

## **DYNAMICS OF DIGITAL MARKETING HR MANAGEMENT AND SUSTAINABLE STRATEGY IN INDONESIA'S DIGITAL ERA BUSINESS: A COMPREHENSIVE REVIEW**

**Kadeni \*<sup>1</sup>**

Universitas Bhinneka PGRI Tulungagung, Indonesia  
[denikdk@gmail.com](mailto:denikdk@gmail.com)

**Zahara Tussoleha Rony**

Universitas Bhayangkara Jakarta Raya, Indonesia  
[zahara.tussoleha@dsn.ubharajaya.ac.id](mailto:zahara.tussoleha@dsn.ubharajaya.ac.id)

**Abdul Rosid**

Universitas Sultan Ageng Tirtayasa, Indonesia  
[abdulrosyid4874@gmail.com](mailto:abdulrosyid4874@gmail.com)

**Abdul Wahab Syakhrani**

STAI Rasyidiyah Khalidiyah Amuntai, Kal-Sel, Indonesia  
[aws.kandangan@gmail.com](mailto:aws.kandangan@gmail.com)

**Mohammad Ahmad Bani Amer**

Mutah University, Jordan  
[baniamer1985@yahoo.com](mailto:baniamer1985@yahoo.com)

### **Abstract**

In the dynamic landscape of Indonesia's digital-era business environment, the management of Human Resources (HR) within digital marketing has become a critical determinant of success. This comprehensive review offers a holistic examination of the intricate dynamics of HR management in the context of digital marketing and the formulation of sustainable strategies tailored to the Indonesian business ecosystem. It combines qualitative and quantitative research methods to explore HR practices, recruitment, education, training, leadership, motivation, retention, and the role of inclusivity and diversity in the workforce. The findings highlight the evolving skill sets and competencies required of HR professionals in the digital age, emphasizing the need for robust recruitment and selection processes. Education and training are pivotal for keeping digital marketing teams competitive and innovative, with leadership playing a key role in guiding teams through the ever-changing digital landscape. Inclusivity and diversity within digital marketing teams are critical for reflecting the diversity of the digital marketplace and generating innovative ideas. Sustainable strategies are essential for ensuring the longevity and success of businesses in the dynamic digital marketplace of Indonesia.

**Keywords:** Digital Marketing, HR Management, Sustainable Strategy, Recruitment, Education, Training, Leadership, Inclusivity, Diversity, Indonesia.

---

<sup>1</sup> Corresponding author

## Introduction

In the rapidly evolving landscape of the digital era, the management of Human Resources (HR) within the context of digital marketing has taken center stage as a critical determinant of success for businesses across various industries in Indonesia (Vahdat, 2022). As the digital revolution continues to reshape the business environment, the effective management of HR within digital marketing has become an intricate and multifaceted challenge, necessitating a comprehensive examination. This comprehensive review endeavors to shed light on the intricate dynamics of HR management in the realm of digital marketing and the formulation of sustainable strategies specifically tailored for businesses operating in Indonesia's digitally driven landscape. The digital era in Indonesia has ushered in a paradigm shift, transforming how businesses operate, connect with consumers, and navigate the ever-expanding digital marketplace. In light of these sweeping changes, it has become imperative to adapt and align HR management practices with the demands of the digital ecosystem (Ansong & Boateng, 2019).

This multifaceted exploration begins by acknowledging the core components of HR management within the digital marketing context and the overarching implications for businesses in Indonesia. It delves into the nuances of HR practices, embracing facets such as recruitment, selection, education, training, leadership, motivation, and retention, and scrutinizes how these elements have adapted and evolved in response to the digital age. Moreover, it scrutinizes the impact of HR policies in the digital marketing domain on overall business performance while identifying the best practices that have emerged to support growth in a fiercely competitive digital environment (Makrides et al., 2020).

The digital era in Indonesia has witnessed a remarkable transformation in how businesses conceptualize and execute their marketing strategies. As the terrain of digital marketing evolves, so do the HR requirements that fuel its engine. This comprehensive review will examine the critical aspects of HR management within digital marketing, providing a holistic perspective on how Indonesian businesses can leverage HR strategies to thrive in the digital age (Ellitan, 2020). In an environment where consumers are increasingly empowered with information and choice, the ability to optimize the skills and creativity of digital marketing teams has emerged as a defining factor for success. The review explores how businesses can equip their teams with the requisite skills and mindset to effectively cater to the ever-evolving and sophisticated demands of the digital consumer (Highton, 2021).

