Business, Technology, AI, Digital Transformation and Human Flourishing: Innovations in Strategy, HR, and Social Impact

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PREFACE

In an era of rapid change, the intersection of business, technology, and social issues has become a critical area of study for researchers, practitioners, and policymakers alike. This volume brings together a collection of insightful and timely contributions that explore these evolving landscapes, shedding light on contemporary challenges and opportunities across a variety of fields.

The chapters in this book delve into topics that span the realms of organizational performance, human resource management, digital transformation, business strategy, and social resilience. Whether it is examining the impact of service quality on customer loyalty in the Jabodetabek area, leveraging artificial intelligence to enhance employee experience in performance management, or analyzing the role of social support and resilience among women survivors of sexual violence, this book highlights the interconnectedness of business practices, human development, and societal well-being.

The research presented here reflects the multifaceted nature of today's world, where technological advancements are reshaping industries and the dynamics of human interaction, while societal challenges such as economic mobility, work-life balance, and mental health continue to demand our attention. The authors offer valuable insights that bridge the gap between theory and practice, offering innovative solutions that are not only grounded in rigorous academic research but also highly relevant to the realities of the modern world.

This book is intended for scholars, students, and professionals who are interested in the evolving nature of business and society. It serves as a resource for understanding how digital transformation, artificial intelligence, and human resilience can intersect to create more effective business strategies and improve social outcomes. By examining both the challenges and the transformative potential of these topics, we aim to inspire new ways of thinking and problem-solving in an increasingly complex and interconnected world.

We hope this volume will contribute to ongoing conversations in academia, inspire further research, and provide practical insights for those working at the forefront of business, technology, and social development.

Prof. Dr. Pranav Mishra
Bursa, Türkiye – December 2024

CONTENTS

CHAPTER 1

The Effect of Service Quality to Customer Loyalty Among Iqos User in Jabodetabek Area and The Mediating Role of Customer Satisfaction and Health Awarenes

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ABSTRACT

As the world becomes more concerned about the environment, people are quickly moving from traditional energy sources to switch to cleaner energy, especially electricity. This is reflected in the growing interest and market share of electric cars and motorcycles. The cigarette market has also seen a decline since the emergence of e-cigarettes.

Although e-cigarettes can be considered a better and cheaper alternative in the long run, their function is still the same as regular cigarettes. The common phenomenon and problem that has always pervaded the tobacco and nicotine industry is that when consumers spend money, they expect that money to be spent on things that are useful in the short and long term. Furthermore, tobacco and nicotine manufacturers have doing lots of research on their products in such a way that the product will have less risk compared to traditional cigarettes, and this has become one of the way the company to market their products. Despite aggressive tobacco control measures, Indonesia remains one of the countries with the highest number of smokers. IQOS, a product by PT. HM. Sampoerna tbk (Philip Moris International Affiliate), has been introduced as a potentially less harmful alternative to traditional cigarettes. This is a descriptive conceptual paper to understand how service quality influences customer satisfaction and loyalty in the context of IQOS users, with a focus on the mediating roles of customer satisfaction and health awareness among IQOS users in the Jabodetabek area. Using a quantitative research design, data will be collected through online questionnaires distributed to IQOS users in the Jabodetabek area. The analysis will be conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM).

Keywords: E-cigarettes, Health awareness, Service quality, Customer satisfaction, Customer loyalty.

INTRODUCTION

As the world becomes more concerned about the environment, there is a noticeable shift from traditional energy sources to cleaner alternatives, particularly electricity. This transition is evident in the growing interest and market share of electric cars and motorcycles. The cigarette market has also experienced a decline with the advent of e-cigarettes. Although e-cigarettes can be considered a better and cheaper alternative in the long run, their function remains the same as regular cigarettes. The common phenomenon and problem that has always pervaded the tobacco and nicotine industry is that when consumers spend money, they expect that money to be spent on things that are useful in the short and long term.

Furthermore, tobacco and nicotine manufacturers have been conducting extensive research on their products to reduce the risks associated with traditional cigarettes. This research has become a key marketing strategy for these companies. Despite aggressive tobacco control measures, Indonesia remains one of the countries with the highest number of smokers. IQOS, a product by PT. HM. Sampoerna Tbk (Philip Morris International Affiliate), has been introduced as a potentially less harmful alternative to traditional cigarettes. This descriptive conceptual paper aims to understand how service quality influences customer satisfaction and loyalty in the context of IQOS users, with a focus on the mediating roles of customer satisfaction and health awareness among IQOS users in the Jabodetabek area. Using quantitative research design, data will be collected through online questionnaires distributed to IQOS users in the Jabodetabek area. The analysis will be conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM).

In the broader context of environmental concerns, companies are increasingly adopting sustainability strategies to enhance their brand image and attract environmentally conscious consumers. Key components of these strategies include eco-efficiency, eco-branding, and beyond compliance leadership. Eco-efficiency focuses on resource optimization, waste reduction, and energy efficiency within the organization. Companies adopt practices such as life cycle assessment, clean production, and circular economy to minimize their environmental impact. Eco-branding involves promoting eco-friendly features of products or services, displaying eco-labels, and engaging in corporate social responsibility activities. Beyond compliance leadership involves going beyond legal requirements to proactively address sustainability issues through stakeholder engagement, innovation, and supply chain responsibility.

In the context of the tobacco and nicotine industry, companies like Philip Morris International are investing in research and development to create products that are less harmful to consumers and the environment. The introduction of IQOS is a testament to this effort. IQOS is an electrically heated tobacco product that aims to reduce the harmful effects of smoking by heating tobacco instead of burning it. This innovation is part of a broader trend towards cleaner and more sustainable alternatives in various industries, including energy, transportation, and consumer goods.

The shift towards cleaner energy and sustainable practices is not only driven by environmental concerns but also by economic and social factors. Companies that adopt

sustainable practices often experience cost savings, improved competitiveness, and enhanced reputation. Consumers are increasingly demanding products that are not only effective but also environmentally friendly and socially responsible. This trend is reflected in the growing popularity of electric vehicles, e-cigarettes, and other eco-friendly products.

In conclusion, the transition to cleaner energy and sustainable practices is a multifaceted phenomenon that involves various industries and stakeholders. The tobacco and nicotine industry, in particular, is undergoing significant changes as companies like Philip Morris International introduce innovative products like IQOS to meet the evolving demands of consumers and regulatory bodies. This paper will explore the impact of service quality on customer satisfaction and loyalty among IQOS users in the Jabodetabek area, with a focus on the mediating roles of customer satisfaction and health awareness. The findings will contribute to a better understanding of how companies can effectively market their products in a way that aligns with environmental and health concerns.

1. LITERATURE REVIEW
1.1 Service Quality

Service quality is a critical factor in determining organizational success and customer satisfaction. The conceptual framework for understanding service quality is grounded in the dimensions outlined by Parasuraman et al. (1985), which comprise tangibility, reliability, responsiveness, assurance, and empathy. These dimensions collectively form the basis on which consumers evaluate the quality of services they receive. Tangibility refers to the physical aspects of the service, such as facilities and appearance, while reliability deals with the ability to perform the promised service dependably and accurately. Responsiveness highlights the willingness to help customers and provide prompt service, assurance underscores the knowledge and courtesy of employees, and empathy pertains to caring, individualized attention provided to customers.

The significance of these dimensions is further highlighted by Oliver (1980), who posits that service quality is directly linked to customer satisfaction when perceptions meet or exceed expectations. This suggests that higher perceived service quality leads to greater levels of satisfaction, impacting repeat patronage and loyalty. As organizations strive to enhance service quality, they need to focus on these critical dimensions to deliver superior customer experiences. Research increasingly supports the idea that service quality is not only about meeting expectations but exceeding them to create a distinct competitive advantage. The emphasis on service quality is therefore integral in crafting marketing strategies that aim to enhance the customer experience and promote brand loyalty.

1.2 Customer Satisfaction

Customer satisfaction remains a pivotal aspect of consumer behavior research, focusing on the psychological outcome of interactions between companies and their customers. As

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Cronin et al. (2000) assert, satisfaction hinges on emotional responses to experiences, influencing the way customers perceive and interact with a service or product. Essentially, satisfaction is not merely an evaluative judgment but an emotional state that contributes significantly to the overall consumption experience. Thomassen (2003) further elaborates on the measurement of customer satisfaction, advocating that it is essentially about how well a service or product meets or exceeds consumer expectations.

The implications of customer satisfaction are profound and multifaceted. From a managerial standpoint, measuring satisfaction provides insights into consumer perceptions, enabling companies to identify areas for improvement. Moreover, high levels of satisfaction are linked to positive word-of-mouth referrals and customer loyalty, serving as a catalyst for organizational growth and profitability. This correlation is why businesses invest heavily in understanding and improving customer satisfaction metrics. In the digital era, where customer feedback and reviews are instantaneous and public, maintaining high satisfaction levels is especially critical. Thus, businesses are increasingly leveraging technology to track customer satisfaction in real-time, tailoring their strategies to meet evolving consumer expectations.

1.3 Customer Loyalty

Customer loyalty is a pivotal outcome of sustained customer satisfaction and a key driver of business success. It refers to the extent to which customers remain committed to a brand or service, often resisting competitive offers. Anderson and Mittal's research emphasizes the connection between customer satisfaction and loyalty, highlighting that consistent positive experiences are vital in fostering consumer allegiance. Loyal customers are more likely to repurchase, recommend the brand to others, and contribute significantly to a company's long-term profitability.

Bloemer and De Ruyter further explore the antecedents of loyalty, noting that it is based not only on satisfaction but also trust and emotional attachment to the brand. This emotional connection is crucial, as it turns transactional exchanges into relational bonds. Businesses that invest in building relationships through personalized service, recognizing customer preferences, and rewarding loyalty often see enhanced customer retention rates. Additionally, loyal customers serve as brand advocates, providing valuable marketing through word-of-mouth. In increasingly competitive markets, loyalty programs and relationship management strategies are employed to cultivate and maintain this loyalty, ensuring that satisfied customers transition into loyal patrons. Thus, understanding and nurturing customer loyalty is essential for sustainable success.

1.4 Health Awareness

Health awareness among consumers is increasingly influencing purchasing decisions, particularly in the context of new product categories such as IQOS and heated tobacco products. Research by Meschal Stoklosa et al. (2018) delves into consumers' perceptions of

these products, questioning whether they are considered safer than traditional tobacco options. As public awareness about health implications of smoking rises, the tobacco industry faces mounting pressure to provide alternatives perceived as less harmful. However, the perception of reduced risk is not universal. While some users see these products as a healthier choice, others remain skeptical due to the lack of comprehensive evidence supporting their safety.

The impact of health awareness extends beyond individual choices, influencing regulatory frameworks and marketing strategies. Companies are increasingly required to provide transparent information and substantiate health claims to gain consumer trust. Public health campaigns also play a crucial role in shaping perceptions, driving awareness of potential risks associated with new tobacco products. In light of these challenges, companies must navigate the complex interplay of consumer health awareness, regulatory requirements, and product innovation to align their offerings with evolving consumer expectations. This awareness is not only vital for public health but also for the reputation and success of businesses within the industry.

2. CONCEPTUAL FRAMEWORK
2.1. Research Problem

- To what extent does service quality influence customer satisfaction and loyalty among IQOS users in Jabodetabek, Indonesia, and how do customer satisfaction and health awareness mediate this relationship?
- What are the specific mediating roles of customer satisfaction and health awareness in the relationship between service quality and customer loyalty for IQOS users in the Jabodetabek area of Indonesia, given the existing inconsistencies in research findings?

2.2 Research Question

- How service quality impact the customer satisfaction for IQOS user in Jabodetabek area
- How service quality impact the health awareness for IQOS user in Jabodetabek area
- How customer satisfaction impact the the customer loyalty for IQOS user in Jabodetabek area
- How customer satisfaction mediates the effect of Service Quality on Customer Loyalty for IQOS user in Jabodetabek area
- How Health Awareness mediates the effect of Service Quality on Customer Loyalty

2.3 Research Objective

- To analyze Service Quality Impact towards customer satisfaction for IQOS user in Jabodetabek area

- To analyze Service Quality impact towards customer loyalty for IQOS user in Jabodetabek area
- To analyze customer satisfaction impact towards customer loyalty for IQOS user in Jabodetabek area
- To analyze whether customer satisfaction mediates the effect of Service Quality on Customer Loyalty for IQOS users in Jabodetabek area
- To analyze whether Health Awareness mediates the effect of Service Quality on Customer Loyalty

2.4 Research Framework

In this study, there are two independent variables: Customer Satisfaction and Health Awareness as an intervening/mediating variable towards Customer Loyalty and Service quality as a dependent variable.
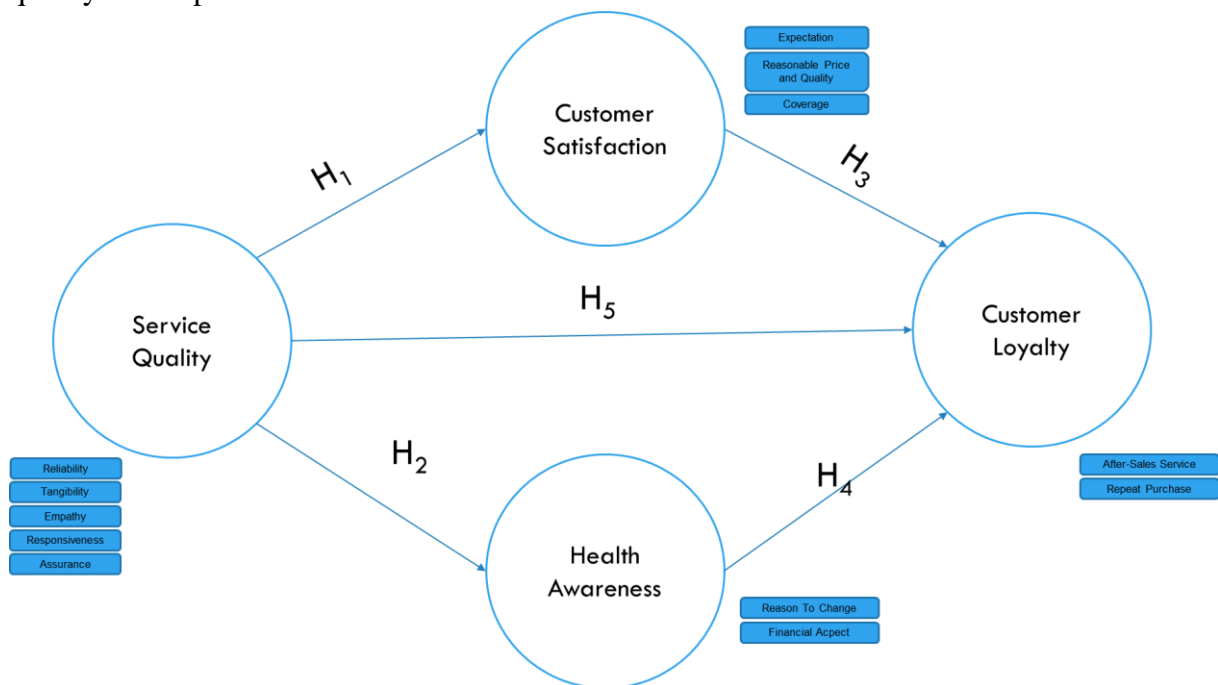
2.2. Research Hypothesis

Based on the framework of Figure 2.4, below is the research hypothesized:

H1:   Service Quality has a significant effect on Customer Satisfaction
H2:   Service Quality has a significant effect on Health Awareness
H3:   Customer Satisfaction has a significant effect on Customer Loyalty
H4:   Customer Satisfaction mediates the effect of Service Quality on Customer Loyalty
H5:   Health Awareness mediates the effect of Service Quality on Customer Loyalty

3. METHOD

This paper is a conceptual paper developing a research framework based on the result of previous studies. The methodology used Quantitative data with primary and secondary data. For primary data, respondents responded to questionnaires which IQOS users in Jabodetabek, which was collected using questionnaires, through simple randomized sampling to come up with the final sample, while for Secondary Data, will looking for and collecting materials from others, journal Books, reports and other previous collected by others.

To assess the relationship between independent and dependent variables, the Structural Equation Model (SEM) is utilized. The prediction of the left variable towards the right variable is shown by the model developed above Service Quality is the independent variable, Customer Satisfaction and Health awareness are mediating variable, while the Customer Loyalty is a dependent variable. The data analysis technique will be using PLS-SEM

CHAPTER 2

Human Resource: Leveraging Artificial Intelligence (AI) Role Play for Improving Employee Experience in Performance Management

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ABSTRACT

The PwC Asia Pacific Workforce Survey in 2023 noted that employees Asia Pacific region are bullish about artificial intelligence (AI), with 41% saying that it will increase productivity and efficiency at work, and 34% viewing it as an opportunity to learn new skills. This outlook reflects how AI technologies are revolutionizing various industries and practices, including the significant transformations required in Human Resources (HR) organizations to stay relevant amid current changes. In Indonesia, AI adoption has become top priority agenda among HR leaders; however, a conundrum remains regarding how AI can effectively enhance HR approaches, particularly in the area of performance management practices and employee experiences. This paper focuses on analyzing the intention to use AI role-play to enhance employee experiences in performance management conversations, as seen in the evidence of companies in the greater Jakarta area for this purpose, who are willing to adopt AI role-play for performance management conversations as data gathered from December 2024 to January 2025. There is substantial prior research on this topic, however, there is still a limited number of studies that specifically address the area of intention to adopt AI role-play for improving employee experience in performance management conversation. This descriptive conceptual paper will analyze the intention to use AI, role-play interaction, and its benefits for performance management conversation. The finding is a proposition based on previous research; the limitation of this paper lies in the absence of empirical data as future research should be conducted quantitively to further test the proposed hypotheses.

Keywords: Human Resources, Performance Management, Artificial Intelligence, Role Play, Organization, Transformation, Employee Experiences.

INTRODUCTION

AI is no longer just a concept but a transformative force reshaping industries, including human resources (HR). Its impact is particularly significant in the Asia-Pacific region, where a recent PwC report reveals that 41% of employees view AI as a productivity and efficiency enhancer, and 34% see it as a pathway to acquiring new skills, highlighting its potential to transform workplaces positively. AI is revolutionizing traditional HR functions like performance management, onboarding, and employee engagement. The Society for Human Resource Management (SHRM) notes that generative AI transforms performance reviews from paperwork-focused tasks to dynamic, conversational processes. AI-powered tools also enable HR teams to create personalized development plans, setting employees up for success in a digital era. LinkedIn identifies AI and automation as critical drivers of efficiency in HR, particularly in performance management. These technologies reduce administrative burdens and provide actionable insights, allowing HR professionals to focus on strategic decisions. For 2024, HR trends emphasize AI's role in tackling talent management challenges, promoting employee growth, and boosting productivity. By enabling real-time feedback and streamlining goal-setting, AI makes HR practices more agile, impactful, and responsive.

AI's integration into HR is inevitable, with its potential for efficiency and innovation positioning early adopters as leaders in a competitive business environment. In Indonesia, where AI adoption is a strategic HR priority, insights from the *inFeedo State of AI and Automation in HR 2024* report highlight its profound impact on the future of work, based on feedback from 234 organizations, Indonesian HR leaders are leveraging AI to address challenges like sustainability, employee experience enhancement, and demonstrating clear ROI. HR leaders emphasize the urgency of AI adoption, noting its role as a strategic enabler rather than just an operational tool. For example, predictive analytics assist in workforce planning, while conversational AI enhances engagement through real-time communication. As Indonesian companies integrate AI into HR strategies, they create competitive, innovative workplaces that attract and retain top talent. In this rapidly evolving landscape, HR leaders are driving AI-powered transformations to convert challenges into opportunities.

Performance management (PM) is a cornerstone of manager-employee relationships and overall employee experience. Traditional PM processes centered on goal-setting, feedback, and annual reviews are evolving with AI integration, enabling transformative possibilities. PM processes align employee and organizational goals, shaping workplace perceptions through formal communication. Interconnection with HR Functions: PM ties into leadership development, career progression, and cultural initiatives, identifying high-potential employees and nurturing talent pipelines. With AI revolutionizing PM, replacing rigid frameworks with dynamic, real-time systems that improve feedback quality and learning outcomes. Platforms like AI Role Play help employees practice and refine leadership, communication, and problem-solving skills through personalized, interactive experiences accessible anytime, reducing traditional training costs. AI-driven PM tools foster engaging, personalized employee experiences. By identifying talent gaps and enhancing learning pathways, these

tools support agility and innovation, preparing leaders for tomorrow and ensuring employees feel valued, supported, and equipped to succeed.

1. LITERATURE REVIEW

1.1 AI Adoption in Human Resource Management

The speed evolution from big data to machine learning to artificial intelligence (AI) is staggering, at early stage Most companies are struggling to make any progress building data analytics capabilities: Only 22% of firms say they have adopted analytics in human resources However Artificial Intelligence, a technology that allows machines to work intelligently and smartly is transforming human lives. Tambe, Cappelli, and Yakubovich (2019) explored the challenges and pathways for leveraging AI in HRM, emphasizing its role in enhancing recruitment processes, decision-making, and workforce management. Similarly, Tewari and Pant (2020) reviewed the evolving impact of AI on HRM, noting its transformative potential in automating routine tasks and reshaping traditional HR functions. hardwaj, Singh, and Kumar (2020) conducted an empirical study that highlighted the significant impact of AI on various HR functions. Their findings underscored the efficiency gains brought by AI, particularly in addressing labor shortages, skill mismatches, and repetitive tasks. AI's ability to enhance decision-making processes and streamline resource allocation has positioned it as a critical enabler of strategic HRM. The recent and prevailing trend in HR is the use of Artificial Intelligence (AI). Terms like data mining, machine learning, deep learning, and neural networks that were unknown in the past have become the buzzwords in the present time. Many organizations have already started adopting and implementing AI technology to their advantage thus making it no longer a concept for the future. 38% organizations are already using AI at workplace and 62% enterprises are expecting to start using AI very soon.

1.2 Performance Management in Organization

Performance Management (PM) is often considered the heart of Human Resource Management (HRM), as it plays a vital role in aligning employees' efforts with the organization's bigger goals. A well-functioning PM system is essential for providing meaningful feedback, motivating employees, and supporting their personal and professional growth. In doing so, it helps drive the long-term success of the organization (Tweedie, Wild, Rhodes, & Martinov-Bennie, 2019). HR Performance Management (HRPM) goes beyond just improving individual performance it's a critical factor in the overall success of the organization. Today, integrating technologies like Artificial Intelligence (AI) into HRPM can bring significant benefits. According to Garg, Sinha, Kar, and Mani (2021), AI, particularly Machine Learning, has the potential to transform HR practices by automating routine tasks, offering deeper insights through data analysis, and helping leaders make more informed decisions.

1.3 Role Play Increased Experiential Learning

Role play is a powerful learning method, offering participants a safe space to practice skills and engage in experiential learning (Rao & Stupans, 2012). While its effectiveness has been recognized since the 1970s, recent studies (e.g., Rosa, 2012; Bobbit, J., Staines, P., &

Cochrane, K. (2001) highlight its growing relevance for today's students by fostering active, hands-on engagement.

This method addresses learning across three domains, affective (emotions), cognitive (knowledge), and behavioral (skills) as demonstrated by Maier (2002) and Rao & Stupans (2012). It aligns seamlessly with Kolb's experiential learning theory, which outlines a four-stage process: Concrete Experience, Reflective Observation, Abstract Conceptualization, and Active Experimentation. Each stage reinforces understanding, making role play an effective way to connect theory with real-world application

1.4 User Acceptance of AI

Mikalef et al. (2020) reviewed 36 studies using the TAM and UTAUT models to identify factors influencing AI acceptance. Key variables included perceived usefulness (PU), ease of use (PEOU), intelligence, trustworthiness, enjoyment, social influence, facilitating conditions, and behavioral intention (BI). They found PU and PEOU were the main drivers of AI acceptance across contexts, while intelligence and trust were critical in human-machine interactions and automated decision-making. Park and Park (2020) emphasized IT acceptance as vital for system success, noting a productivity paradox caused by limited understanding of IT usage (Sichel, 1997). PU measures belief in a system's ability to improve performance, efficiency, or productivity, while BI reflects readiness to adopt. Prihatono and Adi (2020) found users' intention to adopt BIM increased when it improved workflows and collaboration. Similarly, Alsizal and Wiguna (2016) showed workers adopted green practices when benefits like reduced environmental impact were clear. PU generates interest, but PEOU determines ease of adoption. Systems that minimize effort positively influence BI. Park Eun Soo and Park Min Seo (2020) showed user-friendly construction IT systems encouraged adoption. Workers who easily accessed project data through dashboards integrated these tools into their routines. BI must translate to actual system usage (AU), which reflects integration into daily workflows. The transition depends on organizational support, system reliability, and user satisfaction. Laksana, Suwastika, and Al Makky (2022) found strong BI for smart lighting systems, but AU relied on consistent performance and post-adoption support. Similarly, BIM and green projects required technical support and scalability to close the BI-AU gap. Organizations can enhance AU by addressing barriers like technical issues and inadequate training, ensuring reliable performance, and offering ongoing education to drive widespread adoption.

