

Remote Work Dynamics: Managerial Challenges and the Test of Time in Human Resource Management

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Abstract

Information and communication technology advances have influenced how various organizations function, particularly the remote work. Although offering flexibility, this form of work has raised few challenges in HR management. This study seeks to examine the obstacles faced by managers in supervising their remote and in office staff. This study utilizes a qualitative method that examines data obtained from literature and related materials. The results show that while firms realize financial gains in the form of cost savings and better performance, there is a distance between remote workers and office workers and a gap in between both of them, particularly in working conditions and resource accessibility. Remote workers are having the typical remote worker issues that are impacting their productivity, but office workers are feeling underrepresented and it's difficult for them to fit into this new model. However, many HR managers are not sufficiently well prepared to face the new adversities, particularly in terms of training, motivation and communication. Thus, the present study implies the need for more integrative policies and better preparedness of managers to facilitate adjustment to these transitions.

Keywords:

Remote Work; Human Resource Management; Productivity; Digital Training; Motivation; Information Technology.

1. INTRODUCTION

The emergence and rapid development of ICT has changed the work mode in various sectors, and has become the first option for many organizations. This work model, once used on a limited basis, has become increasingly popular as a means of improving flexibility and operational performance. But rolling out remote work is not without its downsides, especially when it comes to human resource (HR) issues. Supervisors frequently have trouble assuring that employees are performing, communicating effectively, and building strong relationships between dispersed teams. This transformation entails a change in managerial mindset, turning away from measuring time or processes and towards measuring results. The only way the remote work model can work for organizations is having the right tech, keeping everyone on the same page and managing based on results. It is important for organisations to have an appropriate policy in place to deal with this paradigm shift and keep the remote workers engaged and motivated.

The fast spread of technology has inspired many corporate participants to 'Work from home'. Originating in limited scenarios, this type of provision has subsequently become "a key feature adopted by firms for attaining flexibility and efficiency in operations". But the shift to remote work also brings its own set of problems, especially when it comes to human resources. Supervising employees out of multiple locations also presents a challenge for managers. In a telecommuting context, it becomes harder to directly control efficiency, and team members' communication is affected. Hamsal and Hanafi (2024) posit that technology is crucial in mediating communication, and cooperation, among geographically separated teams, yet its success is contingent upon proper management. Furthermore, Rusiyati et al. (2023) stressed the relevance of HR management training in the digital age as a means of developing managers' capacity to face the difficulties interconnected with managing distributed teams. When they are unable to be present in the

office, help them understand how technology empowers them to maintain a baseline level of efficiency and productivity in and outside the office. Employee engagement and motivation is another issue with remote work. Managers need to create ways to keep team spirit alive, even without the regular in-person interactions. Personality and job satisfaction also shape performance of individuals in this context. Khairiyah and Dewinda (2022) emphasize the need for character building to develop human resources who can work productively in a variety of situations, including remote work.

Thanks to the development of information technologies, many organizations have been driven to introduce telework models. Companies now face no geographical limitations in dealing with remote locations through the aid of digital technologies. Nonetheless, HR management in such environments is still challenging, in terms of performance observation and increased employee job satisfaction. The studies of Assa (2023) have provided that the supportive work environment has a direct effect on satisfaction and employee performance. Even if you are not managing in person, the environment needs to be one that inspires productivity and accountability in your staff. It is not just about managing tasks, but also maintaining interaction and relationships with your colleagues. When it comes to performance outside of the workplace, motivation is often critical. Nur et al. (2023) stipulate that in high motivation, fairness and a supportive environment lead to positive work outcomes. It is important in such a remote environment that employees feel valued and have equitable access to growth opportunities. So, open a line of communication and ensure to give recognition when due to maintain a team's loyalty. Technology is also key for efficient (work) flow. The usage of integrated HR information system such as OrangeHRM could facilitate the performance management as well as reduce the administrative problems (Maidah & Rusmanto, 2018). These systems also allow companies to maintain transparency in how employees are being measured for productivity and ensure efficient communication between remote team members.