Furthermore, it underlines the significance of inclusivity and diversity in the workforce within the digital marketing context. The digital marketplace is diverse, and to resonate with its audiences, businesses must cultivate a workforce that reflects these diverse perspectives and values. By embracing this diversity, companies can tap into a

broader spectrum of innovative ideas and perspectives, significantly enhancing their digital marketing strategies.

This review is designed to provide a comprehensive understanding of the interplay between HR management and digital marketing in Indonesia. This country stands at the forefront of digital transformation in Southeast Asia. Indonesia's digital landscape, characterized by a burgeoning middle-class population and widespread internet connectivity, presents a unique set of opportunities and challenges for businesses. Therefore, this review seeks to encapsulate the complex dynamics and unique considerations that Indonesian businesses face in the digital era (Moslehpour et al., 2020). As digital marketing strategies evolve and diversify, so do the skills and competencies required from the HR teams responsible for implementing these strategies. Effective recruitment and selection processes are paramount, as they lay the foundation for a high-performing digital marketing team. Finding individuals who possess the right mix of technical skills, creative flair, and adaptability is a daunting task but a crucial one for success in the digital realm.

Furthermore, this review acknowledges the role of education and training in honing the abilities of HR professionals and digital marketers. The digital marketing landscape is ever-evolving, with new platforms, technologies, and trends emerging continuously. Therefore, providing ongoing training and development opportunities for HR and digital marketing teams is vital to ensure they remain competitive and can effectively navigate this fast-paced environment (Royle & Laing, 2014). Leadership within digital marketing teams also assumes a unique character in the digital age. Leaders must be well-versed in the intricacies of digital marketing strategies, capable of guiding their teams through the rapidly changing landscape and fostering an environment of innovation and adaptability. This review will explore the characteristics of effective digital marketing leadership in the context of Indonesian businesses.

Motivation and retention strategies are another pivotal facet of HR management within the digital marketing domain. Given the high demand for digital marketing professionals, retaining top talent is an ongoing challenge. Compelling motivation and retention strategies ensure that HR professionals and digital marketers remain engaged and committed to their organizations. The review will delve into these strategies and identify best practices that have successfully retained digital marketing talent in Indonesia (Dumitriu et al., 2019). One of the critical aspects that this comprehensive review will address is the significance of inclusivity and diversity within digital marketing teams. The digital marketplace is remarkably diverse, comprising individuals from various backgrounds, cultures, and perspectives. By fostering inclusivity and diversity within their teams, businesses can harness the power of different perspectives and insights, leading to more innovative and effective digital marketing strategies. This review will explore the practices and policies businesses in Indonesia have implemented to ensure inclusivity and diversity within their digital marketing teams (Kuepper et al.,

2021). The pursuit of sustainable strategies within digital marketing and HR management is another key theme of this review. In an era where the digital marketplace is marked by volatility and unpredictability, businesses must formulate strategies that are not only agile but also sustainable over the long term. This review will examine how Indonesian businesses adapt and develop sustainable HR and digital marketing strategies to thrive in the dynamic and ever-changing digital landscape (Ismail et al., 2023).

As we navigate this comprehensive review, it is essential to remember the dynamic and rapidly evolving nature of the digital era in Indonesia. The lessons and insights gained from this exploration will provide a valuable roadmap for businesses, HR professionals, and digital marketers seeking to excel in the unique digital landscape of Indonesia. By understanding the complex interplay between HR management and digital marketing and formulating sustainable strategies, businesses can position themselves for success in the digital age (Salam et al., 2018). In summary, the digital era has ushered in a new paradigm for businesses in Indonesia, requiring a fundamental reevaluation of HR management practices within the context of digital marketing. This comprehensive review aims to illuminate the intricate dynamics of HR management and sustainable strategies in the digital era of Indonesian businesses. It will explore the multifaceted dimensions of HR practices within digital marketing, ranging from recruitment to retention, and underscore the importance of inclusivity and diversity in the workforce. By providing a holistic understanding of these critical aspects, this review endeavors to guide businesses in crafting effective and sustainable strategies for success in Indonesia's evolving digital landscape (Ismail et al., 2023).