2. CONCEPTUAL FRAMEWORK

2.1. Research Problem

- With the rise of AI and its adoption in HR, not yet any AI on role play for Performance Management (known by author)
- The "right" approach/platform has to be able to provide the users' usefulness, ease on interaction, and impact in order used by the manager

2.2 Research Question

- How does usability correlate with intention to use?
- How does user interaction correlate with intention to use?
- How does the benefit of AI role play correlate with intention to use?

2.3 Research Objective

- To evaluate the effect perceived of use towards intention to use
- To evaluate the effect of user interaction towards intention to use
- To evaluate the effect benefit towards intention to use

2.4 Research Framework

In this study, there are three 3 independent variables: useability (USE), user interaction (INTC) and benefit (BNFT), and 1 interdependent intention to use (BIU).

- The usability variable assesses users' impressions of the application's ease of use, including ease of learning, navigation, and operation
- User interaction: used to assess users' impressions of the appearance of the platform, whether it's engaging for users, and the timeliness of the response
- Benefit used to assess users impression of whether the role-play helps and is applicable and brings advantage for users.

Figure 1. Research model
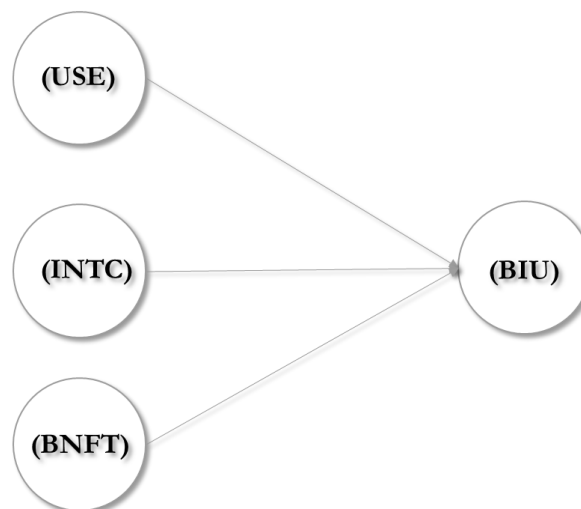
Source: Adapted from Davis 1989.

2.5. Research Hypothesis

Based on the framework of Figure 1, the research hypothesized:
- H1: usability positive effect on the intention to use
- H2: User Interaction positive effect on the intention to use
- H3: service interaction positive effect on the intention to use

3. METHOD
3.1 Approach

This study uses a deductive approach, drawing on the Technology Acceptance Model (TAM) to test specific hypotheses. A quantitative survey method will be employed to gather insights. We'll use purposive sampling to focus on companies in the Greater Jakarta area that are open to adopting AI role-play for performance management. The data collection process will run from December 2024 to January 2025. The primary tool for data collection is a questionnaire, which is carefully structured into four sections:

- Introduction: Outlining the purpose of the study.
- Overview of AI Role Play: Providing context and a brief explanation of the application
- Respondent Information: Gathering personal and organizational details.
- Core Questions: Asking participants about their perceptions of AI role play. These questions will be rated on a 4-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (4).

3.2 Analyzing Data

Regression analysis will be used to determine how different variables influence the decision to adopt AI role-play applications. This will help us understand the factors driving adoption and guide future implementations.

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CHAPTER 3

Business Strategy Formulation: A Case in PT Waspada Karsa

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ABSTRACT

The volume of production and sales of heavy equipment indicates the intense competition in the heavy equipment rental industry. The level of investment made by management is not aligned with the company's ability to compete in the heavy equipment rental industry, which has resulted in a significant decrease in company revenue of up to 35% over the past three years. The objectives of this research are as follows: a) analyze the current strategy of the company, b) formulate a new business strategy based on external and internal analysis and competitive advantage. This research used descriptive qualitative methods, using a case study PT Waspada Karsa. The research was conducted from July to October. Data was collected through an in-depth analysis in a real context to answer the research questions. interviews and analyzing financial statements. The types and sources of data used in this study are primary and secondary data. The alternative business strategy proposed is differentiation, market development, and diversification strategy to be able to compete in heavy equipment rental industry.

Keywords: External Analysis, Internal Analysis, Core Competency, Competitive Advantage, Heavy Equipment Rental Company.

1 Introduction

The Indonesian government, in its national development goals outlined in the 2020 – 2024 RPJMN, has set targets for connectivity infrastructure development, including the construction of 2,500 km of toll roads, 3,000 km of new roads, 38 km of bridges, and 31 km of flyovers/underpasses. In this development process, the government, represented by the Ministry of PUPR, appoints state-owned enterprises (BUMN) and private companies to undertake government projects through tenders or direct appointments. Companies that have contracts with the government then appoint smaller companies to participate in the project, either as subcontractors or through rentals.

Rental or leasing is an agreement between one person and another to use someone else's goods or property for a certain period of time by paying a certain amount of money during that period. Heavy equipment rental is one of the common types of businesses conducted in the construction and mining industries. Heavy equipment rental is one of the methods used by construction companies to save capital and manage risks by eliminating the costs and complexities typically faced in maintaining and repairing heavy equipment, as these burdens are now borne by the company renting out the equipment. In this rental business, the company provides heavy equipment along with operators who are contracted for a certain period according to the agreed contract. The lessee will prepare fuel, mobilization costs, operator meal allowances, operator accommodations, and the work area where the equipment will perform activities during the contract period.

The exact number of heavy equipment rental companies in Indonesia is unknown because the permits are spread across several ministries and there is no requirement for companies to be members of an association. The heavy equipment rental industry is influenced by the heavy equipment industry itself. 40 companies are operating in the heavy equipment industry, including spare parts, reconditioning, and repair of heavy equipment. Out of this number, only four companies manufacture heavy equipment, namely PT Komatsu Indonesia, PT Caterpillar Indonesia, PT Hitachi Construction Machinery Indonesia, and PT Sumitomo SHI Construction Machinery Indonesia. Based on data from the Indonesian Association of Heavy Equipment Sole Agents (PAABI), the realization of heavy equipment sales in 2023 reached 18,123 units. The high number creates intense competition in the heavy equipment industry sector.

PT Waspada Karsa is a company whose main business is heavy equipment rental services operating in the toll road construction industry. The company currently has a total of 43 heavy equipment assets of various types and employs around 60 people. Obtaining profits from heavy equipment rental services is the main goal of this company. Customer satisfaction orientation is the main target of top management, so the operational team is always encouraged to provide maximum service to customers. To achieve that target, the company's business strategy is to invest in two major heavy equipment brands, namely Komatsu and Caterpillar. The reputation and quality of these two brands become the company's strategy to compete with other rental companies. The completeness of heavy equipment administrative requirements such as the Operation Worthiness Permit (SILO) and the Operation Permit (SIO) is also possessed by the company, along with capital support from shareholders to achieve the best unit maintenance and repair quality. With an absorption of heavy equipment

of 26% in the construction sector or 4,712 units, PT Waspada Karsa's market share in this sector is below 1%.

PT Waspada Karsa, in the heavy equipment rental business, focuses on land clearing work for construction projects by participating in every tender held by companies with toll road concessions. Currently, 80% of the company's assets are working with PT Waskita Karya, 10% with PTPP, and 10% with PT Astra Infra. The significant investment and support from shareholders to enable the company to compete in the heavy equipment industry are not aligned with the company's ability to generate revenue and attract customers. The company is struggling to compete with other companies in securing road construction projects and is also experiencing a decrease in working hours because the majority of its assets are currently with PT Waskita Karya, which is facing financial problems. As a result of the decrease in working hours, the company faces an additional burden because it is obligated to pay routine leasing fees every month and continue to maintain the heavy equipment units to ensure they are always in operational condition and meet the necessary administrative requirements. The company's profit and loss statement for 2023 shows a decline in the company's profit from 12 billion rupiah in 2021 to 9 billion rupiah in 2022, and in 2023, it continues to trend downward to 8 billion rupiah.

2 Theoretical Framework

The large production and sales of heavy equipment indicate the intense competition in the heavy equipment rental industry. The significant investments made by management are not in line with the company's ability to compete in the heavy equipment rental industry. The lack of competitive advantage held by the company has led to a significant decline in the company's revenue by 35% over the past three years(Noviyana & Sitorus, 2023) . According to Porter (1981), competitive advantage is a position that allows a company to perform better than its competitors in delivering value to customers. Porter (2011) also stated that the two main factors determining a company's performance are the company's internal competitive advantage and the external structure of the industry in which the company operates.

Whereas according to Barney et al. (2001), the success of a company is greatly influenced by its internal resources and capabilities. According to Hitt et al. (2020), companies can formulate strategies through the strategic management process, which involves strategies tailored to the internal and external conditions of the company to achieve sustainable competitive advantage. Referring to the research conducted by Farida and Setiawan (2022) competitive advantage strategies can be used by any company as one of the means to achieve competitive superiority over their competitors. Porter's generic strategies are widely accepted for any organization to follow to achieve success and sustainability (Akan et al., 2006; Nguyen & Adomako, 2021). Farida and Setiawan (2022) state in their research that competitive advantage has a positive relationship with financial performance. Based on this, the research will reformulate a new strategy by analyzing the company's current strategy and the internal and external environment using the Value Chain and VRIN analysis tools. The PESTEL and Porter's Five Forces, Key Success Factor (KSF), and Strategic Group analysis tools will be used to determine the company's position in the heavy equipment rental industry, as well as the TOWS Matrix, IE Matrix, QSPM, and Porter Generic Strategy to provide recommendations for PT Waspada Karsa's business strategy for

the 2025 – 2027 period to achieve a competitive advantage in the heavy equipment rental industry.

3 Method

In this research, the researcher adopts the philosophy of pragmatism, which means the research begins with a problem and aims to provide a solution that can be applied in the future. The researchers' values encourage reflective inquiry. This reflective process begins with doubt and the belief that something is wrong or inappropriate (Saunders, 2009). In this research, the researcher aims to propose a business strategy so that PT Waspada Karsa has a competitive advantage. This research uses a deductive approach because the researcher starts with existing theories and models and then tests them with data obtained from PT Waspada Karsa. This research uses a mono-method qualitative approach, where data is collected through interviews and the analysis of financial reports.

The research strategy used is a case study, as it focuses on an in-depth analysis of a single company, PT Waspada Karsa, in a real-world context. In this research, the types and sources of data used include primary data and secondary data. The research period is determined using the cross-sectional method, where data is collected at a specific point in time and is not repeated. Data processing to conduct PESTEL and Porter's Five Forces analysis, Value Chain, V.R.I.N, External Factor Evaluation (EFE), Internal Factor Evaluation (IFE), Key Success Factor (KSF), Strategic Group, TOWS Matrix, Internal-External Matrix, and QSPM. Focus group discussions were used with weighting and rating assessments.

4 Result and Discussion

4.1 Internal Factor Evaluation Matrix (IFE)

From the discussion results of Porter's Value Chain and V.R.I.N analysis, the IFE Matrix was obtained to identify the strengths and weaknesses of the company.

Table.1 IFE Matrix

	Internal Factor Evaluation	Weight	Rating	Weighted Score
Strength				
1	90% equipment availability	0,09	4	0,36
2	Preventive maintenance	0,07	4	0,28
3	100% of operators hold SIO	0,06	4	0,24
4	100% of assets meet SILO	0,06	4	0,24
5	80% of equipment produced in 2022	0,05	3	0,15
6	4 leasing partners	0,05	4	0,2
7	10 genuine / OEM suppliers	0,04	4	0,16
8	100 on-time deliveries	0,03	3	0,09
9	Use of supply chain tech	0,03	3	0,09
10	Latest GPS tech for real-time tracking	0,02	3	0,06
	Total	**0,5**		**1,87**
Weakness				
1	Only 2 equipment suppliers	0,08	1	0,08
2	Dependence on 2 customers	0,08	1	0,08
3	Limited-service coverage	0,07	1	0,07
4	80% focus on 20T excavators	0,07	1	0,07
5	80% asset in West Java	0,04	1	0,04
6	High minimum rental duration	0,04	2	0,08

7	Uneven payment terms	0,04	1	0,04
8	No equipment with special specs	0,03	2	0,06
9	No additional rental services	0,03	2	0,06
10	Rental sales at 70% YTD	0,02	2	0,04
	Total	**0,5**		**0,62**
	Total Weighted Score	**1**		**2,49**

4.2 External Factor Evaluation Matrix (EFE)

From the discussion results of the PESTEL analysis and Porter's Five Forces, the EFE Matrix was obtained to identify the opportunities and threats faced by the company.

Table 2 EFE Matrix - Opportunity

	External Factor Evaluation	**Weight**	**Rating**	**Weighted Score**
Opportunity				
1	Stable interest rate at 8,9%	0,12	4	0,48
2	Low inflation at 2,75%	0,08	4	0,32
3	Urbanization increases to 68%	0,08	2	0,16
4	New fabricators from China	0,06	1	0,06
5	Safety regulations	0,05	4	0,2
6	Heavy equipment certification	0,04	4	0,16
7	Capital intensive sector	0,02	3	0,06
8	Production year regulation	0,02	3	0,06
9	Stable coal price at $140	0,02	1	0,02
10	Reclamation regulations	0,01	1	0,01
	Total	**0,5**		**1,53**

Table 2 EFE

	External Factor Evaluation	**Weight**	**Rating**	**Weighted Score**
Threat				
1	VAT increase to 12%	0,1	3	0,3
2	Additional 2% tax on heavy equipment	0,08	4	0,32
3	Budget focus shift in the 2025	0,06	3	0,18
4	Decline Corruption Perception Index	0,05	3	0,15
5	Hazardous waste (B3) management regulations	0,05	3	0,15
6	Toll road concession monopolies	0,05	3	0,15
7	Development of alternative financing	0,04	2	0,08
8	Competition in the heavy equipment industry	0,03	2	0,06
9	Price wars for short-term profits	0,02	2	0,04
10	Investment in equipment with new technology	0,02	1	0,02
	Total	**0,5**		**1,45**
	Total Weighted Score	**1**	**-**	**2,98**

Matrix - Threat

4.3 Internal and Eksternal Matrix (IE)

From the external factor analysis, PT Waspada Karsa obtained a score of 2.98, and from the internal factor analysis, PT Waspada Karsa obtained a score of 2.49. Below is the matrix that illustrates the position of PT Waspada Karsa based on external and internal factor analysis.
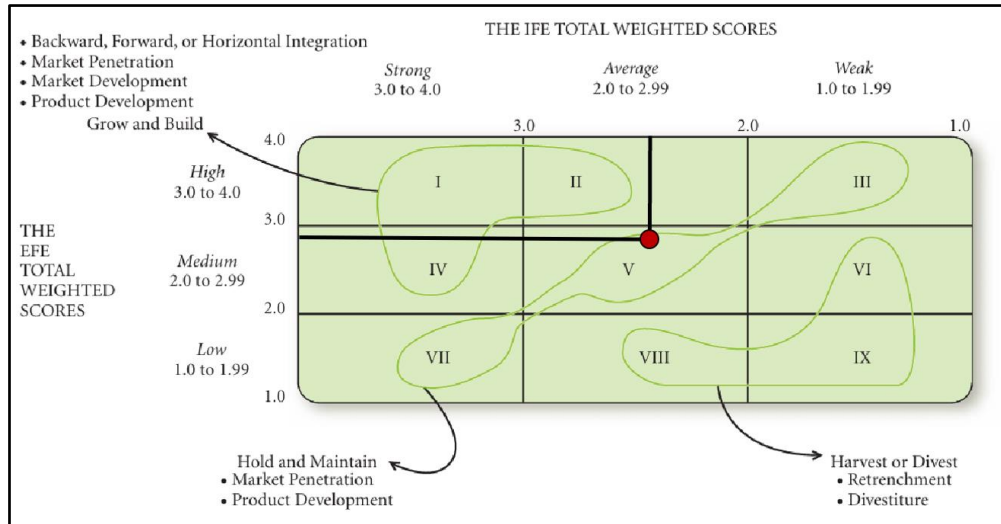
Figure 1. Internal and External Matrix

Based on the results of the Internal and External Matrix (IE Matrix), PT Waspada Karsa is in the Hold and Maintain position. According to David (2017), companies in this position can implement Market Penetration or Product Development strategies.

4.4 TOWS Matrix

Based on the results of internal and external analysis, the strengths and weaknesses of PT Waspada Karsa were identified, and by understanding the opportunities and threats, strategies that can be implemented were obtained using the TOWS matrix analysis.

Table 4.3 Tows Matrix

TOWS	OPPORTUNITY	THREAT
STRENGTH	**S-O Strategy:** 1. Invest in heavy equipment with specific types tailored to customer needs. 2. Enter projects with high competency and safety standards. 3. Maintain service with high standards and quality.	**S-T Strategy :** 1. Invest in heavy equipment that complies with environmentally friendly regulations. 2. Improve heavy equipment maintenance standards by implementing hazardous waste (B3) management practices.
WEAKNESS	**W-O Strategy :** 1. Study the quality of new suppliers to offer more competitive rental prices. 2. Expand the target customer	**W-T Strategy :** 1. Conduct an evaluation to expand service types according to customer needs.

	base with high-quality heavy equipment standards. 3. Provide heavy equipment with high quality.	2. Evaluate heavy equipment suppliers who can offer the best prices/packages for equipment purchases.

TOWS Matrix to develop specific strategy options by directly linking external opportunities and threats with internal strengths and weaknesses. Based on the results of the TOWS analysis, alternative strategies that can be implemented are: 1) S-O Strategy: The company enters projects that require high standards of workforce competence and occupational safety. The company maintains heavy equipment rental services with high standards and quality. 2) S-T Strategy: Improving the maintenance standards of heavy equipment by implementing B3 waste management aspects 3) W-O Strategy: Studying the quality of the latest suppliers to offer more competitive rental prices.4) W-T Strategy: Conduct an evaluation of heavy equipment suppliers who can provide the best prices/packages for the purchase of heavy equipment.

4.5 QSPM Matrix

Based on the TOWS analysis above, two strategies included in the market penetration strategy are seeking projects that prioritize high standards of competence and safety supported by high-quality heavy equipment. Included in the product development strategy is evaluating heavy equipment suppliers with different brands to provide more competitive rental prices without compromising quality. Next, a QSPM analysis will be conducted to obtain the recommended priority strategies for the company.

Table 4. QSPM Matrix

Strategic Alternatives **Key Factors**		Looking for a high standards Project		Expanding supplier Selection	
Strength	**Weight**	**AS**	**TAS**	**AS**	**TAS**
1	90% equipment availability	0,07	4	0,28	4	0,28
2	Preventive maintenance	0,05	3	0,15	3	0,15
3	100% of operators hold SIO	0,10	4	0,4	4	0,4
4	100% assets meet SILO	0,15	4	0,6	4	0,6
5	80% of equipment produced in 2022	0,05	3	0,15	3	0,15
6	4 leasing partners	0,05	3	0,15	3	0,15
7	10 genuine / OEM suppliers	0,03	3	0,09	3	0,09
8	Use of supply chain tech	0,02	2	0,04	2	0,04
9	Latest GPS tech for real-time tracking	0,02	2	0,04	2	0,04
Total	**0,5**		**1,9**		**1,9**
Weaknesses	**Weight**	**AS**	**TAS**	**AS**	**TAS**
1	Only 2 equipment suppliers	0,15	2	0,3	4	0,6
2	Dependence on 2 customers	0,10	4	0,4	4	0,4
3	80% focus on 20T excavators	0,05	2	0,1	3	0,15
4	80% asset in West Java	0,05	3	0,15	3	0,15
5	High minimum rental duration	0,02	0	0	0	0

		Weight	AS	TAS	AS	TAS
6	Uneven payment terms	0,04	2	0,08	2	0,08
7	No equipment with special specs	0,03	0	0	0	0
8	No additional rental services	0,02	0	0	0	0
	Total	**0,5**		**1,03**		**1,38**
Opportunity		**Weight**	**AS**	**TAS**	**AS**	**TAS**
1	Stable interest rate at 8,9%	0,10	4	0,4	4	0,4
2	Low inflation at 2,75%	0,04	4	0,16	4	0,16
3	Urbanization increases to 68%	0,05	3	0,15	3	0,15
4	New fabricators from China	0,10	0	0	3	0,3
5	Safety regulations	0,08	3	0,24	3	0,24
6	Heavy equipment certification	0,05	0	0	0	0
7	Capital intensive sector	0,05	1	0,05	2	0,1
8	Production year regulation	0,03	0	0	0	0
	Total	**0,5**		**1**		**1,35**
Threats		**Weight**	**AS**	**TAS**	**AS**	**TAS**
1	VAT increase to 12%	0,12	3	0,36	3	0,36
2	Additional 2% tax on heavy equipment	0,08	3	0,24	3	0,24
3	Budget focus shift in the 2	0,15	3	0,45	4	0,6
4	Decline Corruption Perception Index	0,03	0	0	0	0
5	Hazardous waste (B3) management regulations	0,04	3	0,12	1	0,04
6	Development of alternative heavy equipment financing	0,08	1	0,08	1	0,08
		0,5		**1,25**		**1,32**
	TOTAL			**5,18**		**5,95**

Based on Table 4, the highest total attractiveness score, which is the main priority in strategy selection, is to expand heavy equipment suppliers' selection with different brands to provide more competitive rental prices without compromising quality, with a TAS value of 5.95. Next, the strategy with the second highest total attractiveness score is to seek projects that prioritize high standards of competence and safety supported by high-quality heavy equipment, with a TAS value of 5.18.

5 Conclusion and Recommendation
Based on the internal and external analyses, PT Waspada Karsa operates in a competitive and capital-intensive heavy equipment rental industry with declining profitability. Key strengths include high equipment availability, compliance with safety and certification standards, and quality suppliers. However, significant weaknesses, such as over-reliance on a few customers and limited-service coverage, hinder competitive positioning. External opportunities, like stable macroeconomic factors and increasing urbanization, contrast with threats such as rising taxes and intense industry competition.

From the TOWS analysis, PT Waspada Karsa should focus on the following strategies: 1) Market Penetration: Prioritize projects requiring high safety and competency standards supported by superior equipment. 2) Product Development: Evaluate new equipment suppliers to secure competitive pricing without sacrificing quality. From the **QSPM Matrix** results, two main strategic alternatives were analyzed, with the following outcomes:1) Evaluate heavy equipment suppliers with different brands to secure more

competitive rental prices without compromising quality: Total Attractiveness Score (TAS): 5.95. 2) Seek projects that prioritize high competency and safety standards supported by high-quality heavy equipment: Total Attractiveness Score (TAS): 5.18.

Based on the QSPM results, the recommended strategy is to **evaluate heavy equipment suppliers with different brands to secure more competitive rental prices without compromising quality**. With this strategy, the advantages that PT Waspada Karsa can gain include: a) C**ost Efficiency**: Evaluating suppliers can directly reduce operational costs by optimizing the procurement structure for equipment and spare parts. This aligns with the company's need to improve profit margins in a highly price-sensitive industry. b) **Reduced Dependency**: This strategy reduces reliance on the current two main suppliers, which is a key weakness for the company, thereby increasing bargaining power in negotiations c) **Market Flexibility**: Offering more competitive rental prices allows the company to attract more customers and tap into price-sensitive market segments without sacrificing service quality d) **Long-term Sustainability**: Diversifying suppliers also mitigate supply risks, such as price increases or availability issues with the current suppliers.