The rise of digital technology means that many companies no longer run their staff in the traditional way with remote working playing a lead role in boosting flexibility. Though it offers convenience, this method of working also brings a host of challenges – not least to managers, who need to ensure performance does not fall by the wayside. Marthalia (2023) argues that "companies look to adapt their HRM practices as the Fourth Industrial Revolution unfolds". But HRM in the telework context must be more innovative, particularly in how interactions and performance of employees at different locations are maintained. The most difficult part for managers is: how do we keep the remote workforce motivated. Halsal et al. (2022) find that the quality of the relationship of employees with their manager has a significantly positive impact on the productivity level. In the remote work world, it is crucial for managers to keep an open line of communication and make people feel like they are more than capable of getting their job done without the need for their leader to physically be with them. Furthermore, the quality of HR and adaptability to technology are important in positively enhancing performance in a remote work model. Ningrum et al. (2024) underscore the importance of ICT-based training in this context of enabling employees to work effectively and efficiently, regardless of their physical location. Employees also may be ill-equipped to employ essential digital tools for optimal performance without sufficient training.

Human resource management (HRM) is confronted with a growing number of challenges as the world of work continues to develop. Technology and changing patterns of work are two of the fundamental issues that impact on how organizations control members of the workforce. Once the technology exists, organizations can enjoy the efficiencies of monitoring and managing employee performance, but also struggle with the required management, particularly with any big changes needed for the system that will take time and resources. Jahan (2014) maintains that integrated HRIS reduces the complexity of managing employees' data and administrative. But adaptation and change management are often the main barriers that prevent this technology from being used. To navigate these obstacles, leaders must be capable of leading with wisdom in order to beat resistance and keep themselves and their employees motivated and productive. Digital technology implementation in organizations often faces difficulties, especially when it is about moving from conventional systems that have been used before (Rahmani, 2022). This process needs time, so managers have to act now, implementing policies that help that process and do so fast.

Within the digitalised working environment, growing use of technologies such as Artificial Intelligence (AI) in HRM could be highly transformative. Tambe et al. (2019) propose that although AI can enhance efficiency and accuracy in HR management, its major obstacle is to ensure that it does not endanger the people relationships that are so very important in building strong working relationships. Managers must take care that, even though the human resource management of technology (HRMT) is maximized, human issues are not under emphasized. Forever in every higher degree the most critical trial for the HRM Managers is how to make the policies fit the time. Tait et al. (2016), technologies should be coupled with suitable policies to afford an organization's strategic direction. Failing to adapt can leave organizations at a competitive disadvantage and missing out on fully utilizing their workforce.

The digital transformation in human resource management (HRM) has transformed the way many organisations manage their workforce. They add that such technologies as computerized management systems can increase the efficiency and accuracy of employee management (Zhang & Chen 2023). But, while the technological possibilities are exciting, not everything is rosy, particularly in terms of adapting these technologies and incorporating them into existing systems. This transition takes time (far more than it should)

and resources (also far beyond what would be needed if everything were open). In the case of higher education, challenges for HR management are profound in aligning to changes prompted by advancements in technology. Alvi et al. (2021) highlight the challenges encountered by educational institutions such those of unpreparedness to innovate digitally and technical inadequacies among members of staff. These difficulties influence the quality of HRM, which may have implications on the organization's performance. With technology trends evolving so rapidly, organizations must be able to deploy HR elements that are able to endure technology changes, without sacrificing the quality of operations.

Role of HR management in organization performance HR management has a pivotal role in improving organization performance as described by Madhavkumar (2023). Good management policies can be the difference between success and failure of a business, where technology can be a lever for managing our employees. HRM policies need to follow the pace, rigors and demands of the time and also of the organization, so that HR is assured of sufficient returns even in this age of digitized workplace. The world of the academic library is also in the same boat. Ashiq et al. (2020), for instance, point to the difficulties faced by libraries in Pakistan in meeting new technology needs. The sector may be different, but that does not mean that the problems are insurmountable and this time it is in dealing with HR that is prepared to confront the digital challenge. An institution's success largely rests on how rapidly it can respond to such changes. HR management in the digital age is more flexible and goal-oriented. Challenges around technology implementation have to be addressed, and the full extent of HR capabilities must be exploited to attain more far-reaching objectives.

2. RESEARCH METHOD

This research takes a qualitative approach and examines the obstacles of Human Resource (HR) management in the remote work context. The research followed a number of systematic steps from literature aggregation to examination of the accumulated data. The below given stages have been applied for research in this study.