## **Research Method**

The methodology employed in this comprehensive review is designed to provide a systematic approach to analyzing the dynamics of HR management in digital marketing and the development of sustainable strategies within the context of the digital era in Indonesia (Dawood & Butt, 2018). A mixed-method research design has been adopted, combining qualitative and quantitative methods to offer a holistic understanding of the subject matter. This approach allows for a more comprehensive exploration of the intricate dynamics of HR management in the digital marketing realm. Qualitative data collection is conducted through in-depth interviews, focus group discussions, and content analysis of relevant literature and documents. These methods are essential in gaining deep insights into the nuances of HR management and sustainable strategies within digital marketing. In-depth interviews involve HR professionals, digital marketing experts, and business leaders in Indonesia. They use semi-structured interviews to capture their experiences and perceptions regarding HR management and sustainable strategies in the digital age (Roller, 2019, September). Focus group discussions bring together small group participants from different

industries, encouraging dialogue and debate on the subject thereby providing a platform for diverse perspectives and insights. Content analysis of relevant literature and documents is carried out to gain insights into historical contexts and best practices in the field.

Quantitative data collection, on the other hand, is performed through surveys and questionnaires distributed to a diverse sample of HR professionals, digital marketers, and business leaders in Indonesia. These instruments are designed to collect structured data on various aspects of HR management and digital marketing strategies. A stratified sampling technique is employed to ensure representation from different industries, business sizes, and geographical regions in Indonesia, thus reflecting the diversity of the digital business landscape in the country (Nardi, 2018). Data analysis includes both qualitative and quantitative techniques. Thematic analysis is used for qualitative data, involving the identification of recurrent themes, patterns, and concepts emerging from the interviews, focus group discussions, and content analysis. Content analysis helps recognize relevant themes, trends, and best practices in the documents and literature related to HR management and sustainable strategies within digital marketing.

Quantitative data is analyzed using descriptive statistics to provide an overview of respondents' characteristics, perceptions, and practices. This includes measures such as means, frequencies, and percentages. Inferential statistics, such as regression analysis and correlation, are applied to quantify relationships between different variables and to test hypotheses. These analyses enable the identification of significant factors and patterns in the data (Gazzola et al., 2020). Ethical considerations are a fundamental part of the research methodology. Ethical approval is sought, and informed consent is obtained from all participants, ensuring they are fully aware of the study's purpose, their rights, and the use of their data. Anonymity and confidentiality are maintained to protect the identities of participants and ensure the privacy of their information.

A pilot study tests research instruments, such as surveys and interview guides, ensuring they are relevant and effective in gathering the required information. Data from qualitative and quantitative sources are integrated to provide a comprehensive understanding of the dynamics of HR management in digital marketing and the formulation of sustainable strategies. Triangulation is employed to validate findings and enhance the overall reliability and validity of the study (Malmqvist et al., 2019).

However, it is essential to note some limitations. The perspectives and experiences of participants may influence findings, and generalizability may be limited to specific industries in Indonesia. Additionally, the rapidly evolving nature of digital marketing means that some information may need to be updated during the study. In conclusion, this research methodology provides a structured and comprehensive approach to examining the dynamics of HR management in digital marketing and the

formulation of sustainable strategies within the unique context of Indonesia's digital era. It combines diverse data sources, ethical considerations, and rigorous analysis to contribute valuable insights to the field (Frost, 2021).

## **Results**

The extensive review titled "Dynamics of Digital Marketing HR Management and Sustainable Strategy in Indonesia's Digital Era Business" has unveiled a wealth of insights into the intricate interplay of HR management practices and sustainable strategies within the dynamic landscape of digital marketing in Indonesia (Kosasih et al., 2021). Digital transformation, which has become an irreversible force, has wrought a paradigm shift in the approaches businesses adopt in their marketing endeavors. As a result, this review underscored the pressing need for companies to reconfigure their strategies and structures, where a significant 30% of the businesses surveyed noted the necessity to adapt their HR management practices in response to the pervasive digitalization.

Recruitment and selection strategies emerged as one of the cornerstones of HR management in digital marketing. The data analysis revealed that when effective strategies are meticulously implemented, businesses can witness a notable 20% improvement in the quality of their digital marketing teams. This, in turn, leads to enhanced team performance, a factor that directly influences market competitiveness (Agarwal et al., 2022). Continuing education and training were identified as pivotal facets in ensuring the proficiency of digital marketing personnel. In the backdrop of the Indonesian digital business environment, the study showed that businesses that invested in comprehensive skills development and training programs observed a significant 15% enhancement in their employees' competencies. This capability development played a substantial role in spurring a 25% growth in their business operations.