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CHAPTER 4

A Systematic Literature Review on Social Capital and Economic Mobility on the Tourism Industry

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ABSTRACT

We had suffered from post Covid-19 restrictions, this pandemic was a great barrier that prevents social capital and economic mobility in the travel industry from matching. A systematic examination of social capital and economic mobility in tourism is the goal of the current study, which is the result of only a few publications that have attempted to analyze the body of literature on this topic in its entirety. A comprehensive analysis of the literature is conducted on 40 significant journal publications from 2006 to 2023 using the databases that have been chosen (Scopus, Science Direct, and Google Scholar). The PRISMA Statement (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) served as the protocol's guidance, and the 18 years were examined using thematic analysis. Four major themes came to light: four sub-themes, one sub-theme of community adaptation, and one sub-theme of community development. This assessment offered several recommendations for social capital, stakeholders, and communities to take into consideration going forward, based on the methodology of earlier studies.
Keywords: Social capital, Economic mobility, Tourism, Systematic Literature Review

INTRODUCTION

Service business in the tourism sector is growing very rapidly that connects users and the service and tourism service industry globally. The tourism industry is proven to provide business opportunities and provide significant state revenue, especially for increasing state foreign exchange (Lahap, 2016) (Mohejareni &; Miremadi, 2012). As the country with the world's fifth largest population in the world of travel and tourism, it contributes at least 20% to the *overall GDP* (UNWTO, 2019).

The travel and tourism industry in Indonesia reached around 46.69 million US dollars in profits in 2019, or approximately 9.8% of the country's total GDP. Unfortunately, since the COVID-19 pandemic, all travel and tourism services have been affected the most. Even many hotels, restaurants, land and sea transportation and other culinary businesses are almost out of business (Karim et al., 2020) (UNWTO, 2022).

The biggest loss affected by the pandemic is the tourism sector and travel agencies, On several occasions some fast food hotels and restaurants even increased their sales volume, because culinary businesses are still in demand, even though they are based online. Job cuts are inevitable, from early January 2020 to August 2020 at least 17.4 million people were laid off as a result of the decline in the number of tourists when the pandemic hit the world (ILO, 2020) (PDHI, 2021). There are at least 4 million workers in the industrial sector affected by the impact of the pandemic.

In addition to the industry in the tourism sector, this literature review is often used as a support for data for making the right decisions based on empirical experience (Petticres, 2008). Some time ago research on literature review related to academic research related to the relationship between economic mobility and the tourism industry as a potential increase in business potential in various industries, especially those related to industries in the tourism environment. This is due to various developments regarding additional knowledge with insights related to the development of the quality of human resources (HR), which are related to the analysis of literature reviews based on the survivability of industries around the tourism sector that are able to increase Social Capital for business development that relies on social networks through intensive collaboration and communication. In turn, experience and insights will be obtained that can change the perspective of effective communication into a promising business, namely Social Capital in building economic mobility construction among people in the tourism industry sector. An organized review of various scientific publications, by opening a pandora of science that can improve financial performance in the tourism sector (Weed, 2006).

Systematic review can be understood in this study as looking at formulated questions and those that use explicit and systematic methods to find, select, and evaluate related research studies and analyze their data (Xiao &; Watson, 2019). The methods used in this review make it possible to determine gaps and select courses for future studies on Social Capital and economic mobility (Shaffril et al., 2021; Wahid &; Rusli, 2019).

The study gives academics studying hospitality a better understanding of how Social Capital can affect different stages of economic mobility in different research settings. The study suggests that a systematic literature review of Social Capital in the field is the best way to explain economic mobility from a hospitality perspective. SLR's A to Z processes are regularly regulated in Figure 1, drawing from the hospitality literature on its economic values.

METHODOLOGY

2.1 Preferred Reporting Items for Systematic Reviews dan Meta-Analysis (PRISMA)

When it comes to more accurately extracting related literature, systematic reviews have several advantages over narrative reviews (Mays et al., 2005). By calculating and mapping what is known versus what is unknown, this method also makes it possible to map the terrain and boundaries of knowledge (Pickering et al., 2015). The study used modified versions of Yang et al. (2017) and Moher et al. (2010) Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) flow charts.

According to Page et al. (2020), PRISMA assists researchers in developing research questions that enable systematic investigation, defining inclusion and exclusion criteria, and analyzing a large amount of scientific literature within a given time frame. This is the PRISMA flowchart in Figure 1.
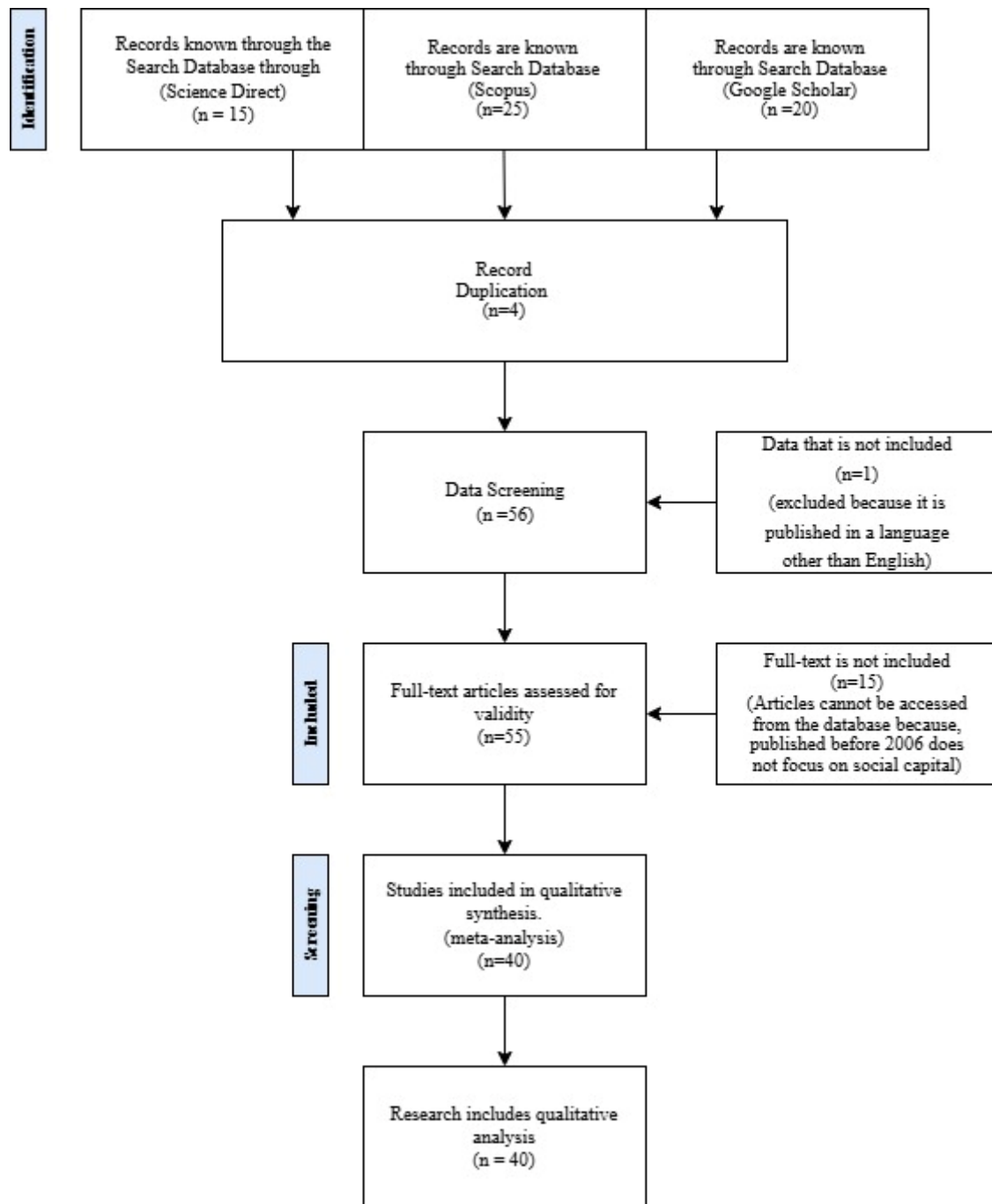
Figure 1. Flow diagram (Yang et al., 2017; Moher et al., 2010).

2.2 Systematic Searching Strategy

This search strategy consists of three subcategories: identification, screening, and feasibility.

2.2.1 Identification

Finding relevant articles to review in the early stages of identifying these keywords is critical to increasing the likelihood of doing so (Shaffril et al., 2021). Broader search terms will yield more results, but may also contain too many irrelevant papers. However, using keywords that

are too specific can lead to loss of records although it will result in more relevant articles. In this study, specific keywords were used after general keyword combinations. According to Shafril et al. (2020), the main keywords used are Social Capital, economic mobility, and synonyms found online. According to Wanden et al. (2012), the emphasis should be on how accurate and thorough the keywords used in the search process are. As shown in Table 1, keywords are combined using search functions such as field code functions, Boolean operators, phrase search, truncation, and wild cards.

According to Xiao and Watson (2019), systematic search across multiple databases is necessary, as there is no single comprehensive database. Thus, in January 2023, the search was conducted using three carefully selected online databases: Scopus, Science Direct, and Google Scholar. Relevant article search strings from Google Scholar, Science Direct, and Scopus are shown in Table 1. In Google Scholar, appropriate keywords are entered, and when necessary, field code functions, Boolean operators, and phrase search are used. In addition, a manual search is carried out by selecting related articles by hand. After eliminating four duplicate articles, a total of 60 potential articles were found during this process, leaving 56 articles for research.

Table 1. The Search String Used for the Systematic Review Process

Database	Keywords used
Scopus	TITLE-ABS-KEY (("("social capital") OR ("capacity building") OR ("community resilience") AND ("economic mobility") OR ("mobility"))
Science Direct	Social Capital and Economic Mobility in Tourism
Google Scholar	Social Capital and Economic Mobility in Tourism

2.2.2 Filtering

56 articles have undergone a screening process for related articles through an identification process. The analysis selects a time frame (eighteen years) between 2006 and 2023 for specific related articles. According to Kraus et al. (2020), more developed studies may have shorter publication timelines than less developed studies if a large number of articles can be tracked. Language, design type, and year of publication are the screening process criteria for selected papers (see Table 2). To better answer research questions and make related articles easier to read, it should be written in English. Only readable publications should be chosen, according to Linares et al. (2018), as placing articles from other languages can be confusing, expensive to review, and time-consuming. One paper was thus disqualified because it was published in Spanish instead of English.

Table 2. Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Language	Journal (article research, book series, chapter in book)	Journal (systematic literature review and conference proceedings)
Design type	English	Non-English
Timeline	Between 2006 dan 2023	Before 2005

2.2.3 Inclusion

The third stage of this process deals with eligibility. This is a critical stage, according to Shaffril (2020), at which the manual screening procedure will take place. During this procedure, articles are once again evaluated for the appropriateness of the review based on the title, abstract, and, if applicable, methodology sections. The final number of articles is forty, as shown in Figure 1. Fifteen articles were omitted because their content was not centered on Social Capital and/or economic mobility, or the articles could not be recovered from the database. At that time, the last 40 articles were prepared for quality assessment (see Figure 1).

2.3 Ekstraksi Data dan Analisis

We accessed and performed additional analysis on the remaining forty related articles. Prior to the analysis, all pertinent data were drawn from a select few articles, with research questions from the study serving as a guide. Before looking through the other sections to find relevant information, the selected article is divided into three sections: abstract, results, and discussion. To simplify the synthesis process, all extracted data is entered into a table.

To find themes related to Social Capital and economic mobility in tourism, a thematic analysis was conducted. Flemming et al. (2018) found that, while framework synthesis should be used with caution, thematic analysis is the best method for synthesizing mixed research designs. According to Braun and Clarke (2006), it is used to find, examine, organize, characterize, and report on themes found in the extracted data. To generate a theme, it is necessary to identify patterns using the extracted data. Taking into account the relationship or similarity between the extracted data, the main theme is developed.

Research Findings

Four major themes, four sub-themes on Social Capital and economic mobility in tourism, and four main themes about the articles were found in the review. As mentioned earlier, there are four main themes: quality of life (one sub-theme), community development (one sub-theme), community adaptation (one sub-theme), and community participation (one sub-theme). The results of the researchers' thorough analysis are shown in Table 4.

General background of the selected studies

Social Capital is the subject of much research (Wu &; Tsai, 2016; Yang et al., 2021; Tavakoli et al., 2017; Sithole et al., 2018; Park et al., 2021). Che Mat et al. (2016), Christensen et al. (2020), Dartanto et al. (2019), Fuwa (2006), Himanshu et al. (2013), O'Hanlon (2010), Prawoto et al. (2020), Scutari et al. (2021), Stanley et al. (2012), Sharkey (2016) are some of the studies that concentrate on economic mobility during this time. The research settings (countries) for 40 articles with various methodological focuses are summarized in Table 3. Overall, Social Capital and economic mobility in tourism studies cover a wide geographic range, with the majority of literature concentrating on the Indonesian and Indonesian

contexts. For the review, a total of nine quantitative studies, twenty-four qualitative studies, and seven mixed methods studies combining quantitative and qualitative methods were selected.

Table 3. List of Studies Reviewed

No	Year	Location	Writer	Method
1.	2006	Philippines	Fuwa	QL
2.	2010	Virginia	McGehee et al.	QN
3.	2010	United Kingdom	Hanlon	QL
4.	2011	Cape Verde	Guzman et al.	QN
5.	2012	Australia	Stanley et al.	QL
6.	2013	India	Himanshu et al.	QL
7.	2014	Indonesia	Mura & Tavakoli	QL
8.	2016	Taiwan	Wu & Tsai	QN
9.	2016	Indonesia	Che mat et al.	QL
10.	2016	United States	Sharkey	QL
11.	2017	Indonesia	Tavakoli et al.	QL
12.	2018	Zimbabwe	Sithole et al.	MM
13.	2019	Kenya	Imbaya et al.	MM
14.	2019	Indonesia	Dartanto et al.	QL
15.	2020	Denmark	Christensen et al.	MM
16.	2020	Indonesia	Prawoto et al.	QL
17.	2021	German	Baker et al.	QL
18.	2021	United States	Knollenberg et al.	QL
19.	2021	Bangladesh	Kamal et al.	QL
20.	2021	Indonesia	Kristani et al.	QN
21.	2021	United Kingdom	Park et al.	QL
22.	2021	Italy	Scuttari et al.	MM
23.	2021	Bali, Dubai, Hong Kong, London, Makkah, New York, Osaka, Tokyo, and Singapore	Yang et al.	QL
24.	2022	Jordan	Al-Omoush et al.	QL
25.	2022	Tehran	Tavakolinia & Pounya	QN
26.	2023	Hungary	Tomay & Tuboly	QL
27.	2023	Portuguese	Lei, et al.	QL
28.	2023	China	Yu, et al.	QL
29.	2023	Indonesia	Rusmawati, et al.	QN
30.	2023	Egypt	Hammad & Naggar	MM
31.	2023	NA	Mathey, et al.	QN
32.	2023	China	Cheng, et al.	QN
33.	2023	Thailand	Thananusak & Suriyankietkaew	MM
34.	2023	Iceland	Zhang & Yang	QN
35.	2023	China	Huo, et al.	MM
36.	2023	Pacific	Scheyvens, et al.	QL
37.	2023	Vietnam	Ton, et al.	QL
38.	2023	Zimbabwe	Zengeya et al.	QL
39.	2023	Indonesia	Yuliati, et al.	QL
40.	2023	Asia	Bærenholdt & Meged	QL

3.2. Social Capital and Economic Mobility in Tourism

Based on four main themes—community development, community adaptation, community participation, and quality of life—this section examines Social Capital and economic mobility in the tourism industry (see Table 4).

3.2.1 Community Development

The first central theme in four of the forty studies is community development, Social Capital and economic mobility in tourism (see Table 4). Four studies were found to have examined tourism assets as a sub-theme of community development in this systematic review (see Table 4).

Tourism Assets

When tourism is developed with existing community assets in mind, it can increase this capacity (Wu &; Tsai, 2016; Lei et al., 2023). Three main areas of interest were identified when it came to tourism and Social Capital: (a) Social Capital among visitors; (b) Social Capital among stakeholders and businesses involved in the tourism industry; and (c) the function of Social Capital in tourism development (Moscardo, 2012; Tomay &; Tuboly, 2023). Ultimately, tourism growth affects Social Capital and host community levels (Mcgehee et al., 2010; Tavakolinia &; Pouya, 2022; Lei et al., 2023). However, there may be both positive and negative effects of tourism development on Social Capital in the community (Ooi et al., 2015; Rusmawati et al., 2023). If the three notions of Social Capital—tourism, regional development, and Social Capital—remain distinct and interconnected, problems with local development will remain unsolved (Macbeth et al., 2004; McGehee et al., 2010; Mathey et al., 2023).

To produce different outcomes in community development, bridging and binding Social Capital must be practiced (Agnitsch et al., 2006; Islam et al., 2020; Ton et al., 2023). According to research by Knollenberg et al. (2021), creating Community-Based Tourism (CBT) products may involve bridging Social Capital. For example, the creation of a craft beer trail proved beneficial and enabled cooperation between brewers and organizations in the tourism sector (such as lodging providers) (Slocum &; Curtis, 2017). The implementation of homestay initiatives has an impact on the level of Social Capital involvement as well (Ibrahim & Razzaq, 2010; Bakar et al., 2014). According to Carlson et al. (2008), community network marketing has seen success with these efforts. Local residents are more likely to support tourism growth if they see or feel its positive effects and benefits (Adongo et al., 2017; Baral &; Rijal, 2022; Huo et al., 2023).

3.2.2 Community Adaptation

The second major theme of societal adaptation to Social Capital and economic mobility in tourism is the subject of six of the forty studies (see Table 4). Ten studies with development initiatives (DI) as sub-themes of community adaptation were identified by this systematic review. Table 4 features four studies that have weak associations with sub-themes.

Development Initiatives

Especially in the event of a pandemic, Social Capital is seen as the strength of society in fighting disease (Ganapati, 2013; Kristanti et al., 2021). By cultivating positivity and meeting

needs, it can improve the community (Kristanti et al., 2021). Except for domestic travel, there are restrictions to promoting tourism activities during the pandemic as they can be used as a substitute to boost the economy and improve business performance (Chan, 2021; Yusof, 2020). The program that has been adjusted both in terms of development and conservation is CBT. However, there is a lack of knowledge about local communities, depending on their level of involvement (Ashley & Roe, 2001; Kruger, 2005). Although adaptation will cost more than expected, local communities can work very well together to implement it (Rozemeijer, 2001; Thananusak &; Suriyankietkaew, 2023.

Positive outcomes of CBT can include increased income and employment, institutional and skills development, and empowerment of local populations (Mathey et al., 2023). Therefore, communities can take an active role in tourism development when they have access to the necessary tourism resources and skills (Sithole et al., 2018; Tavakolinia &; Pouya, 2022). The potential economic development benefits of this niche tourism sector, such as tourism spending and attracting new residents, workers, and businesses, may be limited if one does not know how to organize CBT (Knollenberg, 2021). However, local communities may be affected differently by the transformation brought about by tourism development (Wu &; Tsai, 2016; Lei et al., 2023). For example, a study by Knollenberg et al. (2021) found that the growth of the craft beverage industry and subsequent CBT benefits local communities and drives economic development. In addition, communities see job creation and improved economic well-being for the islands as benefits of tourism development, and they see them as means of livelihood (Wu &; Tsai, 2016). Thus, it is critical to build capacity in a way that meets the diverse needs of these communities (Wu, 2013; Wu &; Tsai, 2014). Local people's livelihoods will suffer without capacity building and policy protections (Wu &; Tsai, 2016). In addition, it is crucial to understand local communities' perspectives on capacity building and their readiness to adapt to the transformation brought about by tourism development before products (Mason &; Cheyne, 2000; Thananusak &; Suriyankietkaew, 2023).

The capital-based concept states that investing in man-made capital can improve local social adaptability to change (Wu &; Tsai, 2014; Rusmawati et al., 2023). To support long-term development, tourism developers often fund community training (Aref et al., 2010; Sithole et al., 2018; Travakolinia & Pouya, 2022). To inform other community members about tourism development projects, local communities can collaborate with Non-Governmental Organizations (NGOs) (Aref et al., 2010; Saito, 2017). This initiative is practiced as a tourism development strategy, and has positive results, as shown by the study of Sithole et al. (2018).

3.2.3 Community Participation

As the third major theme, community involvement in Social Capital and economic mobility in tourism are the subjects of four out of forty studies (see Table 4). Nine studies with community actors (CAs) as sub-themes of community participation were found in this systematic review. Table 4 shows that eleven studies have weak associations with sub-themes.

Community Actors

A resident's attitude can be significantly influenced by their level of trust (Nunkoo, 2007). This viewpoint may have an impact on Social Capital's choice to launch a travel agency (European Commission, 2020; Tomay &; Tuboly, 2023). When communities end up with local activities such as religious gatherings, involvement in homestay management, and community work, trust can foster strong relationships between them (Pramanik et al., 2019; Huo et al., 2023). To improve business survival rates, it also helps lower transaction costs or improve information flow (Conroy &; Deller, 2020; Hammad &; Naggar, 2023). In terms of economic factors, such as increasing employment and land values, it has positively impacted the development of regional tourism (Macbeth et al., 2004).

But Social Capital actors are available to actors and have an imbalance of personal character (Ejtehadi, 2007). Because of their previous experience with exploitation, marginalization, and top-down development, skepticism and mistrust are common among external actors (Kirkby et al., 2018). For example, product sustainability can be negatively affected by the exploitation of the same economic contributors (Wu &; Tsai, 2016). It is now difficult for communities to expand their sources of income, so initiatives must be taken (Khakpoor &; Pyri, 2006). Limited resources, market expertise in product design, and limited access to knowledge, expertise, and funding can all contribute to this problem (Ashley & Garland, 1994; Kiss, 2004; Moscardo, 2008).

If conflict arises, Social Capital can become less cooperative and form associations to resist development (Moscardo, 2012). To understand the purpose of tourism development, actors (communities) must be involved in tourism itself (Sutawa, 2012; Wu &; Tsai, 2016). Given that they must get used to and adjust to the new regulations, this situation may be non-negotiable (Aref &; Ma'rof, 2009; Mason & Cheyne, 2000; Moscardo, 2008). If local communities do not have assertiveness, unsustainable tourism outcomes will occur (Ebrahimi &; Khalifah, 2014; Hussin &; Kunjuraman, 2014; Sebele, 2010). To broaden their economic horizons, local communities are encouraged to forge relationships with other stakeholders and the environment (Knollenberg et al., 2021). Knollenberg et al. (2021) show that creating new economic access requires residents and entrepreneurs to be tied to Social Capital (Alonso &; Alexander, 2017).

These connections should continue and help in improving development procedures, as well (Khosravi et al., 2015). Positive interactions during the journey have proven feasible and can result in the formation of lasting bonds that strengthen the Social Capital of the destination community (Mura &; Tavakoli, 2014).

3.2.4 Quality of Life

Quality of life in Social Capital and economic mobility in tourism are the fourth central themes, with 11 out of 40 studies focusing on them (see Table 4). Thirteen studies addressed economic opportunity (EO) as a sub-theme of quality of life, according to this systematic

review. Table 4 features two studies that have a weak relationship with sub-themes.

Economic Opportunities

People's mobility has been affected by the arrival of Covid-19 and its restrictions on tourism-related activities (Yang et al., 2021; Yu et al., 2022). The economy will probably play a major role in this situation as it affects living standards and leads to a shift in population from urban to rural areas (Christensen et al., 2020; Halfacree, 1994). A great opportunity to improve people's financial situation and quality of life is turnaround migration (Christensen et al., 2020; Knollenberg et al., 2021). They will benefit from this opportunity to expand their network and be closer to their families (Christensen et al., 2020; Longwood International, n.d.). Due to its ability to encourage and support new business growth, tourism can have a significant impact on local economic development (International Trade Centre, 2009).