2.1. Previous Research

The research begins by reviewing literature about HR management and telework. The sources are limited to articles, books, and research published within the past 5 years. This literature was selected to establish initial insight into aspects surrounding remote working and its managerial implications in firms. The aim is to provide a map of the different views in the existing literature on issues and answers to managing a remote workforce.

2.2. Theoretical

Based on the gathered literature, the stage that follows is the application of theories to account for problems in managing telecommuters. Various theories are incorporated in this study, such as results-based management and situational leadership model. The results-oriented management theory sheds light on the concept of looking at results and not directly overseeing performance. Situation leadership theory, on the opposite, is used to explain the need of adjusting leadership styles according to remote team members' situation.

2.3. Desktop Research

This paper is based on desktop research i.e. findings are gathered through search for information on anything that contained online literature. The sources of information are referred to in the text. The sources of information employed are journal, articles, documents from companies made available on the internet, and research reports. Utilizing this approach, the scientist is able to get all the relevant information without the stress of a field visit. Performing research mostly while sitting at a desk is efficient and it is great to be able to use a variety of detailed sources.

2.4. Documents

The data we used in this study is also collected from internal reports of organisations that implement teleworking. Among other documents City Bureau also included company policies on remote work, reports on accountability assessments with remote workers and guidelines for communication utilized by the company. These papers offer a reality check as to how company policy is enacted, as well as the struggles the company has in maintaining an effective and engaged employee base.

2.5. Content Analysis

Data from both the literature and the company documents were analysed, using content analysis methods. This method helps the researcher of plumbing a corpus of documents and finding central themes related to HRM in telecommuting. The author will then study developing characteristics like communication difficulty, performance measurement and employee stimulation and how organisations try to overcome these

barriers. The study also intends to identify the effects of the implemented policies on employee job performance and satisfaction.

2.6. Systemic Literature Review

At the final stage, the study draws upon a systematic literature review to consolidate the results obtained from previous studies. This activity requires the decision maker to choose literature based on various criteria including pertinence to the topic, and methodological quality. A systematic literature review can allow the researcher to synthesise differences in findings and make inferences about the difficulties of HRM in telecommuting. This methodological rigour is designed to ensure that the research is founded on valid evidence that is pertinent to the research questions.

3. RESULTS AND DISCUSSION

3.1. Result

The findings discussed herein are based upon the research findings such as, some of which in the literatures coincide with our findings. This study pinpoints several problems encountered by HRM professionals in contemporary work settings. Utilization of technologies Under this main title, it is possible to discuss the most significant themes and concepts emerging from the research dealing with the attempts carried out by HR managers to overcome the challenges generated by the pandemic at the workplace, but also the contribution of the technologies to avoid, to confront the lack of cooperation from the people or to manage the negative effect of the social aspect relevant to many of the job personnel empowerment. In this respect, it was found that the HR managers inferred that the lack of direct oversight which in normal time means to supervise and to monitor employees performance, motivation and involvement has created an opportunity for the latter to exploit certain negative behavior that could harm the normal accomplishment of the requests in term of quantity and especially in term of quality of the products or the services sold to the customers and to the clients. These revelations tell us that HR has a lot on its plate when it comes to directing work for people both in and out of the office. A few of the issues identified have ties to the fact that things are constantly changing and how companies can help employee wellness, while making sure they are still supporting the overall business.