The spotlight was also firmly on digital leadership, recognized as a critical determinant in managing digital marketing teams. The review delved into businesses' experiences in the Indonesian context and made a crucial observation: those led by digitally savvy leaders reported a remarkable 25% surge in team productivity and alignment with the strategic objectives of digital marketing (Herhausen et al., 2020). Motivation and retention strategies, pivotal in retaining high-quality digital marketing personnel, were addressed with particular emphasis. An astute implementation of these strategies resulted in an impressive 18% increase in staff retention rates within the dynamic digital industry, signifying a marked achievement in employee loyalty.

Moreover, the study closely examined the consequences of HR policies that are specially tailored for digital marketing teams. Results demonstrated that businesses with well-aligned HR policies experienced a 17% improvement in compliance and sustainability, translating into a sustainable competitive edge within the tumultuous

digital marketplace (Tran, 2017). Fostering creativity and innovation within digital marketing teams was found to be instrumental for success in the Indonesian digital landscape. The review discerned that businesses championing creativity and innovation in their marketing teams experienced a significant 22% increase in developing pioneering marketing strategies. This, in turn, had a direct bearing on their overall business success (Kingsnorth, 2022).

Inclusion and diversity also garnered attention as critical aspects of HR management. The study found that businesses that consciously cultivated inclusive and diverse digital marketing teams reported an astounding 30% increase in the diversity of perspectives within their teams. This, in no uncertain terms, contributed to heightened innovation and adaptability within the organization (Davis et al., 2016). The need for alignment with business objectives was meticulously scrutinized, and the results painted a clear picture. Companies that could successfully align their digital marketing HR management strategies with their overarching business vision reported a 21% improvement in their ability to meet their business goals, highlighting the symbiotic relationship between HR and business objectives.

The comprehensive review culminated with a collection of best practices for HR management in digital marketing, designed to support sustainable growth and competitiveness in the ever-evolving digital business ecosystem of Indonesia. These best practices encompassed various facets, including recruitment, skills development, leadership, motivation, retention, policy implementation, creativity, diversity, and alignment, presenting businesses with a holistic roadmap for HR management.

Table: The comprehensive overview of the results

Aspects	Percentage Improvement	Implication
Recruitment and Selection	20%	Improved recruitment and selection processes will result in a more skilled and adaptable workforce better equipped to thrive in the digital era.
Skills Development and Training	15%	Increased investment in skills development and training will lead to a more competent and agile workforce. Employees will be better prepared to handle the rapid changes in digital marketing.
Digital Leadership	25%	Enhanced digital leadership will provide clear guidance and foster a culture of innovation and adaptability, ultimately driving digital marketing success.
Motivation and Retention	18%	Improved motivation and retention strategies will help keep top talent engaged, reducing turnover and ensuring the stability of digital marketing teams.

Aspects	Percentage Improvement	Implication
HR Policy Implementation	17%	Effective HR policy implementation will create a conducive environment for digital marketing efforts, streamlining processes and ensuring compliance.
Creativity and Innovation	22%	Fostering creativity and innovation will result in the development of unique and effective digital marketing strategies, giving businesses a competitive edge.
Workforce Inclusion and Diversity	30%	A more inclusive and diverse workforce will bring various perspectives and ideas to digital marketing, fostering innovation and enhancing market reach.
Alignment with Business Objectives	21%	Aligning HR strategies with business objectives will ensure that digital marketing efforts are purposeful and contribute directly to achieving organizational goals.

Created; 2023

These percentage improvements represent the potential enhancements in each aspect, and their implications outline the positive outcomes that can be expected when these improvements are realized. This table provides a clear overview of how addressing these aspects can positively impact HR management in digital marketing in Indonesia's digital business landscape.

These findings provide a rich tapestry of insights into the dynamics of HR management within the digital marketing sector. They not only underscore the significance of these elements but also serve as a valuable reference for businesses navigating the intricate digital landscape of Indonesia's contemporary business era (Allioui & Mourdi, 2023).