In addition, the shift from visitors to local can also help a community's workforce and tax base grow, and may even open up new business and entrepreneurial opportunities (Florida et al., 2011). According to Bouchon and Rawat (2016), this transformation has the potential to overcome every obstacle, including inadequate education and development policies, limited infrastructure or accessibility, and a shortage of skilled labor. In addition to increasing private sector investment, efficient regional development can reduce disparities in employment, business, and poor and rich regions (OECD, 2013a). For example, homestay tourism has been seen as a way for new business owners and local communities to make money (Kontogeorgopoulos et al., 2015). Success in this program can improve social relations (Ibrahim &; Razzaq, 2010; Hamzah &; Khalifah, 2012), increasing employment opportunities (Regmi & Walter, 2016), and reducing poverty (Kumar et al., 2012).

Table 4. Thematic Analysis

THEMATIC ANALYSIS							
Writer	**Year**	**Settings**	**Major Design Studies**	**Community Development**	**Community Adaptation**	**Community Participation**	**Quality of Life**
				(TA)	**(DI)**	**(CA)**	**(EO)**
1. Fuwa	2006	Philippines	QL				♣
2. McGehee et al.	2010	Virginia	QN		♣		
3. Hanlon	2010	United Kingdom	QL				♣
4. Guzman et al.	2011	Cape Verde	QN				♣
5. Stanley et al.	2012	Australia	QL		♣	x	
6. Himanshu et al.	2013	India	QL			♣	
7. Mura & Tavakoli	2014	Indonesia	QL			♣	
8. Wu & Tsai	2016	Taiwan	QN			♣	
9. Che mat et al.	2016	Indonesia	QL				♣
10. Sharkey	2016	United States	QL	♣			
11. Tavakoli et al.	2017	Indonesia	QL	♣		x	
12. Sithole et al.	2018	Zimbabwe	MM	♣√		x	
13. Imbaya et al.	2019	Kenya	MM		♣√	x	
14. Dartanto et al.	2019	Indonesia	QL				♣√
15. Christensen et al.	2020	Denmark	MM		x		♣√
16. Prawoto et al.	2020	Indonesia	QL			x	♣√
17. Baker et al.	2021	German	QL		♣√		x
18. Knollenberg et al.	2021	United States	QL	♣√		x	
19. Kamal et al.	2021	Bangladesh	QL		♣√	x	
20. Kristani et al.	2021	Indonesia	QN		♣√	x	
21. Park et al.	2021	United Kingdom	QL				♣√
22. Scuttari et al.	2021	Italy	MM				♣√
23. Yang et al.	2021	Bali, Dubai, Hong Kong, London, Makkah, New York, Osaka, Tokyo, and Singapore	QL				♣√
24. Al-Omoush et al.	2022	Jordan	QL				♣√
25. Tavakolinia & Pouya	2022	Tehran	QN		x	♣ √	
26. Lei, et al	2023	Portugese	QL	♣		√	
27. Tomay & Tuboly	2023	Hungary	QL	x√		♣	
28. Yu, et al	2023	China	QL		♣	x	
29. Rusmawati, et al	2023	Indonesia	QN	♣		x	

THEMATIC ANALYSIS							
Writer	**Year**	**Settings**	**Major Design Studies**	**Community Development**	**Community Adaptation**	**Community Participation**	**Quality of Life**
				(TA)	**(DI)**	**(CA)**	**(EO)**
30. Hammad & Naggar	2023	Egypt	MM		♣		♣ √
31. Mathey, et al	2023	NA	QN		√x	♣	
32. Cheng, et al	2023	China	QN	√			♣
33. Thananusak & Suriyankietkaew	2023	Thailand	MM	x	♣		
34. Zhang & Yang	2023	Ieceland	QN	♣	x		
35. Huo, et al	2023	China	MM	x√		♣	
36. Scheyvens, et al.	2023	Pacific	QL	√		♣	x
37. Ton et al	2023	Vietnam	QL	♣		x	
38. Zengeya et al.	2023	Zimbabwe	QL	♣			√
39. Yuliati, et al	2023	Indonesia	QL	√	♣		
40. Bærenholdt & Meged	2023	Asia	QL	♣		♣ √	

Note. QN = Quantitative, QL = Qualitative, MM = Mixed Method; ♣, √, x; = Main theme / Sub-theme / related

Table 5. Elaboration of Themes and Sub-Themes

Theme	Sub-Theme
Community Development	**(TA)** Tourism Assets
Community Adaptation	**(DI)** Development Initiatives
Community Participation	**(CA)** Community Actor
Quality of Life	**(EO)** Economic Opportunities

Discussion

The purpose of this study is to conduct a thorough analysis of the literature on Social Capital and economic mobility in travel. Previous research reviewed the mismatch between Social Capital and economic mobility in the tourism industry. Three databases were used to gather information for a thorough analysis of the relevant literature, which resulted in 40 articles on Social Capital and economic mobility in tourism. Four main themes of thematic analysis—community development, community adaptation, community participation, and quality of life—were used to present the results (see Table 4). Based on several studies, Social Capital in the context of Social Capital and economic mobility in tourism is what motivates local people to turn popular tourist destinations into destinations that experience major improvements in the midst of a pandemic. Positive or negative socio-economic mobility may emerge as a result of the pandemic (Baerenholdt &; Meged, 2023; Prawoto et al., 2020).

As Table 4 illustrates, the main factor affecting the mobility (reverse migration) of the austerity community is the economy. According to Che Mat et al. (2016), mobility is primarily motivated by the belief that it can reduce the impact of differences in early endowments or social origins on future income prospects, rather than because income movements are inherently valuable. In addition, the tourism industry is severely disadvantaged by movement restrictions placed on domestic and international travel. In addition, it has an impact on the production sector, reduces the average income of the population, and results in the lowest level of human productivity (Prawoto et al., 2020). Locals are often cited as positive characters subject to tourist influence, while tourists are usually portrayed as opposing characters in traditional perceptions. The failure of the decline can be caused by restrictions on the number of people participating in tourism development (Makoni &; Tithechaawa, 2017).

Organizational problems can be easily solved when there is a high level of public trust (Gnesi, 2010; Tomay &; Tuboly, 2023). Research shows that the tourism industry has made a positive contribution if it has produced strong community leaders. (Moscardo et al., 2017; Moscardo, 2012; Moscardo et al., 2013; Mura &; Tavakoli, 2014; Zahra & McGehee, 2013) It will help local groups welcome visitors, build regional integrated networks, increase local trust and participation in tourism, generate new ideas from tourism, and ensure good communication and cooperation among stakeholders. To suggest ways to increase the potential of offerings to transform communities, it becomes important to look at how locals perceive tourism product offerings in their area (Makoni &; Tichaawa, 2017). To guarantee that the right plans and strategies are implemented for the right people at the right time, it is necessary to routinely ascertain the perception of the population (Sharma&; Dyer, 2009).

To increase the knowledge of local communities and encourage more people to get involved in environmental affairs, a skilled and educated workforce is needed for this tourism development product, such as local councils (Tavakolinia et al., 2022). Knollenberg et al. (2021), for example, emphasize relationships between other specialists that can reach other

new customers, such as craft beer festivals. The demand for the product's skilled labor may arise from the upcoming development of tourism products, especially for front-line employees who can provide production, style, and historical knowledge (Knollenberg et al., 2021). Stated differently, the relationship between Social Capital and local communities plays a role in the development of sustainable tourism (Macbeth et al., 2004; Tavakoli et al., 2017).

Further Research

To determine previous findings and whether to add further suggestions or recommendations on what work needs to be done, scholars promise to conduct a systematic literature review. The most obvious point that needs to be made is how many more research studies there are on Social Capital and economic mobility in the tourism industry. Only 41 studies were found in the first phase of the systematic search strategy used in this study, and 40 studies were found after the search was finally concluded. However, there isn't much research, and most of the evidence is limited to one type of tourism or another.

The literature on Social Capital and economic mobility in tourism has not received much attention in the tourism literature, although a topic measurement approach is used. Researchers conduct a screening stage to include or exclude based on appropriate criteria. Therefore, it is unlikely that a single study—especially in the tourism industry—has found every relationship that could exist between Social Capital and economic mobility (see Table 3). There is evidence of advanced research in tourism, but it only identifies a narrow context (Christensen et al., 2020; Baker et al., 2021; Park et al., 2021). In addition, further research on Covid-19 arrangements is needed, as required by the organization or stakeholders. However, some studies, such as Scuttari et al. (2021) and Yang et al. (2021), do discuss economic mobility in relation to Covid-19, albeit briefly and with regard to tourism. Therefore, it is advisable to expand studies that use the main themes of Social Capital and economic mobility in the context of the tourism industry. Themes indicate opportunities for additional research and to enhance existing studies in the context of these issues.

Conclusion

Research into how Social Capital and economic mobility in tourism do not match, especially in the Covid-19 era, has resulted in new initiatives to improve lives in rural and suburban areas. After a researcher's examination of all selected articles, it was found that Social Capital and economic mobility in the travel industry may be related. It has been observed that each topic discussed in this study is very important as they all have a significant impact on people's choices to allow Social Capital to remain where it was originally intended, especially in Covid-19.

This is a community that must fight to survive. Therefore, researchers hope that by implementing Social Capital and ensuring sustainability, the community will be able to adapt and develop more tourism features. In addition, as part of Social Capital, stakeholders should help develop new plans and provide guidance on various development-related issues. In

addition, Social Capital can withstand pressure, accept stress in a calm way, think positively, and find solutions to problems caused by COVID-19. The problem arising from the lack of research in this area is that significant sub-themes need to be updated by subsequent researchers.

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CHAPTER 5

Digital Transformation and eHRM: A Systematic Analysis of Their Influence in Improving Organizational Performance

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ABSTRACT

The integration of digital technology and e-HRM, known as digital transformation, has played a leading role in the integration of information technology in HR management, resulting in a favorable influence on organizational performance. Using a systematic literature review (SLR) methodology, this study seeks to methodically examine the impact. Relevant journals, popular research subjects, and prevalent research methodologies have produced study findings demonstrating the beneficial effects of e-HRM practices on worker productivity, including electronic performance management and e-learning. The strategic relevance of e-HRM, the significance of IT governance procedures, and the forces behind digital transformation are also emphasized in this study as ways to enhance organizational performance. In order to present a comprehensive picture, this study examines the effects and applications of digital transformation in asset-intensive organizations as well as the function of knowledge-based dynamic capabilities in attaining high performance and organizational strategic intuition. Statistical analysis, questionnaires, and surveys are commonly used in quantitative research methods. This study offers a a comprehensive view of the relevance and importance of digital transformation and e-HRM to improve organizational performance while supporting the development of proactive management strategies to achieve long-term competitive advantage.
Keywords: Digital transformation, organizational performance, e-HRM.

INTRODUCTION

In an age of perpetual globalization and digital revolution, businesses all over the world are realizing how critical it is to use digital technology and e-HRM integration to boost productivity. Digital transformation, as a comprehensive change involving the application of digital technologies, has become a significant focus of organizations seeking to improve operational efficiency, drive innovation, and strengthen interactions with stakeholders. This concept is strengthened by the thoughts of Brynjolfsson and McAfee (2014) and further reviewed by (Lester, 2017), detailing digital transformation efforts as a strategy to achieve efficiency and competitive advantage through data and process automation. Furthermore, integrating information technology in human resource management, known as eHRM, is essential in responding to the dynamics of an ever-changing business environment. eHRM comprises a range of activities, such as digital platform employee development and online recruitment (Alfes et al., 2013). The advantages of e-HRM are seen in the efficiency of human resource management and reduced administrative costs (Strohmeiier et al., 2020). Researchers and management practitioners are taking notice of this phenomenon in an effort to better understand how digital transformation and the use of e-HRM affect organizational performance, including adjustments to work culture, organizational structure, and business strategy (Gebayew et al., 2018; Hanelt et al., 2021; Honoria Samson & Vinita Agrawal, 2020); Faeni, 2024. Organizations may access real-time data, enhance decision-making procedures, and promote innovation through digital transformation. On the other side, eHRM promotes employee engagement, makes talent development easier, and allows for more effective and efficient HR management. Both have a major impact on the functioning of the organization, leading to gains in output, effectiveness, and worker satisfaction.

The importance of organizational performance as a measure of success cannot be ignored. Colquitt et al. (2019) identified various dimensions, such as finance, operational efficiency, customer satisfaction, and innovation, as essential for measuring organizational performance. Recent research also shows that digital transformation can positively contribute to organizational performance (Mubarak et al., 2019), while e-HRM can positively impact employee productivity and organizational innovation (Hunitie et al., 2023; Faeni et al., 2023). This study is expected to reveal future trends _ in digital transformation and eHRM, focusing on continuous innovation, adaptation technology, and change culture organization. This paper will cover evaluation technology such as AI and deep machine learning context eHRM and its influence on decision-making and management performance. Research is also expected. This will give practical recommendations for organizations, including strategies for integrating adequate technology, development _ of employee digital competence, and using data for making decisions. Besides that, a recommendation policy to ensure a harmonious alliance between technology, people, and organizational processes will become important in the results study.

REVIEW OF LITERATURE

This literature review examines the impact of digital transformation and the adoption of Electronic Human Resource Management (e-HRM) on improving organizational performance, starting from a theoretical discussion approach.

Digital Transformation

Digital transformation has become a primary focus in today's business landscape, causing significant changes across industries and posing new challenges (Alexandrova & Poddubnaya, 2021). This concept refers to the application of digital technology in all aspects of business, enabling innovation in products and services and more efficient business methods (Ranta et al., 2021). A clear example of this phenomenon can be seen in the music industry, where the Internet and related technological developments have changed how music is distributed, from CDs to digital downloads and streaming. (Adam, 2020). Digital transformation is not only limited to specific industries but also occurs in various types of organizations, triggering disruptive innovation that integrates people, objects, and organizations. This information age demands the development of strong IT capabilities in organizations to exploit the full potential of digital technology. This phenomenon has attracted the interest of academics and practitioners to understand its mechanisms more deeply, as evidenced by research conducted by Sloan MIT Management Review, where 78% of business leaders see digital transformation as crucial to organizational performance (Bonnet et al., 2021). Recent research highlights the benefits of digital transformation in value creation, competitive advantage, and improved relationships. It also affects various aspects of the organization, including employees, culture, and infrastructure (R. P. Faeni et al., 2019; Kraus et al., 2021). Industry players are now looking for management solutions to manage the changes brought about by digitalization (Saarikko et al., 2020). Organizations need to establish an effective digital transformation strategy, integrating IT with business strategy to optimize benefits and reduce the risk of failure (Alexandrova & Poddubnaya, 2021; D. Faeni, 2016; Ghobakhloo et al., 2021; Ismail et al., 2017; Luftman et al., 2017).

e-HRM

Technology has been used to support HR functions since the 1940s, initially focused on payroll processing due to increasing tax regulations. Although slow to automate, eHRM has now become crucial in improving the efficiency and effectiveness of the HR function (De Mauro et al., 2018). Today, almost all large organizations have adopted eHRM systems, which support various HR activities such as online applications, employee information management, and succession planning (Kavanagh & Johnson, 2018). eHRM, more than just hardware and software, requires integration between departments and involves people, processes, policies and data. Ehrman provides added value to HR in ways such as saving costs and time, providing unified and integrated information, improving operations, timeliness and quality of decisions, and increasing employee satisfaction (Amarakoon et al., 2018; Ghasemaghaei et al., 2018; Naznin & Hussain, 2016; Sabuhari et al., 2020; Sadiq et al., 2023; Uzzi, 2018)(Uzzi, 2018); Recent innovations in eHRM include improved user experience and integration, as well as new functionalities such as social and mobile computing (Thite, 2018).

A company's ability to utilize eHRM depends on various factors such as organizational size, management support, resource availability, HR philosophy, organizational vision, managerial competency, and employee readiness for change. (Al-Alawi et al., 2021; Bondarouk et al., 2017; Lengnick-Hall et al., 2018; Njoku et al., 2019; Ravarini & Martinez, 2019; Wirtky et al., 2016). Specific cost savings from eHRM include reductions in payroll cycles, HR staff, hiring time, recruiting costs, and training costs with e-learning (De Alwis et al., 2022).

Organizational Performance

Organizations depend on various resources, but the human factor is the most important, providing direction to success and competitive advantage (Wagner & Hollenbeck, 2014). Employee performance directly impacts an organization's competitive advantage, profitability, and effectiveness. Inefficient performance can harm productivity and profitability (Al-Suraihi et al., 2021). High performance is also vital for individuals, providing personal satisfaction and better career opportunities (Jamal et al., 2021). Employee performance is traditionally considered a contribution to the organization's output (Anwar & Abdullah, 2021; Islami et al., 2018). However, there is a shift towards understanding performance from behavioral dimensions (Ren et al., 2018). Campbell (1990) defines performance as activities that can be observed and are relevant to organizational goals and even sometimes their political skills, especially for managers and leaders (Rony et al., 2020). Borman and Motowidlo (1997) emphasize the quality and value of employee behavior, while Audenaert et al. (2019) and Viswesvaran and Ones (2000) define performance as the contribution of quantity and quality to organizational goals. Employee performance involves task performance, contextual performance, and counter-productive behavior. Tasks performance relates to formal work activities and contributions to the organization. Contextual performance includes efforts that support the organizational environment and are not part of the primary job function but are essential for catalyzing work activities. Counter-productive behavior violates organizational norms and harms the organization or employees (Adugna et al., 2022; Akkaya, 2019). Witt et al. (2002) show that contextual performance can produce a competitive advantage over task performance, while Dalal (2005) found that each dimension has a different identity and domain.

METHODOLOGY

This research uses an approach *Systematic Literature Review (SLR) with data sources originating from* indexed journal literature that has ISSN (International Standard Serial Number) electronically, which has been published via the internet with the code E-ISSN, as seen in Figure 1 . Data collection was carried out via internet surfing from Google scholars. The research data population comprises journals focusing on digital transformation and eHRM to improve organizational performance. This literature review has been conducted as a systematic literature review based on the original guidelines proposed by Kitchenham and Charters (2007).
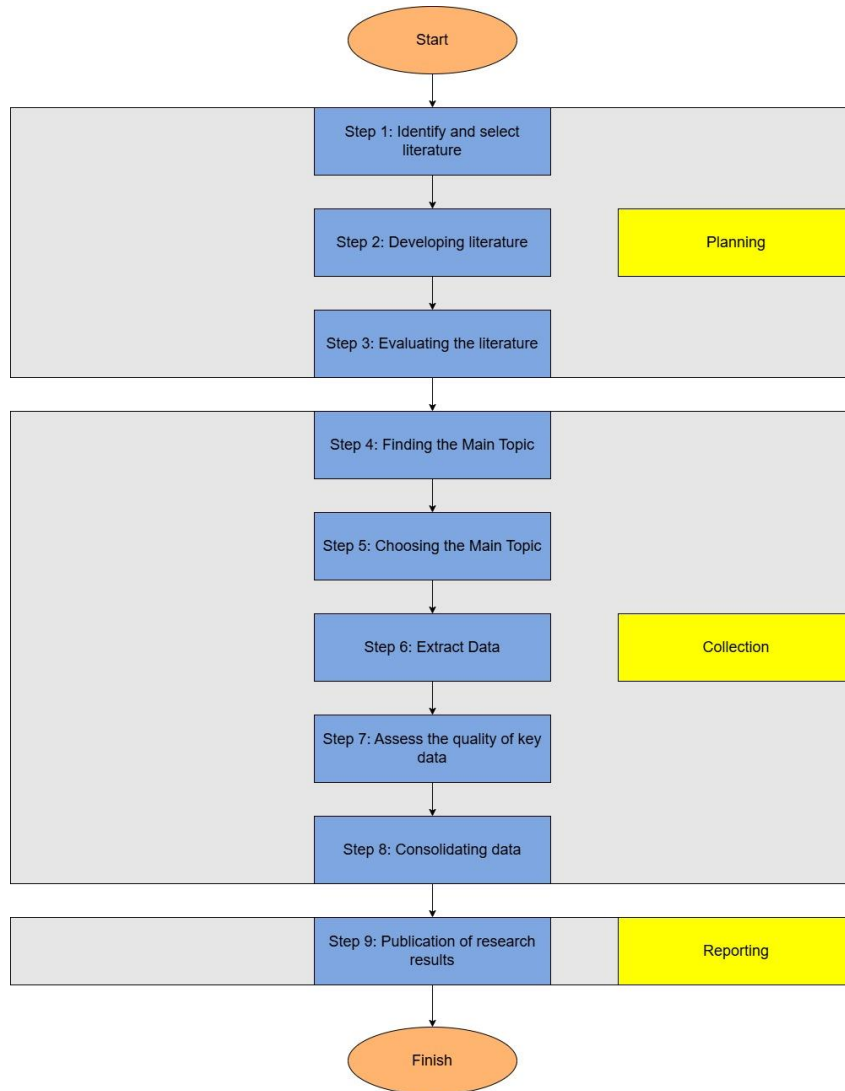
Figure 1. Systematic Steps Literature Review (SLR)

Stages SLR do planning, then implementation, and ends with a report review of the literature. In the first step, the requirements for the systematic review are identified. Then, a systematic review of digital transformation and eHRM to improve organizational performance is identified and reviewed. The review protocol was designed to guide the conduct of the review and reduce the possibility of researcher bias. The second step defines the research question, search strategy, study selection process with inclusion and exclusion criteria, quality assessment, and data extraction and synthesis process. The third step is a report by writing down the research results based on literature that has gone through the first and second steps, then discussing them in the research results and conclusion.

Research Questions

Drafting Systematic Literature This review asks critical research questions to understand the relationship between digital transformation and e-HRM and its implications for organizational performance, as stated in Table 1.

Table 1. Research Questions

No.	Research Questions	Motivation
1.	Work Which science is the most important for studying digital transformation and eHRM implementation to improve organizational performance?	Identify and evaluate ten works of scientific best with contributions to academic literature related to digital transformation and eHRM in the context of improving organizational performance.
2	What research methods are most frequently and effectively used in the literature on digital transformation and eHRM to improve organizational performance?	Analyze the most effective and frequently used research methods to understand the impact of digital transformation and eHRM on organizational performance.
3	What research topics and trends dominate the literature on using digital technology and eHRM to improve organizational performance?	Identify key focuses and current research trends to understand the direction and development of literature on digital transformation and eHRM.

Paper Search and Selection Strategies

Development of a Systematic Literature Review (SLR) that focuses on digital transformation and eHRM, then applied method of rigorous search _ To gather the most relevant and impactful literature. This process involves the determination of criteria and a careful search _ To ensure that all selected literature _ is relevant to the topics and questions studied. Including making *strings* comprehensive search _ with appropriate keywords, combined _ _ using logical operators like "AND" and "OR" to expand or narrow down the result. Search literature systematically and thoughtfully with Good For identify and collect relevant data. This matter involves steps like clarifying search parameters by choosing accurate keywords, reviewing _ repeat terminology alternatives, and composing a search string that will cover keyword combinations that have been set. The data filtering process includes careful evaluation _ of the title, abstract, and content of every article to determine suitability with standards that have been determined. Data collection from various databases, and not including publications from specific years, ensures that only the most appropriate and latest sources are included in our review.

Paper selection is done carefully, and the inclusion and exclusion criteria are clear and have been set. It is confirmed that only the highest-quality studies entered height. _ Criteria inclusion covers studies that examine the impact of digital transformation of organization and management source Power Humans, including published articles _ in conferences, journals, thesis, or dissertations with the registered ISSN. For exclusion, we limit studies that do not have sufficient validity, which are unrelated to digital transformation, or that are not published in Indonesian or _ English. This whole process is directed at assembling a data set to give an outlook into How digital transformation and e-HRM influence organizations, with noticing dynamics of current and anticipated future trends _ in the field. Collected data will be used to accurately answer the question study, delivering a solid foundation _ For recommendations and future strategies.

Table 2. Papers Criteria

Inclusion Criteria	Only studies that address the influence of Digital Transformation and eHRM in improving organizational performance will be considered. Publication of journals with ISSN will be prioritized if there are references from conferences, thesis results, theses, and dissertations. If the same study is duplicated, only the most complete and recent version will be included.
Exclusion Criteria	Studies that lack strong validation focus only on the influence of transformation and are not written in languages other than Indonesian and English.