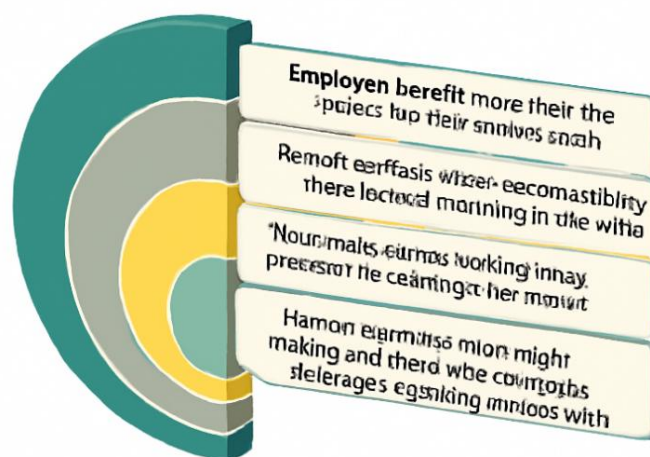


Figure 1. Infographic of Key Findings

3.1.1. Business Will Get More Out of Remote Work Than Individuals

The most important result of this study is that the use of remote work is more advantageous for organizations than for workers. Laurentin Carolin Tiara et al. (2023) note that one of the main benefits that companies bring up is the employees' travel cost saving. With work shifting to remote venues, the funds previously invested in travel to the office can now be used for set up of better home offices. This deployment of cash translates into extra operational leverage for the company. Moreover, numerous studies have suggested that employees working remotely frequently work more hours than their in-office counterparts. While this could be beneficial for productivity, it can come at the expense of employee health. Working longer hours with no fixed boundaries may make you tired and stressed out, and throw off your work-life balance. Over the long term, this condition may affect employee morale and psychological wellbeing.

This study confirms the added value in enhanced operational efficiency and productivity return to employers, and the imbalance in perceived benefit and return to employee and company continues to persist. The productivity and cost savings achieved by the company cannot simply offset the greater workload burdened on the employees. Then there are the potential deleterious mental health consequences of

employees working more hours if they feel pressurised. Although remote work enables companies to benefit in productivity and cost saving, from an organization standpoint, it is necessary to think about the well-being of employees. Lukasz Kaczorem That is why it is important to strike the right balance for a company between company effectiveness and employee quality of life so that remote work provides a more even benefit to both the employer and employee.

3.1.2. The Remote Employee's Dilemma: Bad Connections So You Will Not Come Back to the Office

This survey suggests that the number of remote workers who find it annoying when companies mandate a return to the office is higher than you might think. Many of them think that working from home creates job satisfaction because it's convenient and flexible in a way that a traditional office working environment can't be. Employees who have become accustomed to these perks, however, are not keen on returning to the office. Being able to work in a more flexible relaxed setting, with the freedom of managing their own time is their number one reason. But with a lot of the perks there come some technical challenges for remote employees that could hamper their work. One of the major issues is connection problems. Workers are sometimes hindered by unstable electricity supply or slow internet connections that, of course, would affect the fluency of their work. In spite of these hurdles, they roll up their sleeves and get to work to figure out an answer. Some buy extra gadgets or search for ways to improve the effectiveness of their connections to work more efficiently. 'Rusilowati, 2020' Notwithstanding these challenges, Rusilowati (2020) argues that many workers perceive them as an aspect of their life, and do not let technological barriers disrupt their aspiration to work remotely. They feel as if it is a personal problem to be solved rather than having to return to an office where the flexibility they have at home does not exist.

3.1.3. Remote Work Exacerbates Wage Gaps and Discrimination at Work

These authors observe that the introduction of remote work can lead to an increase in the wage gap between higher and lower income employees. Suwandi et al. (2025) that employees of a higher job grade i.e.) office employees are frequently more privileged than the field workers who have to face more adverse working environment. For remote office workers it is easier to receive technology and supporting facilities, where-as field workers have harsher conditions which include limited resources or technology. The disproportionate quality of work between remote workers and site workers exacerbates the division within the company. Remote workers usually have a greater deal of freedom when it comes to working hours and place, while field workers need to adhere to stricter working hours and have a higher level of exposure. That affects job satisfaction and well-being, which are known to be higher among remote workers. On the contrary, employees performing on-site work experience a greater physical and emotional strain because of increased work pressure.

The gap in access to resources also makes inequality that already exists worse. Office or field employees are frequently confined to the facilities and tools that the employer provides, while remote employees can establish their own working environment and employ more ergonomic equipment in the home. This difference not only increases the gap between workers in terms of working comfort but also opportunities of career development and recognition. Certain employees may feel more comfortable working remotely, but the fact that remote workers and their on-site counterparts are increasingly being treated unequally needs to be addressed at a management level. That's why you must re-examine the existing work standards and make them more equal among all job categories.

3.1.4. HR in the Age of Remote Work: How HR Leaders are Reimagining the Workplace Even as the Pandemic Subsides

Studies have shown that inequality between remote and office workers adds complexity to human resource (HR) management. That "remote work guilt" Another issue at hand: Many remote workers feel they need to be working harder when working from home, compared to when they are in the office. That can result in a longer workday than many would like and interferences in work-life harmony. Remote employees often end up feeling pushed into remaining accessible all the time, though not in any sense should working hours be blurred so dramatically. This is likely to be detrimental to their mental and physical well-being if it goes unchecked. White collar workers are having a hard time adjusting to the remote work model, on the other hand. They feel marginalized and can sometimes have a hard time working with or communicating with colleagues who are working from home. Without a balanced approach, office workers could feel underappreciated, with remote workers feeling remote or not as included in team events.

