needs of the organization in the future. With this approach, HR development not only functions as an effort to improve short-term competency, but also becomes the foundation for building sustainable organizational capabilities to face change and competition in the digital era.

Based on the literature review, it can be concluded that human resource development plays a crucial role in improving employee competence and productivity in the digital era. Through sustainable development programs, organizations can create a competent, creative, innovative, adaptive workforce that is ready to face the various changes brought about by technological advancements and global competition. This demonstrates that human resource development is a key factor supporting organizational success in achieving competitive advantage in the digital era.

3. RQ3: What factors support the success of HR training and development programs in facing digital transformation?

The success of human resource (HR) training and development programs in the face of digital transformation is influenced by various mutually supporting factors. Digital transformation requires organizations to not only improve their employees' technical skills but also ensure their readiness to adapt to technological changes and an increasingly dynamic work environment.

One of the key factors is management support and organizational commitment. Leadership that fully supports training programs will create a positive learning culture, thereby motivating employees to develop their competencies. Furthermore, the availability of a budget, facilities, and supportive policies are also crucial for training success.

The next factor is the relevance of training materials to job needs and technological developments. Training programs designed based on needs analysis will be more effective in developing the skills employees truly need. Material relevant to the use of digital technology, data analysis, digital communication, and work innovation will help employees navigate the changes that are occurring.

Furthermore, appropriate, technology-based training methods also play a crucial role. The use of e-learning, webinars, virtual training, and Learning Management Systems (LMS) allows for more flexible and accessible learning processes. Interactive, practice-based methods will enhance understanding and the ability to apply the material in everyday work.

The success of training is also influenced by employee motivation and active participation. Employees who are eager to learn and develop themselves tend to more easily absorb training material and apply it to their work. Therefore, organizations need to create a work environment that encourages continuous learning. Another factor is the evaluation and follow-up of training programs. Evaluations are conducted to measure the effectiveness of training on improving employee competency and performance. Evaluation results can be used as a basis for improving subsequent training programs to optimize the benefits obtained.

Based on the literature review, it can be concluded that the success of HR training and development programs in facing digital transformation is supported by management commitment, relevant training materials, the use of learning technology, employee motivation, and ongoing program

evaluation. These factors contribute to improving employee competency, productivity, and readiness for change in the digital era.

4. RQ4: What are the research trends on HR training and development to improve employee performance during the period 2020–2024?

Research trends on HR training and development in the 2020–2024 period show increasing attention to the role of training in improving employee performance amidst the advancement of digital technology and changing work patterns. Numerous studies during this period confirm that HR training and development are crucial strategies for organizations to maintain competitiveness and increase workforce productivity.

In 2020–2021, research focused heavily on adapting training during the COVID-19 pandemic. Organizations began utilizing digital platforms such as e-learning, webinars, and virtual training to ensure competency development processes continued. Research findings showed that digital-based training was effective in helping employees adapt to remote work and the use of new technologies.

Entering the 2022–2023 period, the research focus shifted to developing digital competencies, creativity, innovation, and critical thinking skills. Researchers highlighted the importance of digital skills as a key factor supporting improved employee performance. Furthermore, various studies have shown that the combination of technical training and soft skills development has a more significant impact on work productivity.

In 2024, research trends will increasingly shift toward the concept of continuous learning. Organizations are encouraged to create a learning culture that enables employees to continuously develop their competencies in line with technological advancements. Research is also beginning to highlight the use of artificial intelligence (AI), data analytics, and more interactive digital learning platforms to support training effectiveness.

These trends also indicate that technology's role in HR training is no longer merely a supplementary tool, but has become a core element shaping the training model itself. Recent studies have shown that organizations that successfully integrate digital technologies, including AI and data analytics, into HR development programs tend to have higher levels of training effectiveness than those that still employ conventional methods. This has also encouraged the emergence of more personalized and adaptive training approaches, where each individual's learning needs can be tailored to their individual pace and learning style. Therefore, future research is expected to increasingly explore how technology can be optimized to create a learning ecosystem that is more flexible, efficient, and relevant to the needs of organizations in the digital era.

In general, research findings from 2020–2024 indicate that HR training and development have a positive impact on improving employee performance. Planned training programs, relevant to organizational needs, and supported by digital technology have been shown to improve employee competency, productivity, adaptability, and performance quality in facing the challenges of the digital era.

Conclusion

Based on the literature review, it is clear that human resource (HR) training and development plays a crucial role in improving employee performance in the digital era. Training has proven effective in equipping employees with the knowledge, skills, and technical abilities needed to adapt to technological developments, enabling them to work more effectively and efficiently. Furthermore, HR development provides a more long-term contribution, fostering creativity, innovation, leadership, strategic thinking, and employee readiness to face future challenges and changes.

Furthermore, it can be concluded that the success of HR training and development programs is inseparable from several supporting factors, including management commitment and support, the appropriateness of training materials to job requirements, the use of digital learning technology, employee motivation levels, and ongoing program evaluation. The use of various digital platforms such as e-learning, webinars, virtual training, and Learning Management Systems (LMS) is also considered capable of increasing the flexibility and effectiveness of the learning process for employees.

Thus, it can be said that training and human resource development are two complementary and inseparable aspects in efforts to improve the quality of human resources. These two aspects are crucial

strategies for organizations to remain competitive and survive amidst the current rapid digital transformation.

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