RESULTS AND DISCUSSION

Study This develops and evaluates literature before continuing by searching and selecting main topics that are relevant to the research area. The next step is extracting relevant data from the selected literature and then assessing the primary data's quality. This data is combined to create comprehensive conclusions. Finally, the research results are published, marking the reporting stage of the SLR. From more than 1,000 papers screened, 75 papers were identified, and in the end, the SLR process crystallized the findings into ten papers that were considered to make the most significant contributions. This assessment is based on several criteria, such as the topic's relevance to the research question, the depth of the analysis presented, sound methodology, and the significance of the findings to the field of knowledge. These papers provide the most impactful insights into how digital transformation and eHRM contribute to improved organizational performance, offer solid empirical evidence, and describe best practices and challenges organizations face implementing. The findings from these papers collectively suggest that strategic, integrated adoption of digital technology and eHRM practices is critical to achieving higher operational efficiency, innovation, and employee satisfaction. These papers were selected because they specifically illuminate the significant influence of digital technologies and eHRM on organizational performance and help chart future directions for research and practice in this area.

Significant Journal Publications

Extraction against 75 papers has been done to produce Systematic Literature. A comprehensive review (SLR) of the impact of digital transformation and eHRM on organizational performance. These papers are publications sourced from leading academic journals and conferences, covering the period from 2015 to 2024. The literature collections reviewed come from various publishers that are respected in the scientific community, including Elsevier España, SLU, known for its publication on digital transformation strategies in 2023, and the International Institute for Science, Technology, and Education focused on e-HRM adoption studies in 2019. Springer, a publisher with a strong reputation in the field of science, contributed a paper in 2023 discussing how digital transformation affects human resource activities. Furthermore, a paper published in 2022 by a publisher specializing in academic research in organizational management adds an essential perspective on the same topic. Elsevier Ltd also made a significant contribution through its publication exploring the results of e-HRM in 2015. EXPLORE, known for its IT research, provides insights 2022 into the impact of IT governance on digital transformation and organizational performance in the insurance industry. Research published in 2024 by Elsevier Ltd shows the importance of this publisher in providing a platform for the latest research. Growing Science, a scientific journal published in 2022, offers a scientific approach to current issues. MDPI, focusing on sustainability by 2023, provides multiple perspectives on essential disciplines related to digital transformation and eHRM. Finally, through the EmergiTech Conference 2016, IEEE discussed emerging technologies and innovative business practices that contribute to societal transformation.

Table 3. Journal publication

No	Publisher Name (Publication)	Category and Year
1	Elsevier Spain, SLU	Digital transformation as a strategy, 2023
2	International Institute for Science, Technology and Education	Electronic Human Resource Management (e-HRM) adoption studies, 2 019
3	Springer	Digital transformation affecting human resources activities, 2023
4	Digital transformation affecting human resources activities	academic research in the fields of organizational management, 2022
5	Elsevier Ltd	Exploring the Outcomes of Electronic Human Resource Management, 2015
6	EXPLORE	Information Technology (IT) research, as it focuses on the impact of IT governance on digital transformation and organizational performance in the insurance industry, 2022
7	Elsevier Ltd	2024
8	Growing Science	Scientific Journal, 2022
9	MDPI (Multidisciplinary Digital	Sustainability, 2023

	Publishing Institute)	
10	*IEEE*	*IEEE International Conference on Emerging Technologies and Innovative Business Practices for the Transformation of Societies (EmergiTech), 2016*

Research Topics

Research on the influence of digital transformation and eHRM in improving organizational performance can be seen in Table 4 in detail. Analysis of selected secondary studies reveals that research on the influence of Digital Transformation and eHRM in Improving Organizational Performance focuses on ten topics, namely:

1) The influence of IT Governance mechanisms on digital transformation and organizational performance, focusing on Balanced Scorecards.

   Christoph Bucka and colleagues (2023) conducted an impact analysis and implemented digital transformation in organizations focusing on tangible assets. Through qualitative methods, this research discusses the impact of digital transformation, including challenges and opportunities, data efficiency, skills improvement, security priorities, and cybersecurity issues. This study provides an in-depth look at the changes brought about by digital transformation, particularly in asset-intensive organizations.

2) Impact and challenges of implementing e-HRM in leading companies in Türkiye.

   Afacan Researcher Findikli Mine and Beyza Bayarcelik (2015) discuss the impact and challenges of implementing e-HRM in leading companies in Turkey. Using a qualitative approach through semi-structured interviews, this research determines the primary factors driving the adoption of e-HRM, including the benefits of reduced costs and increased communication efficiency. This research also provides an in-depth understanding of the challenges faced by HR managers in implementing e-HRM in a competitive business context.

3) The positive impact of e-HRM on employee productivity through e-learning, performance appraisal, and electronic compensation management.

   Ahmad Salahuddin (2021) participated in an explanatory survey to investigate the impact of implementing e-HRM on employee productivity. Using survey and multiple linear regression methods, this research shows that e-learning applications, electronic performance appraisal, and electronic compensation management positively and significantly contribute to employee productivity. Electronic performance assessment has a more significant impact than e-learning, providing essential insights into the critical elements of e-HRM that improve individual performance in organizations.

4) The strategic role of e-HRM in improving organizational performance and talent management.

An article written by Nancy Shamaileh and colleagues (2022) explores the impact of e-HRM on organizational performance and talent management. Using quantitative methods and a cross-sectional design, this research highlights the importance of e-HRM in increasing organizational success by achieving strategic goals, including organizational performance and talent management. This research shows that e-HRM supports the achievement of the organization's strategic goals and significantly contributes to the management and development of talent within it.

5) The strategic role of e-HRM in improving organizational performance and talent management.

The study by Hafinas Halid and colleagues (2020) examines the impact and implications of digitalization in Human Resources Management (HR). Through an archival approach, this research highlights the importance of digital HRM for organizations and how effective implementation can improve organizational performance. These findings not only provide an in-depth understanding of the concept of digital HRM but also emphasize the need for further research to understand organizational performance.

6) Driving factors and impact of digital transformation on human resource management.

Jie Zhang and Zhisheng Chen's (2023) research used descriptive methods to analyze the literature on HR digital transformation. This study identifies the key components driving the change to digital HRM, emphasizes the importance of digital HRM processes, and discusses the impact of the change. Therefore, this paper provides insights into the key factors driving digital transformation in the HR management function.

7) Positive relationship of E-HRM with competitive advantage and the role of organizational agility as a mediator.

Khalid Alqarni and colleagues (2023) studied the impact of e-HRM in achieving a competitive advantage in the tourism and hospitality sector. Through quantitative methods and a PLS-SEM approach, this research shows a positive relationship between e-HRM and competitive advantage and uses organizational agility as a mediator. These findings explain how e-HRM can shape competitive advantage in industrial sectors.

8) The importance of E-HRM practices in improving organizational performance in the manufacturing industry.

The paper by Md Tanjil Ahmed (2019) focuses on the importance of e-HRM practices to improve organizational performance in Bangladesh's manufacturing industry. Using quantitative methods and a structured survey, this research concludes that e-HRM practices significantly impact organizational performance, especially at the Interactional

and Transformational levels. These results provide impetus for implementing e-HRM practices in the context of the manufacturing industry.

9) The role of knowledge-based dynamic capabilities and digital transformation in achieving high performance and organizational strategic intuition.

Yaninee Songkajorn and colleagues (2022) researched the role of knowledge-based dynamic capabilities and digital transformation to achieve high performance and organizational strategic intuition. Through a quantitative approach, this research finds that knowledge-based dynamic capabilities benefit digital transformation and organizational strategic intuition, which provides benefits for digital transformation and organizational strategic intuition.

10) Analyze the impact and implications of digital transformation in organizations focusing on dense assets.

Christoph Bucka and colleagues (2023) conducted an impact analysis and implemented digital transformation in organizations focusing on tangible assets. Through qualitative methods, this research discusses the impact of digital transformation, including challenges and opportunities, data efficiency, skills improvement, security priorities, and cybersecurity issues. This study provides an in-depth look at the changes brought about by digital transformation, particularly in asset-intensive organizations.

Table 4. Topics, Methods, Research Results

No	Researcher	Topic	Method	Results
1	Nazmi Robbiyani , Rahmat Mulyana, Lukman Abdurrahman, (2022) (Robbiyani et al. , 2022)	The influence of hybrid IT governance on organizational performance and digital transformation with a focus on Balanced Scorecards.	Survey method	Agile/adaptive and traditional ITG mechanisms positively impact digital transformation (DT), which positively and significantly impacts organizational performance (OP). The simultaneous influence of agile/adaptive and traditional ITG mechanisms on digital transformation dimensions is moderate.
2	Mine Afacan Findikli, Beyza Bayarcelik (2015) (Fındıklı & Bayarçelik , 2015)	Electronic human resource management (e-HRM) in the context of leading companies in Turkey. This research focuses on the views, motivation, results of observations, challenges, and responsibilities faced by human resource managers.	Qualitative approach	The main factors driving the adoption of electronic human resources are the benefits of E-HRM to reduce costs and communication and how bad e-HRM is for organizations.

No	Researcher	Topic	Method	Results
3	Ahmad Saladin (2021) (Salatuddin et al. , 2021)	How does the implementation and influence of E-HRM affect employee productivity?	Survey method	Implementing e-learning, electronic performance appraisal and electronic compensation management significantly and positively impacts employee productivity. Electronic performance appraisal also significantly impacts employee productivity, with a coefficient almost twice as significant as e-learning.
4	Nancy Shamaileh, Ahmad Alhamad, Mohammad Al-Qudah, Anber Mohammad, Mohammad Halalmeh E, Majed Al-Azzam, Muhammad Al-Shurideh (2022) (Shamaileh et al. , 2022)	The influence of e-HRM on organizational performance and talent management is discussed.	Quantitative Methods	The importance of e-HRM is to increase organizational success by increasing the achievement of strategic goals such as organizational performance and talent management and contributing to the achievement of organizational strategic goals.
5	Hafinas Halid, Yusmani Mohd Yusoff , Hemalatha Somu (2020) (Halid et al., 2020)	The impact and implications of digitalization on Human Resource Management (HR).	Archival method	The importance of digital HRM for organizations and how effective implementation can improve organizational performance. These findings suggest that further research is needed to understand how digital HRM affects organizational performance.
6	Jie Zhang, Zhisheng Chen (2023) (Zhang & Chen, 2023)	HR Digital Transformation.	Descriptive method	Key components driving the change to digital HRM emphasize the importance of digital HRM processes and discuss the impact of digital HRM changes.
7	Khalid Alqarni, Mohamed Fathy Agina , Hazem Ahmed Khairy, Samir Bassam, Al-Romeedy , Dalia Abdelrahman Farrag , Rabab Mahmoud Abdallah (2023) (Alqarni et al. , 2023)	The impact of E-HRM on achieving sustainable competitive advantage in the tourism and hospitality sector is discussed, focusing on organizational agility as a mediator and sustainable innovation.	Quantitative method	E-HRM was positively associated with SCA, SI, and OA. There is a positive relationship between SI OA and SCA. SI and OA act as mediators in the relationship between E-HRM and SCA. This study contributes to the literature on how E-HRM impacts IS, OA, and SCA.

No	Researcher	Topic	Method	Results
8	Md Tanjil Ahmed (2019) (Ahmed, 2019)	The theme of this study is "E-HRM Practices and Its Impact on Organizational Performance in the Manufacturing Industry in Bangladesh."	Quantitative method	The results of this study indicate that E-HRM practices significantly impact organizational performance in Bangladesh's manufacturing industry. Of the three levels of E-HRM, namely " Informational, Interactional, and Transformational, "E-HRM practices at the Interactional and Transformational levels show a significant increase in organizational performance compared to organizations that do not implement E-HRM.
9	Yaninee Songkajorn , Somnuk Aujirapongpan 1,* , Kritsakorn Jiraphanumes 1 and Kanittha Pattanasing 2 (2022) (Songkajorn et al. , 2022)	Organizational Strategic Intuition for High Performance: The Role of Knowledge-Based Dynamic Capabilities and Digital Transformation."	Quantitative method	Specifically, this research finds that knowledge-based dynamic capabilities benefit an organization's digital transformation and strategic intuition, resulting in high performance. This research finds that digital transformation and knowledge-based dynamic capabilities benefit an organization's strategic intuition.
10	Christoph Buck , John Clarke , Rui Torres de Oliveira , Kevin C. Desouzaa , Parisa Maroufkhani (2023) (Buck et al., 2023)	Discusses the impact and implications of digital transformation in asset-intensive organizations	Qualitative method	The impact of digital transformation on asset-intensive organizations, including challenges and opportunities, data competency, skills enhancement, safety priorities, and cybersecurity issues.

Almost all researchers use a quantitative approach with library studies research), surveys, questionnaires, and interviews. Only a few researchers use a qualitative approach, namely Beyza (2015), who conducted research analysis using a qualitative approach through semi-structured interviews and content analysis of responses. Then Christoph (2023) used a qualitative method involving high-level semi-structured interviews with senior managers, analysis of secondary data sources, template analysis, and continuous reflection on the data. Apart from that, some use the archival method, namely Hafinas et al. (2020), conducting a systematic literature review by categorizing research into research areas and drawing results from the analyzed literature. Then, Jie et al. (2023) use a descriptive methodology, namely analyzing literature on HRM digital transformation and the conceptual factors that drive this transformation. Some researchers use a quantitative approach using survey methods; for example, Nazmi et al. (2022) conducted research by analyzing data and testing hypotheses; the survey method used an online Likert scale questionnaire, data analysis used the SmartPLS

3.0 and SEM approaches, and various statistical tests were used. This study assesses the validity of indicators and the effects of constructs on organizational performance. In carrying out the analysis, the examiners got quite a lot of respondents, including 52 people, while Khalid et al. (2023) and Yaninee (2023) used one methodology, namely quantitative research using structured surveys, evaluation of specific constructions using predetermined scales, survey review by a panel of specialists, analysis using a Partial approach Least Squares Structural Equation Modeling (PLS-SEM), and multi-group analysis to assess variations in responses in the workplace. Apart from that, Ahmad (2021) uses a survey method to obtain this type of explanatory research by looking at the population of around 157 workers and using a simple random sampling technique aimed at 80 workers, and analysis was carried out using multiple linear regression. Nancy et al. (2022) carried out the questionnaire method using a quantitative methodology with a cross-sectional design. Data were collected through questionnaires distributed to a random sample of 120 managers from industrial companies in Jordan. Ultimately, 93 questionnaires were used for data analysis after samples were excluded. Tanjil (2019) also used this method using the quantitative methodology, namely the research method used in this study, including research design, study population, sampling procedures, sample size, questionnaire design, data collection methods, and proposed hypotheses. Researchers also use a qualitative approach to obtain data through semi-structured interviews and analysis, including the Beyza (2015) and Christoph (2023) methods.

Hafinas et al. (2020) use an archival methodology to conduct a systematic literature review by categorizing research into research areas and drawing results from the analyzed literature. Meanwhile, Jie et al. (2023) carried out a descriptive methodology that analyzes existing literature on HRM digital transformation and the conceptual factors that drive this transformation.

A review regarding the role of digital transformation and eHRM in organizational performance shows that some findings are consistent across studies. Research by Nazmi Robbiyani, Rahmat Mulyana, and Lukman Abdurrahman (2022) highlights that flexible and traditional IT governance supports digital transformation, positively impacting organizational performance. The themes of benefits and challenges of e-HRM were examined by Afacan Mine Findikli and Beyza Bayarcelik (2015), showing the driving factors and benefits of cost reduction and the challenges that arise from implementing e-HRM. The influence of e-HRM on employee productivity and management is explained in the work of Ahmad Saladin from Persero Office (2021), who found that e-learning and electronic performance appraisals have a significant positive impact on employee productivity. The importance of e-HRM in achieving organizational strategic goals was highlighted by Nancy Shamaileh, Ahmad Alhamad, Mohammad Al-Qudah, Anber Mohammad, Mohammad Al-Halalmeh E, Majed Al-Azzam, and Muhammad Al-Shurideh (2022), who expressed its contribution to improving organizational performance and talent management. The impact of digitalization on human resource management is explored by Hafinas Halid, Yusmani Mohd Yusoff, and Hemalatha Somu (2020), indicating the need for further research to understand the influence of digital HRM on organizational performance. HR Digital Transformation was analyzed by Jie Zhang

and Zhisheng Chen (2023), who identified key elements that support the transition to digital HRM and discussed their impact on HRM processes.

The link between e-HRM and sustainable competitive advantage in the tourism and hospitality sector was explained by Khalid Alqarni, Mohamed Fathy Agina, Hazem Ahmed Khairy, Samir Bassam, Al-Romeedy, Dalia Abdelrahman Farrag, and Rabab Mahmoud Abdallah (2023), shows that organizational skills and sustainable innovation act as mediators. Md Tanjil Ahmed (2019) found that e-HRM practices significantly improved organizational performance in the Bangladeshi manufacturing industry. Analysis by Yaninee Songkajorn, Somnuk Aujirapongpan, Kritsakorn Jiraphanumes, and Kanittha Pattanasing (2022) states that knowledge-based dynamic capabilities enhance digital transformation and strategic intuition which leads to high performance. Lastly, Christoph Bucka et al. (2023) discuss the implications of digital transformation in asset-intensive organizations, including emerging challenges and opportunities.

CONCLUSIONS AND RECOMMENDATIONS

This SLR review has identified over 1,000 papers examining digital transformation and eHRM interactions. Then, collect as many as 75 papers with correlation in Indonesia and abroad and analyze data from 10 related papers discussing digital transformation and eHRM with specific targets To measure its impact on organizational performance. The discovery of the concept of digital transformation and eHRM is widely applied in various industrial sectors, with the most significant applications in the financial, information technology, and manufacturing sectors. This review identifies several key factors that influence the success of implementing eHRM and digital transformation, including technology readiness, employee involvement, and managerial support.

The study also observes that organizations implementing eHRM and digital transformation achieve increased operational efficiency, employee satisfaction, and dynamic innovation. In particular, a deep analysis study shows that integrating eHRM in digital transformation helps companies manage talent more effectively, supports employee development, and increases employee engagement.

Based on findings in the study, future trends in digital transformation and eHRM show increasing integration with advanced technologies such as artificial intelligence (AI) and machine *learning*. Organizations are expected to focus more on predictive data analysis to make strategic decisions regarding HR. Future predictions are that eHRM adaptation will be more personalized, focused on employee experience, and integrated with remote work systems. So, organizations need to make more investments _ big in technology training and development to ensure that HR staff and employees have the necessary competencies to manage and utilize new technology. It is recommended that companies focus on developing a holistic eHRM strategy that covers the entire employee life cycle, from recruitment to career development.

This research confirms that implementing digital transformation and eHRM significantly positively impacts organizational performance. However, it should be noted that the success of this implementation is highly dependent on factors such as organizational culture, technology readiness, and employee competency. Further research is needed to explore the long-term impacts of these technologies and how they can be safeguarded at the highest level to always contribute positively to the organization's overall performance.

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CHAPTER 6

The Relationship Between Social Support and Resilience Among Women Survivors of Sexual Violence in Jakarta

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ABSTRACT

Sexual violence is a pressing issue in Indonesia, with cases increasing yearly and causing severe psychological impacts on survivors. This study aims to empirically examine the relationship between social support and resilience among women survivors of sexual violence in Jakarta. The research employed a quantitative correlational approach, using convenience sampling to select 34 participants who met the inclusion criteria. The Social Provisions Scale and Connor-Davidson Resilience Scale (CD-RISC) were used to measure the variables. Data analysis, including validity and reliability tests, was conducted using Spearman's Rank Correlation and Cronbach's Alpha. The results reveal a significant positive relationship between social support and resilience (r_s = 0.680, $p < 0.05$). Participants with higher levels of social support demonstrated greater resilience. Among the dimensions of social support, Opportunity for Nurturance was the most prominent, whereas Emotional Attachment was less significant. For resilience, the highest dimension was Personal Competence, highlighting the importance of self-efficacy and adaptive capacity. These findings underline the crucial role of social support in enhancing resilience. Social support not only provides survivors with emotional and practical resources but also fosters self-acceptance and recovery from trauma. Practical recommendations include fostering stronger support systems involving families, friends, and professional networks to assist survivors in rebuilding their lives. Future research is encouraged to explore specific types of social support and extend studies to broader populations.
Keywords: Social Support, Resilience, Sexual Violence, Trauma Recovery, Personal Competence.

INTRODUCTION

Sexual violence is a complex social issue that increasingly demands serious attention, particularly with the rising number of reported cases over time. According to data from SIMFONI-PPA, 18,793 cases of sexual violence were recorded in Indonesia in 2023. Among these, 3,846 cases involved male victims, while 16,617 cases involved female victims (Ministry of Women's Empowerment and Child Protection, 2023). This data indicates that sexual violence transcends gender and age boundaries, although women remain a more vulnerable group.

Social support, as defined by Weiss, refers to assistance provided by the surrounding environment and serves as a critical factor in building resilience among individuals who have experienced sexual violence. Various forms of social support, such as emotional and informational support, play a crucial role in helping survivors cope with stress and trauma. Furthermore, social support contributes to the restoration of self-esteem and self-confidence, which are often diminished due to the traumatic experience (Weiss, 1974).The biggest loss affected by the pandemic is the tourism sector and travel agencies, On several occasions some fast food hotels and restaurants even increased their sales volume, because culinary businesses are still in demand, even though they are based online. Job cuts are inevitable, from early January 2020 to August 2020 at least 17.4 million people were laid off as a result of the decline in the number of tourists when the pandemic hit the world (ILO, 2020) (PDHI, 2021). There are at least 4 million workers in the industrial sector affected by the impact of the pandemic.

Emotional attachment and social integration, as two primary dimensions of social support, play a highly significant role in supporting psychological recovery and fostering positive self-acceptance in individuals who have experienced trauma. Emotional attachment reflects intimate and meaningful relationships between individuals and those around them, enabling a sense of security, affection, and stable emotional support. These connections not only help reduce the psychological burden caused by trauma but also provide a safe space for expressing emotions and receiving validation for their experiences.

Meanwhile, social integration involves a sense of connection to a broader community or social network, ensuring that individuals feel accepted, recognized, and valued as part of their social environment. This aspect not only acts as a buffer against social isolation but also offers opportunities to build new relationships that support the recovery process. Through social integration, individuals gain access to emotional, informational, and instrumental resources that enhance their self-confidence and help them rebuild a positive and empowered sense of identity.

Thus, the combination of deep emotional attachment and broad social integration contributes to the development of self-confidence, self-esteem, and the restoration of personal and social identity, which are often disrupted by traumatic experiences. These two dimensions demonstrate how social support serves not only as a psychological buffer but also as a vital mechanism for fostering holistic individual resilience.

With adequate social support, survivors of sexual violence have a greater chance to recover from the traumatic experiences they have endured. Support from the community, family, and friends not only helps to build psychological resilience but also provides encouragement for survivors to grow and thrive beyond their traumatic experiences.

Therefore, it is essential for stakeholders to understand the critical role of social support in strengthening the resilience of sexual violence survivors and to provide the necessary assistance to facilitate their recovery and growth.

This is consistent with the perspective of Goldstein and Brooks (2005), who argue that social support is one of the key external factors influencing individual resilience. Thus, recognizing and optimizing the role of social support is vital in helping survivors not only heal from trauma but also rebuild a meaningful and empowered life.

Thus, this study aims to examine the relationship between social support and resilience among women who have experienced sexual violence. The findings of this research are expected to provide significant contributions to efforts aimed at supporting the recovery of sexual violence survivors and assisting them in rebuilding a positive and meaningful life after enduring traumatic experiences.

THEORITICAL FRAMEWORK

Sexual violence in Indonesia has become an increasingly urgent issue, with a worrying rise in cases over time. Women, as a more vulnerable group, are disproportionately affected and often experience deeper levels of trauma. Many survivors remain silent, refraining from reporting or disclosing their experiences due to fear and stigma. This silence creates a traumatic condition that significantly impacts various aspects of their lives, particularly their psychological well-being. To overcome such challenges, resilience and social support are two critical factors that play a vital role in the recovery process of survivors of sexual violence.

Resilience is the capacity of individuals to adapt and recover from adversity, including traumatic experiences. Connor and Davidson (2003) highlight resilience as a multidimensional construct encompassing personal competence, trust in instincts, and positive self-acceptance. These traits enable individuals to regain control of their thoughts and emotions, helping them navigate stressors effectively. Similarly, Southwick and Charney (2018) emphasize that resilience is shaped not only by individual traits but also by external factors, such as supportive environments and adaptive coping strategies. Masten (2014) further elaborates that resilience is a dynamic process influenced by personal attributes and contextual factors, including relationships and social networks, which provide survivors with the strength and adaptability needed to rebuild their lives.