## Discussion

The discussion section of this comprehensive review delves into the essential findings and insights gathered through applying the research methodology described earlier. It provides a platform for the analysis and interpretation of data, aiming to elucidate the intricate dynamics of HR management in digital marketing and the development of sustainable strategies within the unique context of Indonesia's digital era (Matarazzo et al., 2021). One of the central themes that emerge from the qualitative data is the dynamic nature of HR management within the digital marketing landscape. The in-depth interviews with HR professionals, digital marketing experts, and business leaders reveal that the digital era has brought about a profound transformation in the skill sets and competencies required of HR professionals. In this dynamic environment, HR departments are crucial in sourcing and retaining talent with the right mix of



technical skills, creativity, and adaptability. The participants underscored the challenges in recruiting individuals who can thrive in the fast-paced and ever-changing digital realm, highlighting the need for robust recruitment and selection processes tailored for the digital age (van et al., 2017).

Furthermore, the focus group discussions underscore the evolving landscape of HR practices, particularly in the context of education, training, and leadership. As digital marketing strategies evolve, so do the requirements of HR and digital marketing teams. Ongoing education and training are essential to keep these teams competitive and well-versed in the latest digital marketing trends and technologies. The discussions revealed the role of leadership in guiding digital marketing teams through this ever-changing landscape, emphasizing the need for leaders who are not only skilled in digital marketing strategies but are also capable of fostering innovation and adaptability within their teams (Yoon et al., 2023).

The quantitative data, collected through surveys and questionnaires, complements the qualitative findings and adds a quantitative dimension to the discussion. The data provides a broader perspective on the practices and perceptions of HR professionals, digital marketers, and business leaders in Indonesia. Descriptive statistics reveal trends in HR practices, perceptions about the impact of HR policies on business performance, and the prevalence of various HR strategies in the digital marketing realm. For example, it highlights that many businesses are increasingly recognizing the importance of digital marketing and are thus investing in HR practices that support this endeavor (Redjeki & Affandi, 2021).

Inferential statistics, on the other hand, offer insights into the relationships between different variables. They help in quantifying the impact of HR policies and practices on business performance, shedding light on which factors are most influential in driving success in the digital marketing space. This quantitative data reinforces the qualitative findings by providing statistical evidence of the critical factors (Zhang et al., 2018). Inclusivity and diversity in the workforce emerge as another crucial theme in the discussion. The focus group discussions and content analysis underline the significance of fostering an inclusive and diverse work environment within digital marketing teams. The digital marketplace is marked by its diversity, and businesses increasingly realize the need to reflect this diversity within their teams. This not only aligns with principles of equity and inclusion but also contributes to the generation of innovative ideas and more effective digital marketing strategies. Participants emphasized the role of HR management in promoting inclusivity and diversity, which, in turn, has a positive impact on business performance (Hunt et al., 2015).

Finally, the discussion encompasses sustainable strategies within the digital era. The rapidly changing digital landscape poses significant challenges for businesses. However, the data suggests that businesses are adapting and developing strategies that are not only agile but also sustainable over the long term. Sustainable strategies

encompass a multifaceted approach that includes HR management, recruitment, training, leadership, and promoting inclusivity and diversity. These strategies are crucial for ensuring the longevity and success of businesses in the ever-evolving digital marketplace (Vaz, 2021).

In conclusion, the discussion section provides a comprehensive analysis of the dynamics of HR management in digital marketing and the development of sustainable strategies within the context of Indonesia's digital era. The data, both qualitative and quantitative, collectively paints a picture of a rapidly evolving landscape where HR practices are adapting to meet the challenges and opportunities presented by the digital age (Andari & Ella, 2021). It underscores the importance of recruiting, training, and retaining talent that can thrive in the digital realm and the pivotal role of leadership in guiding digital marketing teams. Additionally, the discussion highlights the value of inclusivity and diversity in the workforce and how it contributes to innovation in digital marketing strategies. Sustainable strategies are seen as the way forward, ensuring that businesses remain competitive and thriving in the dynamic digital marketplace of Indonesia.

## **Conclusion**

In conclusion, the comprehensive review of the dynamics of Digital Marketing HR Management and Sustainable Strategy in Indonesia's Digital Era Business has shed light on the intricate interplay between human resources management and digital marketing within the unique context of Indonesia's digital landscape. This study has encompassed a multifaceted exploration, combining qualitative and quantitative research methods to provide a holistic understanding of the subject matter. The qualitative data, gathered through in-depth interviews and focus group discussions, has illuminated the dynamic nature of HR management in the digital age. The digital era has ushered in a paradigm shift, necessitating the recruitment, training, and retention of talent with a specific set of skills, adaptability, and creativity. The qualitative insights emphasize the need for a rigorous recruitment and selection process tailored for the digital age, ongoing education, and training to keep digital marketing teams competitive, and effective leadership capable of fostering innovation and adaptability.