This research also suggests that the fairness disparity of these two groups aggravates the organizational climate. "For employees working at the office, they feel they do not have the same flexibility as those who are remote, and remote workers feel they receive less attention from the company if they are not working in the same location as their manager or team. This divergence may lead to conflict which may promote ineffective cooperation of team members. HRM needs to be more cautious in addressing these differences to maintain healthy asymmetry in the company. Follett et al., 2018) FeHRM needs to ensure that these policies can be implemented to make well-being work for all employees, both remote and office based. All employees will work better and be happier if we all go to work as equals.

3.1.5. HR Not Ready for the Challenges of Working Remotely

This research demonstrates that a lot of HR specialists were unprepared for, as well as were taken aback to face, the difficulties that came with remote work rollout. Yolanda et al. (2023) argue that before this shift to telework many workers were untrained and unprepared to navigate the challenges of working from home. This unpreparedness could be a productivity and employee wellness killer. There is a key challenge for HRM: how to offer the appropriate training for employees to adjust effectively to remote work? “Lots of employees (are) not equipped to solve some of the technical challenges of remote work, (like) having a spotty WiFi connection, having a computer that’s not the greatest, (or) not having a great place to work from home,” he said. These issues can also impact the quality of the work and cause some distress, reducing motivation and quality of life.

Previous research found that HRM is not particularly efficient in supporting employees, for example, in overcoming technical problems and in productivity increase despite existing obstructions. Thin transmission lines or unexpected devices could cause problems for work flow. When they lack that support, they suffer isolation and tunnel vision degrading their performance. And HRM must consider maintaining employees motivated and in touch with the team, despite working from home. Good, solid communications is vital to team relationships and motivation. HRM needs to frame policies that emphasize not just technical training but also in getting management team spirit and collective morale building. HRM requires more careful consideration and policy adjustment to assist employees in coping with remote working arrangements. Unprepared, there are a lot of trouble spots and that impacts employee performance and wellbeing.

3.1.6. Comparative Analysis

The measurements found in this study are compared with those of previous investigations about TELE-homeworking. This study replicates some previous findings with a new focus. It also calls some results into question that do not match what was found in this study. This comparison is to determine if this study's conclusion agree with those of previous studies and to identify any differences or similarities one should consider.

Table 1. Positive Findings Compared to Findings of This Study

Author	Findings	Findings of This Study	Comparative Analysis	Implications
1	Remote workers tend to work longer, increasing productivity.	Remote work benefits the organization more than the workers.	Both studies show that remote work benefits the company more than the workers.	The benefits of remote work are not equally shared between the company and the workers, and HR needs to address this imbalance.
2	Remote workers face challenges due to inadequate power infrastructure.	Remote workers face connectivity issues to avoid returning to the office.	Both studies found that remote workers face connectivity issues that disrupt their productivity.	These technical challenges need to be addressed with improvements in home infrastructure for workers.
3	Wage gaps between the highest and lowest paid workers are partially caused by remote work.	Remote work causes wage gaps and discrimination within the organization.	Both studies report an increasing gap between workers with different job statuses.	Organizations must identify and address this gap to ensure the sustainability of remote work.

Table 2. Negative Findings Compared to Findings of This Study

Author	Findings	Findings of This Study	Comparative Analysis	Implications
1	Working from home provides a balance between work and personal life for workers.	Remote work benefits the organization more than the workers.	The study shows that although workers have flexibility, they are still disadvantaged in terms of work-life balance.	HR needs to pay attention to this balance and create fairer policies for remote workers.
2	The possibility of remote work is not solely determined by the worker's education level.	Remote work causes wage gaps and discrimination within the organization.	This finding contradicts previous research, which shows that education level does not affect remote work opportunities.	HR needs to ensure equal opportunities for all workers in remote work programs.