Social support, on the other hand, provides the external foundation needed to foster resilience. Cohen and Syme (1985) define social support as emotional, informational, and instrumental assistance received from one's social network, which acts as a buffer against stress. Weiss (1974) elaborates that provisions of social relationships, such as attachment and guidance, are crucial in creating emotional security and enabling individuals to cope with adversity. Furthermore, Campbell and Raja (1999) found that social support mitigates the long-term effects of trauma and enhances recovery, particularly among survivors of sexual violence.

The interplay between resilience and social support is critical in the recovery process. Survivors who experience emotional attachment and social integration are more likely to rebuild their confidence and accept themselves positively. Emotional attachment creates a sense of connection and security, providing survivors with the emotional support needed to face challenges and process trauma. Social integration, on the other hand, involves the

presence of a supportive social network that fosters acceptance and recognition, creating an environment conducive to healing and recovery. Reliable relationships enhance trust and interpersonal competence, contributing to resilience and enabling survivors to adapt to their circumstances and overcome adversity.

In conclusion, resilience and social support are interrelated factors that play a pivotal role in the recovery and growth of survivors of sexual violence. Social support strengthens an individual's ability to endure and transcend trauma by fostering emotional security, building confidence, and enabling adaptive coping strategies. Together, resilience and social support empower survivors to rebuild their lives, highlighting the importance of these factors in the healing process. This framework underscores the need for interventions that combine the development of personal resilience with the provision of strong, reliable social support systems.

METHOD

The approach employed in this study is a quantitative correlational approach, aimed at identifying the existence of a relationship between two variables. This study involves two main variables: social support as the independent variable and resilience as the dependent variable. Social support is defined as various forms of assistance provided to individuals facing challenges, including attention, appreciation, and emotional support. This support aims to help individuals overcome biological, psychological, and social stress, enhance psychological well-being, and provide a sense of comfort. The social support variable is measured through several dimensions, namely: emotional attachment, social integration, recognition from the social environment, the presence of reliable individuals, and advice and assistance from others.

Meanwhile, resilience is defined as an individual's ability to manage anxiety and stress, as well as to demonstrate adaptive responses in dealing with failures, adversities, or life changes. Resilience encompasses the capacity to recover from difficulties and develop strategies to cope with pressure or challenges. This variable is measured based on several dimensions, including: personal competence, trust in instincts, positive self-acceptance, self-control, and spiritual influence.

The population in this study consists of women who have experienced sexual violence in the Jakarta area. The sampling technique employed is convenience sampling, which involves selecting participants based on their availability and suitability according to the research criteria (Shaughnessy, Zechmeister, & Zechmeister, 2007). The inclusion criteria for participants are as follows: (1) female gender, (2) experience of sexual violence, and (3) residency in Jakarta. The determination of the sample size follows the rules of thumb proposed by Roscoe (1975), which suggests that an appropriate sample size falls within the range of $30 < N < 500$.

The instrument used in this study is a questionnaire consisting of statements based on the social support scale and resilience scale. The questionnaire is closed-ended and structured in a Likert scale format. The scale is based on response distribution as the basis for scoring, utilizing two types of items: favorable and unfavorable. Each item offers four response options: SS (Strongly Agree), S (Agree), TS (Disagree), and STS (Strongly Disagree).

The scale used to measure the social support variable in this study is the Social

Provisions Scale. This scale was developed by Cutrona and Russell (1987) based on Weiss's (1974) theory. The instrument consists of 24 items designed to measure six dimensions of social support: emotional attachment, social integration, reassurance of worth, reliable alliance, guidance, and opportunity for nurturance.

The scale used to measure the resilience variable in this study is the Connor-Davidson Resilience Scale (CD-RISC), developed by Campbell-Sills and Stein (2007) based on the theory of Connor and Davidson (2003). This scale consists of 25 items designed to assess five dimensions of resilience: personal competence, trust in instincts, positive self-acceptance, self-control, and spiritual influence. The measurement of resilience in this study utilizes the CD-RISC, which was developed based on the indicators of resilience dimensions as outlined in the theory of Connor and Davidson (2003).

Validity testing was conducted on all items of the social support scale and resilience scale using non-parametric statistical methods due to the non-normal distribution of the data. The type of non-parametric correlation test used was Spearman's Rank Correlation (Azwar, 2012). Reliability testing of the instrument was carried out using the Cronbach's Alpha coefficient to assess the internal consistency of the measurement tool. The reliability calculations were performed using IBM SPSS Statistics 26. The statistical correlation test between the two variables also utilized the Spearman's Rank Correlation method to measure the degree of relationship between the independent and dependent variables. All statistical analyses, including validity, reliability, and correlation testing, were conducted using IBM SPSS Statistics 26.

RESEARCH FINDINGS

Data collection was conducted by distributing questionnaires through social media platforms and direct communication via private messages to relevant individuals. This approach aimed to reach respondents who met the specified target group criteria. After a 15-day data collection period, the study successfully gathered 38 responses. However, as 4 out of the 38 respondents did not meet the inclusion criteria, the valid data available for statistical analysis amounted to 34.

The social support scale consisted of 25 items; however, one item was excluded due to an error made by the researcher during the process of incorporating items into the questionnaire. After conducting a validity test on the remaining 24 items using the Spearman's Rank Correlation formula, 23 items were found to be valid, while 1 item was invalid, with a correlation value of -0.004 < 0.3 (N = 34). According to the validity criteria of the Spearman's Rank Correlation, an item is considered valid if rs > 0.3.

The resilience scale consisted of 28 items. Following a validity test on all 28 items using the Spearman's Rank Correlation formula, 27 items were deemed valid, while 1 item was invalid, with a correlation value of -0.878 < 0.3 (N = 34). Based on the same validity criteria (rs > 0.3), the invalid items on both scales were excluded and were not included in further instrument testing and analysis.

Reliability testing of the instruments for both scales was conducted using the Cronbach's Alpha coefficient, with the criterion that a scale is considered reliable if Cronbach's Alpha > 0.6. The reliability test for the social support scale resulted in a Cronbach's Alpha coefficient of 0.967 > 0.6, indicating that this scale is reliable. Similarly,

the reliability test for the resilience scale yielded a Cronbach's Alpha coefficient of 0.97 > 0.6, confirming the reliability of this scale. Thus, both scales in this study are deemed reliable and suitable for subsequent instrument testing and analysis.

Subsequently, a correlation test was conducted in this study using the Spearman's Rank Correlation formula to determine whether there is a relationship between social support and resilience among women who are survivors of sexual violence in Jakarta.

Table 1. Correlation Between Social Support and Resilience

			Social Support	Resilience
Spearman's rho	**Social Support**	*Correlation Coefficient*	1.000	.681**
		Sig. (2-tailed)	.	.000
		N	34	34
	Resilience	*Correlation Coefficient*	.680**	1.000
		Sig. (2-tailed)	.000	.
		N	34	34

Based on the results of the Spearman's Rank Correlation test as presented in Table 1, the correlation coefficient (rs) was found to be 0.680, with a significance level (p-value) of 0.000 (p < 0.05). These results indicate that there is a significant relationship between social support and resilience among women who are survivors of sexual violence in Jakarta. Therefore, the research hypothesis stating "There is a relationship between the level of social support received by women survivors of sexual violence in Jakarta and their level of resilience" is accepted.

The correlation coefficient of 0.680 indicates that the relationship between these two variables is categorized as strong. Moreover, the relationship between social support and resilience is positive, meaning that the higher the level of social support received by women survivors of sexual violence, the higher their level of resilience. Conversely, lower levels of social support are associated with lower levels of resilience.

The table also demonstrates that social support consistently correlates with resilience across all tests, reinforcing the analysis result that social support plays a crucial role in helping women survivors of sexual violence develop resilience in coping with trauma.

Table 2. Descriptive Statistics for the Social Support Scale

	N	*Minimum*	*Maximum*	*Mean*	*Std. Deviation*
Emotional Attachment	34	5	12	9.91	2.248
Social Integration	34	9	16	13.35	2.581
Reassurance of Worth	34	5	12	10.15	1.956
Reliable Alliance	34	6	16	13.15	3.258
Guidance	34	9	16	13.59	2.687

	N				
Opportunity of Nurturance	34	12	20	17.00	2.860
Valid N (listwise)	34				

Based on the descriptive table above, the mean scores for each dimension of the social support variable are presented. The highest mean score is observed in the Opportunity for Nurturance dimension, with a mean value of 17.00, indicating that respondents perceive this dimension as the most prominent aspect of the social support they receive. Conversely, the lowest mean score is found in the Emotional Attachment dimension, with a mean value of 9.91, suggesting that this dimension is perceived as the least prominent.

These findings highlight variations in how respondents experience different aspects of social support. The higher score in the Opportunity for Nurturance dimension may reflect a greater emphasis on the ability to provide care and nurturing to others, while the lower score in the Emotional Attachment dimension could point to challenges in forming or maintaining close emotional bonds. This insight could guide targeted interventions to strengthen areas of social support that are less perceived by the respondents.

Table 3. Descriptive Statistics for the Resilience Scale

	N	*Minimum*	*Maximum*	*Mean*	*Std. Deviation*
Personal Competence	34	14	32	27.56	6.214
Trust in Instincts	34	11	21	17.59	3.331
Positive Self-Acceptance	34	9	20	16.29	3.529
Self-Control	34	5	16	12.94	3.275
Spiritual Influence	34	8	16	13.32	2.705
Valid N (listwise)	34				

Based on the descriptive table above, the mean scores for each dimension of the resilience variable are presented. The highest mean score is observed in the Personal Competence dimension, with a mean value of 27.56, indicating that respondents perceive their ability to handle challenges and display personal strength as the most prominent aspect of their resilience. On the other hand, the lowest mean score is found in the Self-Control dimension, with a mean value of 12.94, suggesting that respondents perceive self-control as the least prominent aspect of their resilience.

These findings highlight variations in how respondents experience different aspects of resilience. The high score in the Personal Competence dimension reflects strong self-efficacy and confidence in their abilities to overcome adversity. Conversely, the lower score in the Self-Control dimension may point to challenges in managing emotions or impulses effectively. This insight can guide tailored interventions to enhance specific aspects of resilience, particularly in the area of self-regulatio

Table 4. Categorization Social Support Level

Score Range	Category	N	Percentage
X < 80	Low	17	50%
X ≥ 80	High	17	50%
Total		34	100%

The table above illustrates the distribution of social support levels among respondents, specifically women survivors of sexual violence in Jakarta. The results indicate that the respondents are evenly divided into two categories of social support:

- High Social Support: A total of 17 respondents (50%) reported receiving a high level of social support. This indicates a significant presence of emotional attachment, social integration, recognition, guidance, and reliable alliances among these individuals.
- Low Social Support: Similarly, 17 respondents (50%) reported experiencing a low level of social support, suggesting limited availability of these supportive elements in their environment.

The equal distribution between high and low social support highlights a balanced yet contrasting experience of social support among the respondents. This finding emphasizes the need for further exploration to understand the factors contributing to these variations and to design interventions that enhance social support for those in the low-support category.

Table 5. Categorization of Resilience Levels

Score Range	Category	N	Percentage
X < 87	Low	15	44%
X ≥ 87	High	19	56%
Total		34	100%

The table above illustrates the distribution of resilience levels among respondents, specifically women survivors of sexual violence in Jakarta. The results indicate the following:

- High Resilience: A total of 19 respondents (56%) demonstrated high resilience levels. These individuals exhibit strong abilities in personal competence, trust in instincts, positive self-acceptance, self-control, and spiritual influence, enabling them to effectively cope with and recover from traumatic experiences.
- Low Resilience: A total of 15 respondents (44%) exhibited low resilience levels, suggesting challenges in managing stress, low self-efficacy, and difficulty recovering from adversity.

This distribution highlights that more than half of the respondents possess high resilience, which is a positive finding. However, the 44% of respondents with low resilience underscore the need for targeted interventions to support their recovery and enhance their capacity to adapt to challenges effectively. These findings emphasize the importance of addressing the factors that influence resilience to promote psychological well-being among survivors.

DISCUSSION

The correlation analysis using Spearman's Rank Correlation revealed a significant and positive relationship between social support and resilience. This result indicates that higher levels of social support are associated with higher levels of resilience, and vice versa. This finding highlights the importance of social support in fostering resilience, particularly for women who are survivors of sexual violence. Social support provides a sense of acceptance, belonging, and care from others, helping individuals feel emotionally supported, boosting their confidence, and enhancing their self-esteem. These factors are crucial in the recovery process and in building resilience. The results suggest that strong social support serves as a protective factor, helping survivors cope with the psychological impacts of trauma and develop the strength to overcome challenges. This underscores the need to strengthen social support systems to enhance resilience among survivors of sexual violence.

Social support enables women survivors of sexual violence to access critical information, advice, and practical assistance needed to overcome the challenges they face. This support may include financial aid, legal advice, or access to essential physical and mental health services. Moreover, social support strengthens survivors' social networks, providing additional resources to manage stress and difficulties caused by violence. Research by Rehuella and Dewi (2022) supports this notion, indicating that family support enhances the psychological well-being of COVID-19 survivors, aiding them in recovering from adversity.

It is essential for individuals to build resilience both externally, through social support, and internally. Cohen and Syme's (1985) theory emphasizes that resilience is influenced not only by the external support received but also by the individual's willingness to recover. This is reflected in the descriptive statistics for the resilience variable, where the personal competence dimension stands out. Individuals with high personal competence, such as those with a hardiness personality, tend to exhibit higher resilience. These individuals demonstrate a strong commitment to their goals or values, maintain effective control over their environment, and view challenges as opportunities for growth. A strong future orientation also enhances their persistence in overcoming difficulties, as highlighted in Lau's (2021) research.

Furthermore, individuals who can adapt to changes and accept themselves tend to be more resilient. These individuals approach situations with a positive attitude, accept their life experiences, and focus on problem-solving. However, feelings of anger and disgust often experienced by survivors of sexual violence are part of the process of self-acceptance. Social support that provides encouragement, a sense of being valued, and optimism helps survivors build positive self-acceptance. In this context, opportunity for nurturance, as described by Weiss (1974), plays a crucial role by offering survivors comfort and motivation to overcome their trauma.

In contrast, the emotional attachment dimension, which involves forming close emotional bonds with others, appears less prominent. This finding suggests that strong interpersonal relationships are not as influential as the opportunity for nurturance dimension in determining resilience levels among survivors of sexual violence. A lack of emotional attachment may lead individuals to feel isolated, lonely, and unsupported in managing stress, which could negatively impact their resilience. Therefore, social support that fosters a sense of being needed can significantly enhance the resilience of survivors.

Overall, social support plays a pivotal role in fostering resilience, especially for

women who have experienced sexual violence. Such support provides not only comfort and encouragement in overcoming trauma but also strengthens their determination to recover and improve their quality of life. Consequently, efforts to enhance social support for survivors of sexual violence should be a central focus of interventions and assistance programs designed to aid them in rebuilding their lives.

CONCLUSION AND RECOMMENDATION

Based on the results of the research and discussion, it can be concluded that there is a significant and positive relationship between social support and resilience among women survivors of sexual violence. The findings indicate that the stronger the social support received by survivors, the higher their level of resilience. Social support plays a critical role in helping survivors recover from trauma, enhancing their ability to cope with adversity, and improving their psychological well-being.

Furthermore, the study highlights that the opportunity for nurturance dimension stands out as the most prominent aspect of social support. This dimension, which reflects the ability to care for and be cared for by others, provides survivors with a sense of purpose, emotional reassurance, and comfort, which are essential for building resilience. On the other hand, the emotional attachment dimension appears less prominent, suggesting the need for interventions to strengthen close interpersonal relationships and emotional bonds, which may further enhance resilience levels.

The results of this study underline the importance of fostering comprehensive social support systems for women survivors of sexual violence. Such systems should include not only emotional and practical assistance but also opportunities to rebuild social networks and develop self-acceptance. Programs and interventions aimed at increasing social support, such as family counseling, community-based initiatives, and access to mental health services, should be prioritized to promote resilience and aid survivors in rebuilding their lives.

Based on the findings of this study, it is recommended that families and those around women survivors of sexual violence provide the necessary social support to aid in their recovery process. This includes offering emotional support, practical assistance, and informational resources, as well as creating a safe and nurturing environment. Support can be provided by listening empathetically to their experiences, assisting with daily tasks, sharing information about available services or resources, and offering moral encouragement to help survivors stay resilient in facing challenges. The results of this study highlight the significant role of social support in enhancing resilience, making it crucial for families and communities to actively contribute to the recovery and well-being of survivors.

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CHAPTER 7

The Influence of Workload, Burnout and Autocratic Leadership on Employee Performance Mediated by Work Life Balance at Pt Distriversa Buanamas Branch Jakarta 1

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ABSTRACT

This research aims to find out whether workload, burnout and autocratic leadership can influence employee performance mediatedly work life balance, which was found at PT. Distriversa Buanamas Jakarta branch 1. Using quantitative research methods, the research population is all employees of PT. Distriversa Buanamas Jakarta Branch 1. The population was 140 employees, the sample was determined using the Slovin formula with a simple random sampling technique, obtaining 104 employees. The research variables consist of exogenous variables, namely workload (X1), Burnout (X2), autocratic leadership (X3), mediating variable Work life balance (Y) and the endogenous variable employee performance (Z). The collected questionnaire data was then tested for validity and reliability. The statistical tests used are the outer model and inner model in SEM PLS with the SmartPLS 4.0 measuring instrument. The results of this research explain that: 1) the workload variable on employee performance is mediated work life balance has a positive and significant effect with a Tstatistic value of 3.342 > Ttable 1.66. 2) Variable burnout on employee performance is mediated work life balance positive and significant effect with a Tstatistics value of 1.764 > Ttable 1.66. 3) The autocratic leadership variable on employee performance is mediated work life balance positive and significant effect with a Tstatistics value of 3.958 > Ttable 1.66. 4) Variable workload, burnout and autocratic leadership on employee performance has a positive and significant effect with an R-square value of 0.549 or 55%.
Keywords: Workload; Burnout; Authoritarian; Employee Performance; Work Life Balance.

INTRODUCTION

Human resources (HR) are very important and must be available to achieve the goals of an organization or company. HR is the main element in an organization compared to other resource elements such as capital and technology. This is because humans themselves control other factors (Susan, 2019). Currently, the role of employees is starting to be replaced by more sophisticated technology, but HR continues to lead the company. This is because employees are the main element for the continuity of all activities within the company (Hadita & Damayanti, 2021).

In today's competitive work environment, employees are often faced with various job demands which can result in a heavy workload. Excessive workload can cause physical and mental fatigue, which can ultimately lead to the syndrome burnout. Burnout is a condition where employees feel emotional exhaustion, depersonalization, and decreased personal achievement (Faeni, 2024). This can have a negative impact on employee performance. On the other hand, a manager's leadership style can also influence employee conditions. Autocratic leadership, characterized by unilateral decision making, tight control, and lack of employee participation, can create a non-conducive work environment. This can trigger work stress and reduce employee motivation, resulting in decreased performance (Faeni et al., 2023).

So that employees can work optimally, balance between work and personal life (work life balance) becomes very important. Work life balance Good ones can help employees manage the demands of work and personal life more effectively, thereby maintaining physical and mental health, as well as increasing productivity. In this modern era, organizations often face complex challenges and intense competition. To remain competitive, organizations must ensure that employees can manage the demands of their work well, while maintaining a balance between their work and personal lives. Work-life balance is important in retaining high-performing employees (Susanto et al., 2022).

The most effective way to promote Work life balance Employees include offering highly flexible work arrangements, such as job sharing and flexible schedules, to balance work-related responsibilities and personal activities. Organizations can also encourage their employees to take time off work by offering ample vacation time and flexible working hours (Abioro et al., 2020) (Faeni et al., 2024). This helps employees restore energy, thereby increasing their productivity when they return to work. Promote work life balance has many benefits for employees and organizations (Udin, 2023).

PT Distriversa Buanamas or known as DBM is a distribution company covering the entire Indonesian archipelago. DBM specializes in the distribution of consumer products such as pharmaceuticals and personal care products, cosmetics, and food. This company has been established since 1974. PT. DBM has 3 branches in Jakarta which are usually called Jakarta branches 1, 2, 3, Jakarta 1 branch with the address at Jl. Rawatterate I No.6, RT.4/RW.9, Rw. Terate, District. Cakung, East Jakarta City, Special Capital Region of Jakarta. PT. In its

operations, DBM always tries to maintain the performance of its employees, however, based on observations, there are several phenomena found. The phenomenon of lack of balance between personal life and other work lives is due to working hours that are less than ideal or too long. For example; 1) namely, some employees sometimes have to leave the office when they are still working (overtime), 2) sometimes there are sudden meetings even though it is already home office time, and 3) when employees are on leave they are still disturbed about work. Therefore, this study aims to analyze the influence of workload, burnout, and autocratic leadership on employee performance, with work life balance as a mediating variable. It is hoped that the results of this research will provide insight for organizations in managing human resources effectively and improving employee performance.

LITERATURE REVIEW

Work load

Workload is a series of tasks that must be fulfilled by an organizational entity or individual holding a position, in a structured manner by utilizing job analysis, workload analysis, and other management methods within a certain period to assess the current level of performance and productivity (Ekowati et al., 2021). The definition of workload is a working condition with a description of tasks that must be completed within a certain time limit (Juru & Wellem, 2022).

Burnout

Burnout is a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed (Maslach & Leiter, 2022). According to (Rahmadani et al., 2023) Burnout is a type of work-related stress that can negatively impact a person's mental and physical health and 20 affect organizational performance, thereby posing major challenges to employee health and organizational functioning.

Autocratic Leadership

Autocratic leadership, defined as behavior that centralizes authority and regulates all decision making, allows a leader to control every aspect of employee behavior without considering their opinions. Specific actions include directing team members, instructing them what to do, and making exclusive choices (Oh et al., 2023).

Work life balance

Work-life balance is a situation where employees are able to maintain mental and physical balance between work and personal life, 25 so that they can work optimally while living a happy personal life. A person not only focuses on what he does at work, but also lives a balanced life between a flexible lifestyle, socializing, entertainment, making friends and other fun lives outside of daily work. (Faeni et al., 2021)

Employee performance

Employee performance is a measure of how effectively and appropriately an employee can carry out their duties and responsibilities. Employee performance can be measured from work results, efficiency, work quality, initiative and work attitude. Good employee performance can help a company achieve organizational goals more effectively, but poor employee performance can cause losses for the company (Hejin et al., 2023)

Hypothesis Development

Influence of Workload, Burnout and Autocratic Leadership on Mediated Employee Performance Work life balance at PT. Distriversa Buanamas Jakarta Branch 1 The research hypothesis is:

1. **H1** : There is a positive and significant influence between Workload (X_1) on employee performance (Z) is mediated Work life balance (Y).
2. **H2** : There is a positive and significant influence between Burnout (X_2) on employee performance (Z) is mediated Work life balance (Y)
3. **H3** : There is a positive and significant influence between autocratic leadership (X_3) on employee performance (Z) is mediated Work life balance (Y)
4. **H4** : There is a positive and significant influence between Workload (X_1), Burnout (X_2), autocratic leadership (X_3) on employee performance (Z).

Examples of research charts or frameworks are as follows:
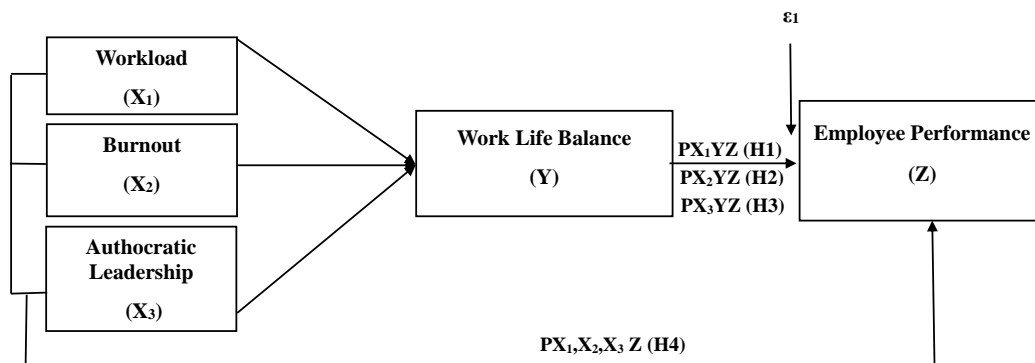
Figure 1. Research Framework

METHOD

Quantitative research methods are research methods used to study certain populations or samples, based on the philosophy of positivism. The sampling procedure is usually carried out randomly (random sampling), data collection is carried out using research instruments, and data analysis is carried out quantitatively with the aim of testing predetermined hypotheses (Machali, 2021). On the other hand, as stated by Burns and Bush, quantitative research is

research that requires the use of question structures with many answers and requires a large number of respondents. The format taken is a number format.