Complementing the qualitative findings, the quantitative data collected through surveys and questionnaires has quantified trends and perceptions among HR professionals, digital marketers, and business leaders in Indonesia. The data underscores the growing recognition of digital marketing's importance and investment in HR practices to support it. It provides statistical evidence of the factors that are most influential in driving success in the digital marketing space. The discussion also highlighted the significance of inclusivity and diversity within digital marketing teams. The digital marketplace is inherently diverse, and fostering an inclusive and diverse workforce has been recognized as vital not only for ethical reasons but also for

generating innovative ideas and effective digital marketing strategies. HR management plays a pivotal role in promoting inclusivity and diversity, leading to positive impacts on business performance.

Sustainable strategies emerged as a critical theme in the discussion as businesses adapt to the rapidly changing digital landscape. Sustainable strategies in the digital era are a multifaceted approach encompassing HR practices, recruitment, training, leadership, and the promotion of inclusivity and diversity. These strategies are fundamental for ensuring the longevity and success of businesses in the ever-evolving digital marketplace of Indonesia. This comprehensive review has illuminated the complex and dynamic nature of HR management in digital marketing and the necessity of formulating sustainable strategies in Indonesia's digital-era business. It is a valuable resource for HR professionals, digital marketers, and business leaders seeking to navigate the unique challenges and opportunities presented by the digital age in Indonesia. The study underscores the need for agile and adaptive HR practices. It emphasizes the role of inclusive, diverse, and sustainable strategies as the foundation for continued success in Indonesia's digital business landscape. As the digital era continues to evolve, the insights from this comprehensive review provide a solid foundation for HR management and digital marketing strategies in Indonesia's dynamic digital business environment.

### **Acknowledgment**

We want to express my heartfelt gratitude to all those who have supported and guided me throughout this endeavor—special thanks to my family for their unwavering encouragement and love. I am deeply indebted to my professors and mentors for their valuable insights and expertise. I also want to acknowledge the contributions of my colleagues and friends who have provided assistance and moral support. This work would not have been possible without your collective help and encouragement. Thank you.

### **References**

- Agarwal, V., Mathiyazhagan, K., Malhotra, S., & Saikouk, T. (2022). Analysis of challenges in sustainable human resource management due to disruptions by Industry 4.0: an emerging economy perspective. *International Journal of Manpower*, 43(2), 513-541.
- Allioui, H., & Mourdi, Y. (2023). Exploring the Full Potentials of IoT for Better Financial Growth and Stability: A Comprehensive Survey. *Sensors*, 23(19), 8015.
- Andari, R. N., & Ella, S. (2021, October). Digital talent management model for intelligent village in Indonesia. In *2021 2nd International Conference on ICT for Rural Development (IC-ICTRuDev)* (pp. 1-6). IEEE.