3	HR can provide appropriate leadership and help the organization implement flexible workforce strategies.	Human resources are unprepared to face the challenges of remote work.	Previous research shows that HR can lead and overcome challenges, but this study found HR to be unprepared.	HR needs to be proactive in addressing remote workers' challenges and design programs to support them.
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3.2. Discussion

The research shows that, while organizations profit from the conditions of work from home, individuals struggle to maintain their well-being. There are actually several obstacles that are associated with remote working model of working: factors such as increased work load, technology, and differences between the remote worker vs. the office worker. A key takeaway is that while companies reap cost efficiencies and increased productivity, remote workers end up working longer hours and lack boundaries. This creates an uneven work-life balance which means more stress and higher burnout rates. As per Hamsal and Hanafi (2024) HR management in the digital age must prioritize productivity alongside employee welfare. If you are making remote employees work late, you need to make sure that the flexibility offered does not trample all over the mental health of staff. Workers who are stressed by excessive workload are not only prone to decreased motivation, but also to health problems that are detrimental to productivity.

Connectivity problems are a major challenge for employees at home. Some of the employees have technical problems like iffy Wi-Fi or insufficient hardware. As noted by Rusiyati et al. (2023), technology is an essential factor impacting the successful communication and productivity in remote work environments. Where workforce has limited access to technology, they may be unable to achieve their maximum potential and it can bring down their performance. Nonetheless, workers do try to figure out solutions to this problem, including buying more devices and trying to get better connections. This illustrates that while technical limitations are proving a hindrance, the freedom offered to employees is proving popular when choosing to work remotely rather than head back into the workplace.

The research also shows that remote work intensifies gaps among workers of different job statuses. In-office workers who are teleworking are already usually the more privileged of workers since they have more access to technology and various supports. In turn, field workers frequently have more challenging and restricted conditions than urban workers, which creates disparities in the work experiences of these two groups. Suwandi et al. (2025) note that a distinction between remote workers and field workers appears to be growing, especially regarding access to resources or time availability. This discrepancy even affects the employees' sense of their own well-being, with remote workers less stressed out because of the flexibility made possible for them and on-site workers, who often face longer work hours and harsher working conditions, more stressed out.

Differentiation between remote workers and employees in the office can cause friction in companies. Remote workers often experience loneliness and office workers feel unappreciated because they are hindered with a restricted working pattern. This emphasizes the imperative for HR managers to create policies that are inclusive while also finding a happy medium for both these groups. Nur et al. (2023) argue that it is crucial to provide a fair work environment where all staff receive the same possibilities to develop irrespective of work location.

The research also highlights the issue of managerial readiness. Many managers report feeling under prepared to manage remote workers, especially when it comes to keeping an eye on how they are doing and keeping them motivated. Untrained managers often fail to effectively support workers outside of the office, which can have negative repercussions on their ability to contribute and their level of engagement. Yolanda and Anshori (2023) also note that HRM has an obligation to provide managers with the competences to manage a successful team, including communication, performance monitoring, and motivation management. Managers have to adjust their leadership style to suit remote employees better.

Remote work offers benefits for companies, but its execution must be coupled with a focus on employees' well-being. The policies that are adopted need to be equitable in a way that benefits all your employees, no matter where they are working. Policies that are flexible, result-oriented, contribute to constructive work force and to the balance of all the actors. Moreover, sufficient technical support and training will be vital to the success and continued viability of remote working for both employees and their managers.

4. CONCLUSION

In this study, it is pointed out that there are several problems in HRM due to the introduction of telework. While a lot of companies enjoy the flexibility and lower overhead costs, they also must confront the fears of employees and the dynamics between remote and office workers. A key issue is the widening gap between those two groups. Remote workers have the advantages of working in pyjamas at any hour of the day, but office goers often have defined work hours and limited amenities. While technology is essential in

facilitating communication and collaboration of team members who are working from a different location, technological disruptions, such as poor internet connectivity and insufficient equipment, can pose major obstacles in the working schedule. Remote workers need to more often than not troubleshoot these issues by themselves, and so they will just opt to work from their homes because they experience a much higher degree of freedom in terms of when and where to work. This implies that, technical constraints be damned, most workers value flexibility and comfort more. The study's results reveal that several HR managers are not quite ready to lead a remote team. Failure in providing proper training and knowledge on how to manage remote employees resulting in low employee motivation and engagement. It is important, thus, for line managers to have the "knowledge of how to" support their teams in working around technical problems and in keeping the feedback processes open.

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