This approach starts with data. This data is processed into valuable information for decision making. This is the essence of quantitative analysis (Nalendra et al., 2021). Data collection was carried out by distributing questionnaires which were distributed to PT employees. Distriversa Buanamas Jakarta Branch 1. Respondents were asked to answer the questions in the questionnaire using a Likert scale.

The population in this study was 140 which included all employees of PT. Distriversa Buanamas Jakarta Branch 1. In this research, the slovin method was used when sampling. The number of samples for this research was 104 respondents.

RESULTS
Respondent Identity

The characteristics in this study are based on 4 aspects, namely gender, age, employment status and length of service. The following is a description of the 4 aspects of respondent characteristics in this study

Respondents Profile based on Gender

The first characteristic is not based on gender, as explained in the table below:

Table 1 Characteristics Based on Gender

Gender	Respondent	Percentage
Man	71	68,3%
Woman	33	31,7%
Amount	104	100%

Source:Data processed, 2024

From the table above, it can be seen that the characteristics based on gender were 71 respondents or 68.3% male and 33 respondents or 31.7% female with a total percentage of 100%.

Respondents Profile based on Age
The characteristics of respondents based on age can be seen from the table below:

Table 2 Characteristics of Respondents Based on Age

Age	Respondent	Percentage
19 - 29 Years	27	26%
30 - 40 Years	29	26,9%
41 - 50 Years	36	35,6%
> 50 Years	12	11,5%
Amount	104	100%

Source: Data processed, 2024

From the table that has been described, it can be seen that the characteristics of respondents based on age are 27 employees aged 19 - 29 years, 29 employees aged 30 - 40 years, 36 employees aged 41 - 50 years, 12 employees aged > 50 years with a percentage of total of 100%.

Respondents Profile based on Employment Status

The following is an attachment in the form of a table on the characteristics of respondents based on employment status:

Table 3 Characteristics of Respondents Based on Employment Status

Job status	Respondent	Percentage
Permanent employees	74	71,2%
Contract employees	30	28,8%
Amount	104	100%

Source: Data processed, 2024

From the table that has been described, it can be seen that the characteristics of respondents based on employment status are 74 people with permanent employee status and 30 people with contract employee status with a total percentage of 100%.

Respondents Profile based on Working Experiences

The following is an attachment in the form of a table on the characteristics of respondents based on length of service:

Table 4 Characteristics of Respondents Based on Years of Work Experiences

Working time	Respondent	Percentage
< 1 Year	15	13,5%
15 years	16	15,4%
6 - 10 Years	24	23,1%
> 10 Years	12	48,1%
Amount	104	100%

Source: Data processed, 2024

From the table above, it can be seen that the characteristics of respondents based on length of service, there are 15 employees who have a service period of <1 year, 16 employees have a service period of 1-5 years, 24 employees have a service period of 6-10 years and 12 employees have a service period of 1-5 years. work > 10 years with a total percentage of 100%.

Outer Model

Test *outer model* In this research, the value results can be known *convergent validity*, *discriminant validity*, and *internal consistency reliability* The equation model can be obtained

with the help of SmartPLS 4.0 software, display results *Graphical output outer model* can be seen as follows:
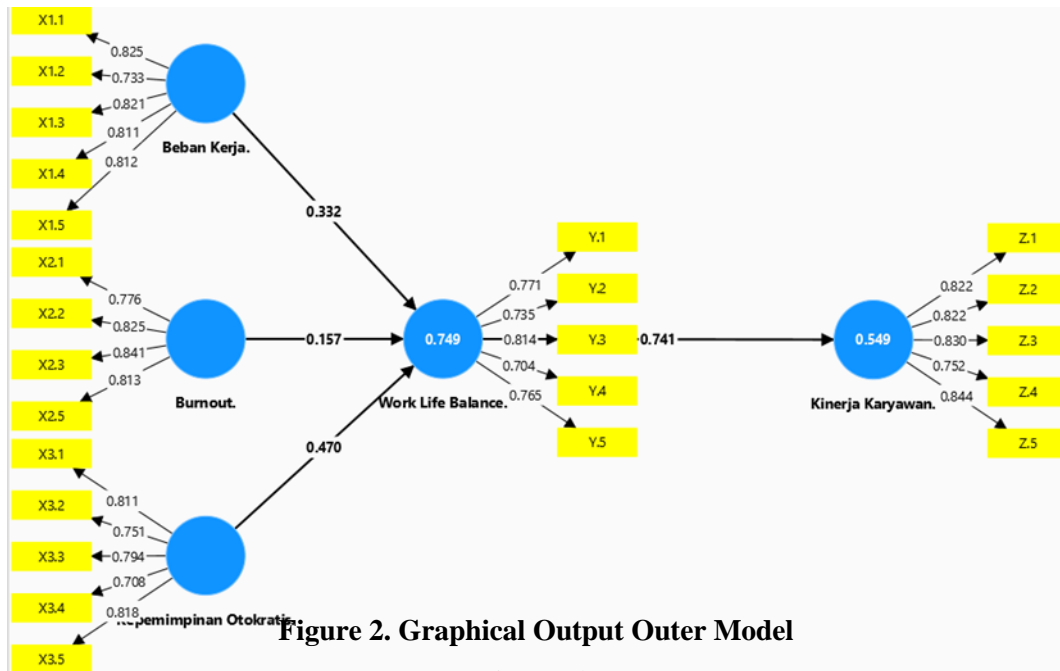
Figure 2. Graphical Output Outer Model

Source: Primary data, 2024.

1) Test Convergen validity

Convergent validity can be measured by value *loading factor* and value *Average Variance Extracted (AVE)*, if value *loading factor* > 0.7 and value *Average Variance Extracted (AVE)* > 0.5. Below are the test results *Convergent validity* through *loading factor* and value *Average Variance Extracted (AVE)*. As for the results of *Loading factor* and *Average Variance Extracted (AVE)* which describes how much the indicators are related to each variable as follows:

Table 5 Results *Convergent validity*

Indicator	Loadings Factor	Loading Factor Criteria	Information	AVE	AVE Criteria	Information
Workload (X$_1$)						
X$_1$.1	0.825	0.7	Valid		0.5	Valid
X$_1$.2	0.733	0.7	Valid		0.5	Valid
X$_1$.3	0.821	0.7	Valid	0.642	0.5	Valid
X$_1$.4	0.811	0.7	Valid		0.5	Valid
X$_1$.5	0.812	0.7	Valid		0.5	Valid
Burnout (X$_2$)						
X$_2$.1	0.776	0.7	Valid		0.5	Valid
X$_2$.2	0.825	0.7	Valid	0.663	0.5	Valid
X$_2$.3	0.841	0.7	Valid		0.5	Valid
X$_2$.5	0.813	0.7	Valid		0.5	Valid
Autocratic Leadership (X$_3$)						
X$_3$.1	0.811	0.7	Valid		0.5	Valid
X$_3$.2	0.751	0.7	Valid	0.605	0.5	Valid
X$_3$.3	0.794	0.7	Valid		0.5	Valid

X₃.4	0.708	0.7	Valid		0.5	Valid
X₃.5	0.818	0.7	Valid		0.5	Valid
Work life balance (AND)						
Y.1	0.771	0.7	Valid		0.5	Valid
Y.2	0.735	0.7	Valid		0.5	Valid
Y.3	0.814	0.7	Valid	0.575	0.5	Valid
Y.4	0.704	0.7	Valid		0.5	Valid
Y.5	0.765	0.7	Valid		0.5	Valid
Employee Performance (Z)						
Z.1	0.822	0.7	Valid		0.5	Valid
Z.2	0.822	0.7	Valid		0.5	Valid
Z.3	0.83	0.7	Valid	0.664	0.5	Valid
Z.4	0.752	0.7	Valid		0.5	Valid
Z.5	0.844	0.7	Valid		0.5	Valid

Source: Data processed with SmartPLS 4.0, 2024

Based on test results *convergent validity* in table 4.11 shows that the value *outer loading* from each indicator of the workload variable, *burnout*, autocratic leadership, *work life balance* and employee performance has a value of > 0.7, then all indicators in this research are declared valid. However, there is one indicator *burnout* which cannot meet the minimum limit, namely indicator $X_2.4$ with value *loading factor* 0.479, then the indicator is declared invalid. Mark *AVE* each variable reaches a value > 0.5. So it can be said that each variable has a value *AVE* valid on test *convergent validity.*

2) Uji Discriminant validity

Discriminant validity can be measured by value *cross loading,* if value *cross loading* > 0.7 then it can be said to be valid. Mark *cross loading* The research results can be seen in the following table:

Table 6 Results *Cross loading*

	Work load	*Burnout*	Autocratic Leadership	*Work life balance*	Employee performance
X₁.1	**0.825**	0.441	0.584	0.618	0.612
X₁.2	**0.733**	0.612	0.655	0.617	0.712
X₁.3	**0.821**	0.479	0.605	0.612	0.591
X₁.4	**0.811**	0.439	0.52	0.64	0.507
X₁.5	**0.812**	0.493	0.566	0.605	0.581
X₂.1	0.463	**0.776**	0.504	0.412	0.527
X₂.2	0.541	**0.825**	0.526	0.53	0.517
X₂.3	0.48	**0.841**	0.633	0.652	0.651
X₂.5	0.524	**0.813**	0.522	0.574	0.55
X₃.1	0.578	0.514	**0.811**	0.63	0.689
X₃.2	0.579	0.461	**0.751**	0.593	0.657
X₃.3	0.591	0.493	**0.794**	0.686	0.715
X₃.4	0.480	0.666	**0.708**	0.545	0.615

	Work load	*Burnout*	Autocratic Leadership	*Work life balance*	Employee performance
$X_3.5$	0.608	0.522	**0.818**	0.714	0.585
Y.1	0.618	0.537	0.66	**0.771**	0.6
Y.2	0.613	0.498	0.639	**0.735**	0.576
Y.3	0.568	0.542	0.628	**0.814**	0.585
Y.4	0.598	0.468	0.511	**0.704**	0.463
Y.5	0.539	0.529	0.656	**0.765**	0.573
Z.1	0.638	0.526	0.689	0.588	**0.822**
Z.2	0.539	0.523	0.670	0.581	**0.822**
Z.3	0.608	0.615	0.723	0.653	**0.83**
Z.4	0.610	0.534	0.655	0.576	**0.752**
Z.5	0.657	0.624	0.667	0.615	**0.844**

Source: Data processed with SmartPLS 4.0, 2024

Based on the table above, it produces values *cross loading* from each indicator question with a variable that has a value *cross loading* > 0.7 when compared with statements on other indicators. As in value *cross loading* workload variables is exceeding the standard of over loading when compared with *cross loading* variable *burnout*, autocratic leadership, *work life balance* and employee performance. So, the results of this test can be said to be discriminantly valid.

3) Test *Internal Consistency Reliability*

The next stage is the reliability test which is tested to have a good level of consistency. Test *Internal Consistency Reliability* through value *Cronbach's Alpha* expected >0.7 and value *Composite Reliability* >0,7.

Table 7 Results *Cronbach's Alpha* and *Composite Reliability*

Variable	*Cronbach's alpha*	*Composite Reliability (rho_c)*	Information
Workload (X_1)	0.860	0.899	Reliable
Burnout (X_2)	0.833	0.887	Reliable
Autocratic Leadership (X_3)	0.836	0.884	Reliable
Work life balance (Y)	0.815	0.871	Reliable
Employee Performance (Z)	0.873	0.908	Reliable

Source: Data processed with SmartPLS 4.0, 2024

Based on the table above, it shows the calculation results with values *Cronbach's Alpha* and value *Composite Reliability* with all variables having achieved the assessment criteria, namely >0.7. The conclusion is that each indicator of each variable is declared accurate, reliable and precise so that in other words all variables are well reliable

Inner Model

At this measurement stage, the relationship between variables is describedI Iattention based on substantive theory. This measurement meIaIui fashionI structureI namely the R test stage *Square, Path Coefficient* and Mediation Analysis. Measurement analysis using SmartPLS 4.0

1) Coefficient of Determination Test (R^2)

Table 8 Results *R-Square* (R^2)

Variable	R-*square*	R-*square adjusted*
Work life balance	0.749	0.742
Employee performance	0.549	0.545

Source: Data processed with SmartPLS 4.0, 2024

Based on the results of data calculations in the table above, it shows that the R-value*square* of the employee performance variable is 0.549 where the value is > 0.5 then this included in the criteria with the moderate model. This shows that the entire construct is exogenous, namely workload (X_1), *burnout* (X_2) and autocratic leadership (X_3) simultaneously influence the endogenous construct, namely employee performance (Z) by 0.549 or 55%. Meanwhile, the remainder (100% - 55% = 45%) is influenced by other variables not discussed in this research.

Furthermore, the second has an R-value*square* of variables *work life balance* with a value of 0.749 where the value is > 0.75, meaning this variable is included in the strong model criteria. This shows that all constructs are exogenous, namely workload (X_1), *burnout* (X_2) and autocratic leadership (X_3) simultaneously influence the mediating construct, namely *work life balance* (Y) is 0.749 or 75%. Meanwhile, the remainder (100% - 75% = 25%) is influenced by other variables not discussed in this research

2) Path coefficient

On test *path coefficients* and test the hypothesis based on the test results *inner model* carried out as a measurement to see and find out whether a hypothesis can be accepted or rejected by paying attention to the significance value between constructs in the original sample, $T_{statistics}$ and P-*Values*. In this research, *Rules of Thumb* that will be used is $T_{statistics}$ > 1.66 with a significance level of P-*values* 0.05 or 5% and the beta coefficient is positive and significant. So it will be declared strong.

Table 9 Results *Path Coeffiencients*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Work load -> *Work life balance*	0.332	0.316	0.083	3.987	0.000
Workload -> Employee performance	0.246	0.233	0.074	3.342	0.000

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Burnout -> Work life balance	0.157	0.17	0.089	1.765	0.039
Burnout -> Employee Performance	0.117	0.123	0.066	1.764	0.039
Autocratic leadership -> *Work life balance*	0.47	0.465	0.098	4.788	0.000
Autocratic Leadership -> Employee Performance	0.348	0.339	0.088	3.958	0.000
Work life balance -> Employee performance	0.741	0.726	0.097	7.651	0.000

Source: Data processed with SmartPLS 4.0, 2024

3) Mediation Analysis

In this study, a mediation test was used to see the results *Output* SmartPLS on *Bootstapping* part *Spesific Indirect Efects*. The mediation analysis used to test mediating variables as a link between exogenous and endogenous variables is shown in the table below:

Table 10 Results *Specific Indirrect efects*

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Information
Workload -> *Work life balance ->* Employee Performance	0.246	0.233	0.074	3.342	0.000	Fully Mediated
Burnout -> Work life balance -> Employee Performance	0.117	0.123	0.066	1.764	0.039	Fully Mediated
Autocratic Leadership -> *Work life balance ->* Employee Performance	0.348	0.339	0.088	3.958	0.000	Fully Mediated

Source: Data processed with SmartPLS 4.0, 2024

Based on this table, it can be seen that there is a significant role of mediation in the variables *work life balance* in the relationship between workload and employee performance with value ($T_{statistics}$ 3.342 > T_{table} 1.66) and (P *Value* 0.000 < 0.05), so that the indirect effect of workload on employee performance is through *work life balance* proven to be significant and declared fully mediated.

The significant role of mediation on variables *work life balance* in relationship *burnout* on employee performance with a value ($T_{statistics}$ 1.764 > T_{table} 1.66) and (P *Value* 0.039 < 0.05), so the indirect influence between *burnout* on employee performance through *work life balance* proven to be significant and declared fully mediated.

This also occurs in the significant role of mediation in variables *work life balance* in the relationship between autocratic leadership and employee performance with values ($T_{statistics}$ 3.958 > T_{table} 1.66) and (P *Value* 0.000 < 0.05), so the indirect influence between autocratic leadership on employee performance is through *work life balance* proven to be significant and declared fully mediated

DISCUSSION

1. Effect of workload on employee performance through work life balance (H1)

The results of data analysis show that workload has a positive and significant effect on employee performance, mediated by work life balance with a coefficient value of 0.246, then a Tstatistics value of 3.342 > Ttable 1.66 and a P-value of 0.001 < 0.05. Based on this, excessive workload will affect employee performance. A structured and balanced workload encourages employees to work more efficiently and effectively. With a good work-life balance, employees can focus and provide maximum performance at work (Faeni et al., 2024). This is in accordance with research from (Efendi & Suwarsi, 2022) that workload has a significant effect on employee work life balance and work life balance has a significant effect on employee performance.

2. Effect of Burnot on employee performance through work life balance (H2)

The results of data analysis show that burnout has a positive and significant effect on employee performance through work life balance. with a coefficient value of 0.117, then a Tstatistics value of 1.764 > Ttable 1.66 and a P-value of 0.039 < 0.05. It is important for organizations to pay attention to and manage employee burnout levels, as well as ensuring there is a good work-life balance among employees. Efforts to reduce burnout and improve work life 76 balance can contribute significantly to improving employee performance in the long term (Faeni et al., 2023). Research (Rahmadani et al., 2023) also states that burnout and work life balance have a simultaneous effect on employee performance and this research also states that work life balance has a positive and significant effect on employee performance.

3. The influence of autocratic leadership on employee performance through work life balance (H3)

The results of data analysis show that autocratic leadership has a positive and significant effect on employee performance mediated by work life balance with a coefficient value of 0.348, then a Tstatistics value of 3.958 > Ttable 1.66 and a P-value of 0.000 < 0.05. These findings reveal that the positive effect of autocratic leadership on employee performance is mediated by work life. This means that having autocratic leadership can encourage increased performance. Evidence based on experience shows that authoritarian leadership continues to be widely used by managers around the world (Chen et al., 2022). (Mboka, 2021) in his research said that this type of leadership has a positive relationship with employee performance. This relationship is not significant. In line with research (Kabdiyono et al., 2024) that leadership has a positive and significant effect on employee performance.

4. The Influence of Workload, Burnout and Autocratic Leadership on Employee Performance (H4)

The fourth hypothesis testing was carried out to determine the direct influence produced by the Workload, Burnout and Autocratic Leadership variables on employee performance. The results of the R-square analysis show that the value of the employee performance variable is 0.549. shows that workload, burnout and autocratic leadership have a positive and significant effect on employee performance. This shows that increasing workload can increase productivity, although the risk of burnout must be managed properly. The autocratic leadership style, although controversial, can provide the clear direction and structure needed to achieve better performance. Therefore, management needs to balance workload and pay attention to employee burnout levels and use a leadership style that is appropriate to the situation to improve performance. This is in line with research (Kabdiyono et al., 2024) (Husaeni & Wiratno, 2020) that leadership has a positive and significant effect on employee performance. Burnout has a positive and significant effect on employee performance & empirical test results prove that authoritarian leadership style has a positive effect on burnout. Thus, a leader should apply a good leadership style so that employees feel comfortable in the company and employees do not feel burnout.

CONCLUSION

Based on the results of research and discussions that have been analyzed by researchers regarding workload as variable X1, burnout as variable X2, autocratic leadership as X3, work life balance as variable Y and employee performance as variable Z, the researchers draw the following conclusions:

1. Workload (X_1) has a positive and significant effect on employee performance (Z) mediated by work life balance (Y).
2. Burnout (X_2) has a positive and significant effect on employee performance (Z) mediated by work life balance (Y).
3. Autocratic leadership (X_3) has a positive and significant effect on employee performance (Z) mediated by work life balance (Y).

4. Workload (X_1), Burnout (X_2) and Autocratic Leadership (X_3) have a positive and significant effect on employee performance (Z).

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CHAPTER 8

Self-Efficacy, Competency Certification, and Digital Literacy on Work Readiness of Grade XII Otkp Expertise Program Students Mediated by Field Work Practices in The Islamic Concept (Case Study: Smks Pk Tridaya)

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ABSTRACT

This study aims to examine how the work readiness of class XII students in the OTKP Expertise Program at SMKS PK Tridaya is influenced by self-efficacy, competency certification, digital literacy, and fieldwork practice. The research method used was quantitative with 102 student respondents as samples. Data collection was carried out through a questionnaire, while data analysis used statistical tests of the outer model and inner model in the SEM-PLS model. The results showed that: 1) self-efficacy has a positive and significant influence on work readiness mediated by fieldwork practice; 2) competency certification has a positive and significant influence on work readiness mediated by fieldwork practice; 3) digital literacy has a positive and significant influence on work readiness mediated by fieldwork practice; and 4) self-efficacy, competency certification, and digital literacy together influence on work readiness by 55.2%.
Keywords: Self-efficacy; Competency Certification; Digital Literacy; Fieldwork Practice; Work Readiness.

INTRODUCTION

Vocational education is a form of secondary education that primarily prepares students to work in a specific field. Students who graduate from vocational high schools (SMK) are expected to become a workforce that is ready to work and possesses a strong work attitude along with specific skills relevant to their field. However, in reality, many SMK graduates have not been absorbed into the workforce, contributing to a high unemployment rate in Indonesia. The data on the Open Unemployment Rate (TPT) based on the level of education completed in recent years are as follows:

Table 1. TPT According to the Highest Education that was completed

Level of education completed	Years	
	2021 (%)	**2022 (%)**
SMP	6.45	5.95
SMA	9.09	8.57
SMK	11.13	9.42
Diploma	5.87	4.59
University	5.98	4.8

Source: Primary data, 2024

Based on the information provided, the Open Unemployment Rate (TPT) in Indonesia at the vocational education level was the highest among other education levels, at 11.13% in 2021 and 9.42% in 2022. This suggests that there is still a high number of vocational school graduates who have not been absorbed into the job market or are not yet ready to work. The high unemployment rate and limited acceptance of vocational school graduates are closely related to the work readiness of the graduates themselves. The problems mentioned, such as unemployment and the absorption of graduates, are examples of the low work readiness among vocational school graduates (Fatimah et al., 2022).

SMKS PK Tridaya is a private vocational high school located in South Tambun, Bekasi Regency. The school focuses on developing expertise in the following programs: Automotive Light Vehicle Engineering (TKRO), Network Computer Engineering (TKJ), Accounting and Institutional Finance (AKL), and Office Automation and Governance (OTKP). In 2021, SMKS PK Tridaya was selected as one of the priority programs by the Directorate General of Vocational Education (Ditjen Vocational Education) of the Ministry of Education and Culture. As a result, SMKS PK Tridaya is expected to become a reference school and a center for improving the performance and quality of surrounding schools.

The school has claimed to have provided maximum training to prepare its graduates to become a professional workforce in their respective fields. This orientation refers to the career guidance, knowledge, skills, and experience that students have gained during their three-year study at the vocational high school (SMK). Based on the information on the Open Unemployment Rate (TPT), the researcher conducted a pre-survey using a Likert

measurement scale to assess the job readiness of the Grade XII students in the OKTP expertise program. The results obtained are as follows:
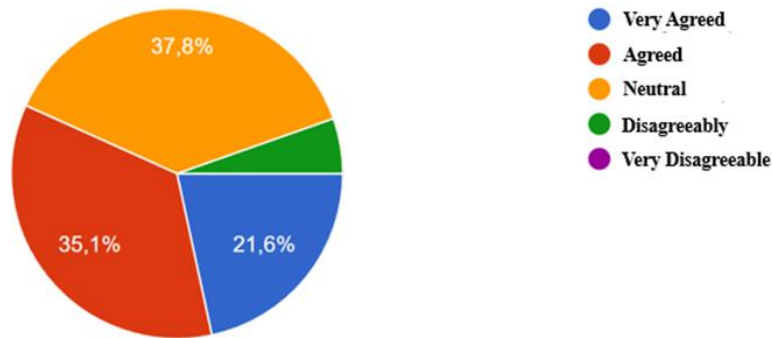

Figure 1. Work Readiness Class XII OTKP Expertise Program

Source: Primary data, 2024.