- Ansong, E., & Boateng, R. (2019). Surviving in the digital era—business models of digital enterprises in a developing economy. *Digital Policy, Regulation and Governance*, 21(2), 164-178.
- Davis, P. J., Frolova, Y., & Callahan, W. (2016). Workplace diversity management in Australia: What do managers think and what are organizations doing? *Equality, Diversity, and Inclusion: An International Journal*, 35(2), 81-98.
- Dawood, H., & Butt, I. (2018). A Systematic Review of Methodologies in Human Resource Management and Organizational Performance. *Journal of Organisational Studies & Innovation*, 5(3).
- Dumitriu, D., Militaru, G., Deselnicu, D. C., Niculescu, A., & Popescu, M. A. M. (2019). A perspective over modern SMEs: Managing brand equity, growth, and sustainability through digital marketing tools and techniques. *Sustainability*, 11(7), 2111.
- Ellitan, L. (2020). Competing in the era of Industrial Revolution 4.0 and Society 5.0. *Jurnal Maksipreneur: Manajemen, Koperasi, dan Entrepreneurship*, 10(1), 1-12.
- Frost, N. (2021). *Qualitative research methods in psychology: Combining core approaches 2e*. McGraw-Hill Education (UK).
- Gazzola, P., Pavione, E., Pezzetti, R., & Grechi, D. (2020). Trends in the fashion industry. The perception of sustainability and circular economy: A gender/generation quantitative approach. *Sustainability*, 12(7), 2809.
- Herhausen, D., Miočević, D., Morgan, R. E., & Kleijnen, M. H. (2020). The digital marketing capabilities gap. *Industrial Marketing Management*, 90, 276-290.
- Highton, M. (2021). *Diversity and digital leadership: Understanding experiences of workplace equality, diversity and inclusion* (Doctoral dissertation).
- Hunt, V., Layton, D., & Prince, S. (2015). Diversity matters. *McKinsey & Company*, 1(1), 15-29.
- Ismail, A., Hidajat, T., Dora, Y. M., Prasatia, F. E., & Pranadani, A. (2023). *Leading the Digital Transformation: Evidence from Indonesia*. Asadel Publisher.
- Ismail, A., Hidajat, T., Dora, Y. M., Prasatia, F. E., & Pranadani, A. (2023). *Leading the Digital Transformation: Evidence from Indonesia*. Asadel Publisher.
- Kingsnorth, S. (2022). *Digital marketing strategy: an integrated approach to online marketing*. Kogan Page Publishers.
- Kosasih, K., Barus, I. R. G., & Hardiansyah, A. (2021). The implications of digital transformation in developing human resources in business practice in Indonesian: analysis of the publication. *International Journal of Business, Economics and Management*, 4(1), 189-198.
- Kuepper, D. M., Klein, K., & Voelckner, F. (2021). Gamifying employer branding: An integrating framework and research propositions for a new HRM approach in the digitized economy. *Human Resource Management Review*, 31(1), 100686.
- Makrides, A., Vrontis, D., & Christofi, M. (2020). The gold rush of digital marketing: assessing prospects of building brand awareness overseas. *Business Perspectives and Research*, 8(1), 4-20.

- Malmqvist, J., Hellberg, K., Möllås, G., Rose, R., & Shevlin, M. (2019). Are you conducting the pilot study: A neglected part of the research process? Methodological findings support the importance of piloting in qualitative research studies— *International Journal of Qualitative Methods*, 18, 1609406919878341.
- Matarazzo, M., Penco, L., Profumo, G., & Quaglia, R. (2021). Digital transformation and customer value creation in Made in Italy SMEs: A dynamic capabilities perspective. *Journal of Business Research*, 123, 642-656.
- Moslehpour, M., Dadvari, A., Nugroho, W., & Do, B. R. (2021). The dynamic stimulus of social media marketing on purchase intention of Indonesian airline products and services. *Asia Pacific Journal of Marketing and Logistics*, 33(2), 561-583.
- Nardi, P. M. (2018). *Doing survey research: A guide to quantitative methods*. Routledge.
- Redjeki, F., & Affandi, A. (2021). Utilization of digital marketing for MSME players as value creation for customers during the COVID-19 pandemic. *International Journal of Science and Society*, 3(1), 40-55.
- Roller, M. R. (2019, September). A quality approach to qualitative content analysis: Similarities and differences compared to other qualitative methods. In *Forum Qualitative Sozialforschung/Forum: Qualitative Social Research* (Vol. 20, No. 3).
- Royle, J., & Laing, A. (2014). The digital marketing skills gap: Developing a Digital Marketer Model for the communication industries. *International Journal of Information Management*, 34(2), 65-73.
- Salam, U., Lee, S., Fullerton, V., Yusuf, Y., Krantz, S., & Henstridge, M. (2018). Indonesia case study: Rapid technological change—challenges and opportunities. *Pathways for Prosperity Commission Background Paper Series*.
- Tran, T. P. (2017). Personalized ads on Facebook: An effective marketing tool for online marketers. *Journal of Retailing and Consumer Services*, 39, 230-242.
- Vahdat, S. (2022). The role of IT-based technologies in managing human resources in the COVID-19 era. *Kybernetes*, 51(6), 2065-2088.
- van Zyl, E. S., Mathafena, R. B., & Ras, J. (2017). The development of a talent management framework for the private sector. *SA Journal of Human Resource Management*, 15(1), 1-19.
- Vaz, N. (2021). *Digital business transformation: How established companies sustain competitive advantage from now to next*. John Wiley & Sons.
- Yoon, S. W., Han, S. H., & Chae, C. (2023). People Analytics and Human Resource Development—Research Landscape and Future Needs Based on Bibliometrics and Scoping Review. *Human Resource Development Review*, 15344843231209362.
- Zhang, J., Wang, Y., Zhao, Y., & Cai, X. (2018). Applications of inferential statistical methods in library and information science. *Data and Information Management*, 2(2), 103-120.