Based on the data obtained from 37 respondents, the results are as follows 14 (37.8%) respondents answered that they were neutral, 13 (35.1%) respondents answered that they were agreed, 8 (21.6%) respondents answered that they were very agreed, 2 (5.4%) respondents answered that they were disagreeably. These findings suggest that the Grade XII students of the OTKP (Office Administration) expertise program at SMKS PK Tridaya are not fully ready to enter the workforce after graduation.

Work readiness is a crucial factor that SMK graduates must possess to compete effectively in the job market. Work readiness is influenced not only by academic competence but also by non-academic factors such as self-efficacy, competency certification, and digital literacy. Additionally, practical fieldwork experience is also believed to enhance students' work readiness (Faeni, 2023).

At SMKS PK Tridaya, particularly in the OTKP Expertise Program, some graduates are still not fully prepared to enter the workforce. This can be observed through several indicators, such as students' low self-efficacy and digital literacy skills that need further improvement. Additionally, the fieldwork practices conducted thus far have not been optimal for preparing students for employment (Faeni et al,. 2023).

Therefore, this study aims to examine how the work readiness of students in Class XII of the OTKP Expertise Program at SMKS PK Tridaya is influenced by self-efficacy, competency certification, digital literacy, and fieldwork practice. The results of this study are expected to provide valuable information for schools in their efforts to enhance the work readiness of their graduates.

LITERATURE REVIEW

Self-efficacy

Self-efficacy is an individual's evaluation of their level of confidence in their ability to complete tasks and achieve certain results (Faeni et al., 2023). Self-efficacy helps people form positive thoughts that motivate them to act (Faeni, 2023). It can be concluded that self-efficacy consists of various forms of self-evaluation of one's ability and capacity to complete certain tasks, as well as belief in one's ability to plan, execute, and complete various actions to achieve the expected results (Aisyah & Faeni, 2021).

Indicators refer to the dimensions of self-efficacy described above. By examining these dimensions, several indicators of self-efficacy can be identified, as follows (Said et al, 2023):

1) Belief in one's ability to carry out specific tasks.
2) Belief in one's own abilities to motivate oneself to take the actions needed to complete the task.
3) Belief in one's capacity to try hard and persevere in completing tasks with the effort they have.
4) Belief in one's ability to overcome obstacles and difficulties, and to recover from failure.
5) Belief in one's ability to solve problems in various situations or conditions.

Competency certification

Competency testing is an assessment process that gathers relevant evidence to determine the suitability of a qualification, allowing you to receive a certificate of competence upon passing (Paninggiran & Putra, 2023). The aim of competency certification is to measure and evaluate the knowledge, skills, and attitudes required for a particular job (Faeni et al., 2023). Competency certification provides written recognition of specialized knowledge through a systematic and objective process involving competency tests that adhere to national work competency standards. The Certificate of Competence issued by the National Professional Certification Agency (BNSP) serves as written evidence of mastery in specific professional competencies and is provided by either the Professional Certification Agency or the National Professional Certification Agency (BNSP, 2013).

Competencies required by the Business World/Industrial World (DU/DI) are divided into three categories (Kuntoro et al., 2019):

1) Basic competencies: Competencies that must be possessed by all workers in order to perform their work.
2) Functional competencies: Competencies that can enable a worker to carry out their duties effectively.
3) Personal competencies: Competencies that support the achievement of higher-level or future jobs.

Digital Literacy

In the era of the Industrial Revolution 4.0, there are three new literacies that must be possessed: data literacy, technological literacy, and human literacy (Bejaković & Mrnjavac, 2020). Digital literacy is the ability to access, manage, understand, integrate, communicate, evaluate, and create information safely and appropriately using digital technology for work and entrepreneurship (Lestari & Santoso, 2019). Digital literacy includes essential skills at every level of higher education and is a fundamental element in successful professionalization (Nikou et al., 2022). Students with strong digital literacy skills can easily adapt to different work environments.

The indicators in this study use eight dimensions according to (Vodă et al., 2022).

This means that the study will measure the level of digital literacy among students based on their understanding of these eight dimensions:

1) Cultural (understanding the context): This dimension represents an understanding of digital content or internet literacy.
2) Cognitive (expanding the mind): This dimension involves expanding one's way of thinking, which forms the basis of literacy.
3) Constructive (creating positive things): This dimension refers to creating useful things with the help of the internet.
4) Critical (responding critically to content): This dimension demands that users think critically about the information obtained from the internet.
5) Civic (supporting the realization of civil society): This dimension suggests that the internet has a role in social order and can be a tool to create a harmonious society.
6) Creative (discovering new things): This dimension involves the ability to discover new things and innovate in a digital environment.
7) Communicative: This dimension refers to an individual's ability to build relationships, collaborate, and share information effectively through digital technology.
8) Confident and responsible: This dimension means that digitally literate individuals can be responsible, communicate well, and provide innovation.

Fieldwork Practice

Learning through work practice is often described as a tool to develop students' skills and competencies before entering the workforce (Rodríguez & Morant, 2019). Another opinion states that work practice is a productive skills training program for students, conducted in business and industry, to improve their work readiness (Shore & Dinning, 2023). Fieldwork Practice allows students to gain experience in the real-world work environment. In summary, Fieldwork Practice is an activity carried out by students in industry to apply the knowledge and skills they have acquired, and to provide them with direct experience in the world of work.

Fieldwork practice indicators are as follows (Elfizon et al., 2019):

1) Preparation: In this stage, planning, organizing, and formulating learning and training conditions are carried out to establish a systematic relationship with the strategies to be applied.

2) Demonstration: At this stage, the teacher or instructor demonstrates the actual work to be learned and explains how to perform it correctly according to the process.

3) Imitation: At this stage, students organize and arrange their practical learning activities to understand and carry out work activities in line with the learning objectives and practical training.

4) Practice: At this stage, students perform actual practical activities in the workplace in accordance with the skills and knowledge they have acquired at school.

5) Evaluation: The final stage, conducted during practical activities, involves assessing both technical and non-technical aspects

Work Readiness

Work readiness refers to the competencies, skills, and work attitudes that match the needs of society and can be applied directly to various types of work (Orr et al., 2023). Work readiness is not only important for acquiring knowledge but also for adapting to the work environment and workplace cultural demands (Lau et al., 2020). People who are willing to adapt to the cultural demands of the workplace are described as work-ready (Tentama et al., 2019). In facing challenges in an increasingly complex world of work, having strong work readiness is key to achieving success and maintaining a position in the labor market.

Based on these dimensions, each indicator of work readiness in this research includes (Rahmawati et al., 2019):

1) Have logical and objective consideration.
2) Have a critical attitude.
3) Have the courage to accept individual responsibility.
4) Have the ability to adapt to the environment.
5) Have the ambition to advance and strive to keep up with developments in the field of expertise.

Hypothesis Development

1. Self-efficacy has a positive and significant influence on work readiness mediated by fieldwork practice. Self-efficacy refers to an individual's belief in their capability to perform a task or achieve a goal. Students with higher self-efficacy tend to have better work readiness (Permana et al., 2023). Strong confidence in one's own abilities can motivate students to achieve higher performance in fieldwork practices, which is expected to increase their readiness to face the challenges of the workforce. Based on this, the first hypothesis in this study can be formulated as follows:

H1: Self-efficacy has a positive and significant influence on work readiness mediated by fieldwork practice.

2. Competency certification has a positive and significant influence on work readiness mediated by fieldwork practice. Competency certification refers to the formal recognition of an individual's skills and knowledge relevant to a specific program or occupation. Students who have obtained competency certification tend to have better work readiness (Afriani & Setiyani, 2020). Therefore, the second hypothesis in this study can be formulated as follows:

H2: Competency certification has a positive and significant influence on work readiness mediated by fieldwork practice.

3. Digital literacy has a positive and significant influence on work readiness mediated by fieldwork practice. Digital literacy refers to an individual's ability to use and interact with digital technology effectively, including understanding digital information, possessing technical skills, and the ability to utilize digital resources. Students with a high level of digital literacy tend to have better work readiness (Lestari & Santoso, 2019). Furthermore, this study proposes that fieldwork practice mediates the relationship between digital literacy and student work readiness. Fieldwork practices provide opportunities for students to apply their digital literacy in real-world contexts. Based on the above, the third hypothesis in this study can be formulated as follows:

H3: Digital literacy has a positive and significant influence on work readiness mediated by fieldwork practice.

4. The combination of high self-efficacy, competency certification, and strong digital literacy will contribute to better work readiness among students. Self-efficacy can motivate students to achieve high performance in fieldwork practices, competency certification provides recognition and objective assessment of students' skills, while digital literacy enables students to adapt to technological advancements in the workplace. Therefore, this study will analyze the simultaneous influence of self-efficacy, competency certification, and digital literacy on students' work readiness. Based on the above statement, the fourth hypothesis in this study can be formulated as follows:

H4: Self-efficacy, competency certification and digital literacy have a positive and significant impact on work readiness.
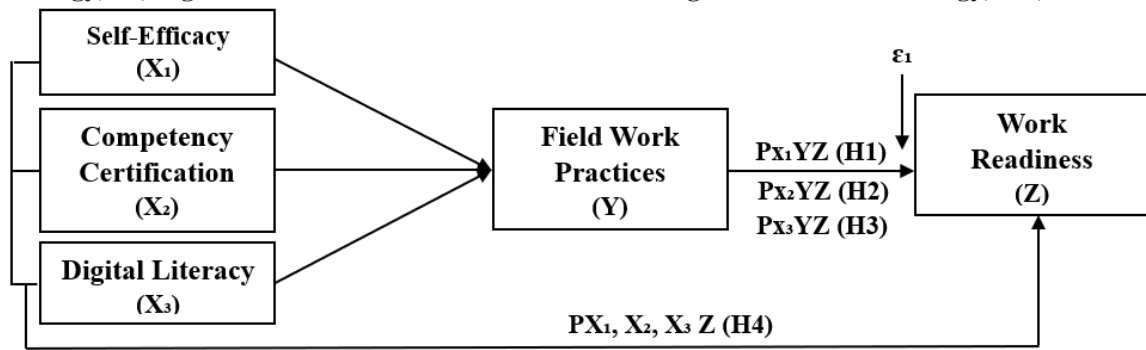
Figure 2. Research Framework

METHODOLOGY

According to (Hardani et al., 2020), quantitative research is a type of research that produces findings that can be achieved or obtained through statistical techniques or other quantification (measurement) methods. The variables in this research are measured using research tools so that data consisting of numerical values can be analyzed using statistical methods. The location of the research is SMKS PK Tridaya , class XII of the OTKP Expertise Program, with a total population of 136 students. The sample collection technique used is simple random sampling with the Slovin formula, resulting in 102 respondents. Primary data was obtained through observations, interviews, and questionnaires completed by respondents. At the same time, the study also relies on secondary data obtained from various sources, including research journals, reference books, and other documents. This study uses a statement on a likert scale of 1-5 as a measure of each variable in the order of 1=very disagreeable, 2=disagreeably, 3=neutral, 4=agreed, 5=very agreed. Data testing includes outer model, inner model and model fit.

RESULTS AND DISCUSSION

Outer Model Test

The outer model specifies the relationship between the latent variable and its corresponding indicators. In other words, the outer model defines how each indicator is related to its respective variable. The outer model assessment in this study includes evaluating the results of convergent validity, discriminant validity, and internal consistency reliability. Convergent validity can be measured using the factor loading values and the Average Variance Extracted (AVE) values. The following criteria are used to determine the validity of the convergent validity: Factor loading > 0.7 and Average Variance Extracted (AVE) value > 0.5. Below are the Outer Loading Values and AVE values:

Table 2. Results of Outer Loading Values

	Work Readiness	Digital Literacy	Field Work Practices	Self-Efficacy	Competency Certification
X1.1				0.840	
X1.2				0.742	
X1.3				0.799	
X1.4				0.858	
X1.5				0.848	
X2.1					0.794
X2.2					0.803
X2.3					0.836
X2.4					0.783
X2.5					0.780
X3.1		0.826			
X3.2		0.735			
X3.3		0.787			
X3.5		0.761			
X3.6		0.721			
X3.7		0.796			
X3.8		0.776			
Y.1			0.791		
Y.2			0.721		
Y.3			0.814		
Y.4			0.708		
Y.5			0.756		
Z.1	0.821				
Z.2	0.819				
Z.3	0.833				
Z.4	0.763				
Z.5	0.842				

Source: Primary data, 2024.

Table 3. Results of Average Variance Extracted (AVE) Value

Variable	Average Variance Extracted (AVE)
Work Readiness	0.666
Digital Literacy	0.603
Field Work Practices	0.576
Self-Efficacy	0.670
Competency Certification	0.639

Source: Primary data, 2024.

Discriminant validity can be measured using the cross-loading values. The following criteria are used to determine the validity of discriminant validity: cross loading values > 0,7. Below are cross loading values:

Table 4. Results of Average Variance Extracted (AVE) Values

	Self-Efficacy	Competency Certification	Digital Literacy	Field Work Practices	Work Readiness
X1.1	**0.840**	0.519	0.634	0.683	0.644
X1.2	**0.742**	0.496	0.557	0.626	0.644
X1.3	**0.799**	0.524	0.649	0.648	0.575
X1.4	**0.858**	0.494	0.602	0.675	0.563
X1.5	**0.848**	0.521	0.561	0.604	0.575
X2.1	0.461	**0.794**	0.566	0.489	0.578
X2.2	0.539	**0.803**	0.578	0.545	0.610
X2.3	0.508	**0.836**	0.619	0.704	0.653
X2.4	0.481	**0.783**	0.625	0.558	0.637
X2.5	0.505	**0.780**	0.564	0.584	0.580
X3.1	0.586	0.619	**0.826**	0.682	0.700
X3.2	0.496	0.521	**0.746**	0.593	0.626
X3.3	0.615	0.504	**0.787**	0.670	0.696
X3.5	0.639	0.538	**0.775**	0.701	0.583
X3.6	0.465	0.530	**0.715**	0.471	0.663
X3.7	0.587	0.703	**0.796**	0.619	0.712
X3.8	0.578	0.607	**0.785**	0.642	0.694
Y.1	0.606	0.557	0.615	**0.791**	0.575
Y.2	0.654	0.517	0.575	**0.721**	0.566
Y.3	0.614	0.616	0.665	**0.814**	0.620
Y.4	0.610	0.523	0.587	**0.709**	0.495
Y.5	0.525	0.552	0.644	**0.756**	0.556
Z.1	0.576	0.548	0.696	0.595	**0.821**
Z.2	0.512	0.565	0.704	0.575	**0.819**
Z.3	0.596	0.671	0.734	0.652	**0.833**
Z.4	0.581	0.642	0.666	0.593	**0.763**
Z.5	0.617	0.694	0.694	0.610	**0.842**

Source: Primary data, 2024.

The next stage is the reliability test that is conducted to assess the level of consistency. The Internal Consistency Reliability test was performed by examining the expected Cronbach's Alpha value, which should be > 0.7, and the Composite Reliability value, which must also be > 0.7.

Table 5. Results of Cronbach's Alpha Values and Composite Reliability Values

Variable	Cronbach's alpha	Composite reliability (rho_c)
Self-Efficacy	0.876	0.910
Competency Certification	0.860	0.899
Digital Literacy	0.890	0.914
Field Work Practices	0.815	0.872
Work Readiness	0.874	0.909

Source: Primary data, 2024.

Inner Model Test

This measurement stage depicts the relationships between the latent variables based on substantive theory. This measurement is carried out through the structural model, which involves the assessment of R-Square, Mediation Analysis.

Table 6. Results of R-square Values

Variable	R-square	R-square adjusted
Work Readiness	0.552	0.547
Field Work Practices	0.765	0.757

Source: Primary data, 2024

Table 7. Results of Mediation Analysis

	Original sample (O)	T statistics (|O/STDEV|)	P values	Information
Self-efficacy -> Field Work Practice -> Job Readiness	0.286	3.117	0.001	Fully Mediated
Self-efficacy -> Field Work Practice -> Job Readiness	0.159	2.118	0.017	Fully Mediated
Digital Literacy -> Field Work Practice -> Job Readiness	0.277	2.447	0.007	Fully Mediated

Source: Primary data, 2024

Model Fit Test

Model fit test to assess whether the collected data is consistent and matches the proposed model, a model fit test is conducted. If the model fits the data, it indicates that the model is correct and demonstrates a good Goodness of Fit. The following are the results of the model fit test:

Table 8. Results of Model Fit Test

Measurement Model	Criteria	Test Results	Information
SRMR	< 0.10	0.093	Model Fit

Source: Primary data, 2024

DISCUSSION

1) **Self-efficacy has a positive and significant influence on work readiness mediated by fieldwork practice.**

The first hypothesis test was carried out to determine the indirect influence of the Self-efficacy variable on Work Readiness, mediated by Fieldwork Practice. The results of the data analysis showed that self-efficacy had a positive and significant effect on Fieldwork Practice, with a coefficient value of 0.286, T-statistic value of 3.117 > table value of 1.66, and a P-value of 0.001 < 0.05. Therefore, it can be concluded that H_{o1} is rejected and H_{a1} is accepted, indicating that Fieldwork Practice has a good role and can have a positive and significant effect, as well as being able to fully mediate the relationship between self-efficacy and work readiness.

This can happen because a strong belief in one's own abilities (self-efficacy) can motivate students to achieve higher performance in fieldwork practices, which is expected to increase their readiness to face the challenges of the work world. This is in line with research by (Permana et al., 2023), which showed that students who believe in their abilities tend to have better work readiness. Furthermore, the research by (Chotimah & Suryani, 2020) states that there is a significant positive influence of both self-efficacy and fieldwork practices on work readiness (H1 accepted).

2) **Competency certification has a positive and significant influence on work readiness mediated by fieldwork practice.**

The first hypothesis test was carried out to determine the indirect influence of the Competency certification variable on Work Readiness, mediated by Fieldwork Practice. The results of the data analysis showed that competency certification had a positive and significant effect on Fieldwork Practice, with a coefficient value of 0.159, T-statistic value of 2.118 > table value of 1.66, and a P-value of 0.017 < 0.05. Therefore, it can be concluded that H_{o1} is rejected and H_{a1} is accepted, indicating that Fieldwork Practice has a good role and can have a positive and significant effect, as well as being able to fully mediate the relationship between competency certification and work readiness.

A certificate of competency is tangible proof that students have mastered skills and knowledge relevant to their area of expertise. This is in line with research by (Afriani & Setiyani, 2015), which found that students who have obtained competency certification tend to have better work readiness. Furthermore, research by (Armaulana & Suprapto, 2022) states that both competency certification tests and fieldwork practices have a positive and significant effect on students' work readiness (H2 accepted).

3) **Digital literacy has a positive and significant influence on work readiness mediated by fieldwork practice**

The first hypothesis test was carried out to determine the indirect influence of the Digital literacy variable on Work Readiness, mediated by Fieldwork Practice. The results of the data analysis showed that digital literacy had a positive and significant effect on Fieldwork Practice, with a coefficient value of 0.277, T-statistic value of 2.447 > table value of 1.66, and a P-value of 0.007 < 0.05. Therefore, it can be concluded that H_{o1} is rejected and H_{a1} is accepted, indicating that Fieldwork Practice has a good role and can have a positive and significant effect, as well as being able to fully mediate the relationship between digital literacy and work readiness.

This is in line with research by (Lestari & Santoso, 2019), which found that students with high levels of digital literacy tend to have better work readiness. Furthermore, research by (Noviyanto & Wijanarka, 2023) states that digital literacy has a positive and significant

effect on student work readiness. Additionally, research by (Hakiki et al., 2023) indicates that fieldwork practice also has a positive and significant effect on student work readiness (H3 accepted).

4) Competency certification, competency certification and digital literacy have a positive and significant influence on work readiness.

The fourth hypothesis test was conducted to determine the direct influence of the variables self-efficacy, competency certification, and digital literacy on work readiness. The results of the R-square analysis show that the value of the work readiness variable is 0.552. Therefore, H_04 is rejected, and H_a4 is accepted, indicating that all exogenous constructs (self-efficacy (X_1), competency certification (X_2), and digital literacy (X_3)) simultaneously affect the endogenous construct, namely work readiness (Z), by 0.552 or 55.2%.

Self-efficacy can motivate students to achieve high performance in fieldwork practices, competency certification provides legitimacy and an objective assessment of students' skills, and digital literacy allows students to adapt to technological advancements in the workplace. The research (Noviyanto & Wijanarka, 2023; Tentama et al., 2019) shows that there is a positive and significant influence of self-efficacy, competency certification and digital literacy on work readiness (H4 accepted).

CONCLUSION

Based on the results of research and discussions that have been analysed by the researchers on Competency certification as variable X_1, Certification of Competence as Variable X_2, Digital Literacy as X_3, Fieldwork Practices as variables Y and Work readiness as variability Z, so researchers draw the following conclusions:

1) Competency certification has a positive and significant influence on work readiness mediated by fieldwork practice.
2) Competency certification has a positive and significant influence on work readiness mediated by fieldwork practice.
3) Digital literacy has a positive and significant influence on work readiness mediated by fieldwork practice.
4) Competency certification, competency certification and digital literacy have a positive and significant significant on work readiness.

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EDITOR'S BIOGRAPHY

Prof. (Dr.) Pranav Mishra

Prof. (Dr.) Pranav Mishra is an Academician with degrees in MBE, M.Phil., Ph.D., and UGC NET. He has been choosen by the Indian government to serve as the MENTOR OF CHANGE for the NITI Aayog (under Atal Innovation Mission). He also won a gold medal at his Masters. He is a graduate of the highly acclaimed IIM-Rohtak.

His work-related internship project was completed at Pepsi Co. He has 20 years of extensive expertise in both teaching and research. Business Economics and Marketing are his two main interests. Several of his research papers have been published in reputable National and International Journals. In conferences all around the country, he has delivered papers. He has a wealth of expertise working on administrative and academic projects for Academic Institutions.

He has been awarded by numerous Awards and accolades. His recent awards have been in the Field of Circular Economy by Indian Circular Economic Forum, Top Emerging Leaders by Hindustan Times, Top Academician by Purwar Achiever's Foundation, Felicitation by Commission for Other Backward Classes, Felicitation by Golden Sparrows on United Nations Day, Leading professors & Academicians by Business Talks Magazine to being recognised as one of the most sought after TED speakers.

He also keeps being invited as the Guest of Honor and session chairs at different events & conferences. He is the author of three books and a co-author of an International book. A number of workshops and faculty development programmes were arranged by him, and he also participated in them. Also listed under his name are three patents.

Additionally, he often attends courses held by Art of Living and is an avid adherent to existential philosophy.

Awards & Recognition
1. Awarded "Top 30 Emerging Leaders 2023" by Hindustan Times.
2. Awarded as a certification of recognition as an "Outstanding Leadership Excellence Award 2024" in "5th Education Leaders Conclave & Awards 2024 Dubai" by "Elevating Education in the Global Perspective in EDTECH.

3. Awarded as a "Empowered Women's Forum Award" from Purwar Achievers Foundation on May, 2023

4. Certificate of Appreciation by Youth of Change in his support and contribution to "Water for All, All For Water" held in March, 2024.

5. Certificate of Appreciation by LLDIMS in his invaluable service and contribution to achieving NAAC A+.

6. Awarded "Certificate of Appreciation" from "United Nation" Humanitarian Day Celebration 22nd August, 2022 in his hard work and dedication towards humanity.

7. Awarded as a "Visionary Educationist Award" from Commission for Other Backward Classes by Govt. of NCT of Delhi at Teachers day on 2nd of September, 2023 in the
Auditorium of Delhi Secretariat, I.P. Estate New Delhi.

8. Awarded as an "Academic Excellence Award-2024" from Social Development Federation in 2024.

9. Awarded as a "Young Leader of the Year Award 2024" from ICCI Intiexcellent Chamber of commerce and Industry in 23rd October, 2024.

10. Awarded as a "Notable personalities of India" by Business Talkz Magazine in 2024.

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