Effective Performance Management Strategies in Facing the VUCA Era

Hosnaidah[1], Mochammad Isa Anshori[2]
Magister Manajemen, Universitas Trunojoyo Madura
e-mail: hosnaidah@gmail.com, isa.anshori@trunojoyo.ac.id
* Hosnaidah

ABSTRACT

This research aims to show how effective performance management strategies are in facing the VUCA era. The data of this research was collected through literature study and data analysis from various materials related to performance management in the VUCA era, such as books, journals, and websites, and then examined descriptively. The findings of this study indicate that performance management strategies are adaptive, data-driven, and innovation-oriented. With a focus on agility, use of data, simplification of processes, clarity of communication, development of a culture of innovation, and continuous evaluation, organizations can manage performance more effectively and remain competitive amidst uncertainty and rapid change.

I. INTRODUCTION

In today's global business era, competition is getting tougher and companies must be able to compete effectively and efficiently at the international level. The development of information technology makes some people state that the industrial revolution 4.0 eliminates the boundaries between the physical, digital, and biological fields (Pratama, Sari, Badwi, & Anshori, M. (2023), so companies need to quickly adapt to changes in technology, markets, and regulations, and take advantage of existing global opportunities. In this context, human resource (HR) management becomes very crucial, because the success of the organization depends on the quality and performance of its employees. Effective HR management policies can help companies recruit, develop, motivate and retain quality employees. Quality employees can make positive contributions to organizational performance, such as increased productivity, innovation, customer satisfaction, and profits. The use of

technology in human resource (HR) development is one strategy to improve the quality, skills, and competencies of human resources in order to adapt to environmental changes and future challenges (Nikmah, Mukarromah, Widyansyah, & Anshori, M. (2023).

Therefore, this wise Human Resource Management (HRM) can be implemented by conducting digital-based employee training and development in the hope that employee training and development can improve employee knowledge, development, and expertise (Tiara, Lestari, Kholifah, Zulfi, & Anshori, M. (2023). And the implementation of effective HR management policies is very important for companies in the global business era (Idrus, S., Ruhana, et al, 2023). HR Management Paradigm Change: In the pre-digital era, HR management tended to focus on personnel administration and the management of routine tasks. However, with the advent of the digital era, this paradigm changed dramatically (Wahyudi, Assyamiri, Al Aluf, , Fadhillah, Yolanda, S., & Anshori, M. 2023).

Over the past few decades, the global business environment has undergone significant and rapidly evolving changes. The term VUCA, which stands for Volatility, Uncertainty, Complexity and Ambiguity, is used to describe the dynamic and often unpredictable nature of today's market conditions and business environment. This VUCA era presents new challenges that force organizations to develop more adaptive and effective performance management strategies. Change management in the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era is becoming increasingly important in the face of rapidly changing and unpredictable business dynamics (Afkarina, R., Septianza, Amir, & Anshori, M. (2023).

Facing globalization, which is often identified with the term VUCA to describe the current situation, indicates an increasingly turbulent and complex environment with a high degree of uncertainty, especially under new normal conditions. In this context, there are challenges related to new human behaviors, disruptions on multiple fronts, and many unexpected competitors. VUCA reflects a time where change is happening so fast that it can even cause chaos in the system if stakeholders do not innovate more creatively (Kennedy, 2020: 134).

It is currently known as the VUCA era, which is an environment characterized by volatility, uncertainty, complexity and ambiguity. This era of uncertainty became apparent when the COVID-19 outbreak emerged, putting us in a VUCA situation (Poernomo, 2020: 70-71). Constant change in the VUCA era creates many pitfalls for leaders. Therefore, a leader must remain optimistic in order to see the potential benefits of the company he leads and face various challenges (Azahari et al., 2021: 115).

The VUCA era emerged as a result of the rapid expansion of globalization, which spread throughout the world and affected government, socioeconomic, and educational activities (Mulyadi & Prakoso, 2021:422). The introduction of the VUCA era in education makes it easier for individuals to understand various topics, from activities in educational institutions to information about schools (Samosir, 2020:121). In the VUCA era, technological sophistication must be fully utilized to be mastered and controlled properly. The world is changing dramatically due to increasingly sophisticated technology (Zaidah et al., 2019, p. 221). Human resource management is experiencing one of the most significant transformations. Human resources are the most important aspect that affects the quality of education. Technological developments require educational institutions to compete in the world of education. Therefore, they must equip themselves and their students to compete in the global market by improving competencies that provide knowledge and skills capital, as well as a strong moral foundation for students.

Volatility refers to rapid and unexpected changes in various aspects of business, such as market fluctuations, technological changes, and political dynamics. Uncertainty reflects the difficulty in predicting future developments with accuracy. Complexity refers to the many interrelated factors that influence each other in the business environment, while ambiguity refers to confusion and lack of clarity regarding the meaning or impact of a particular situation. To survive and thrive in this challenging environment, companies must design and implement performance management strategies that are able to accommodate and respond to VUCA dynamics.

Effective performance management does not only focus on achieving short-term goals, but must also be able to anticipate and adapt to changes that occur, and optimize the potential of human resources and the organization as a whole. Successful performance management strategies in the VUCA era involve developing a flexible organizational culture, empowering employees through continuous training and development, and leveraging technology and data analysis for more accurate and rapid decision-making. It is also important to implement a collaborative approach and transparent communication across all levels of the organization so that all parties can optimally contribute to the common goal. By understanding and implementing VUCA-appropriate performance management strategies, organizations can improve their ability to adapt, innovate and achieve long-term success despite uncertainty and continuous change.

In the VUCA era, sophistication must be fully utilized in order to be adequately mastered and controlled. The world is changing dramatically as a result of today's increasingly sophisticated technology (Zaidah et al., 2019: 221). Human resource management is undergoing one of the most significant transformations. Human resources are the most important aspect that can affect the quality of education. The development of the world of technical sophistication demands the ability of an educational institution to compete in the world of education. Therefore, they must equip themselves and their students to compete in the global market by increasing their competence to provide capital knowledge and skills, as well as a strong moral foundation for students.

Thanks to technological advances, educational institutions can more effectively achieve their goals and compete in the era of globalization, and perform their duties optimally. Teaching materials, learning media, infrastructure and other technologies play a very important role in education management and administration. To improve education delivery, it is necessary to actively engage in information and communication technology, as well as adopt innovation and creativity in education management in order to compete effectively in the context of global civilization.

The entry of the VUCA era or globalization has created dynamic conditions and promises bright future prospects. The quality of educational output is strongly influenced by the ability of human resources to manage it effectively. Therefore, the success of an educational institution cannot be separated from the implementation of structured and planned human resource management in it.

The VUCA era has the potential to provide significant benefits to school management in a variety of settings. A currently perceived advantage is the ability to quickly share and access different types of information efficiently and successfully. The education model is designed to foster and develop each individual in daily knowledge and experience, as well as in practical applications for managing human resources in accordance with daily lifestyles and habits (Hendrarso, 2020: 4). To achieve educational goals that are superior, competent, and ready to face the complexity of technology, it is important to keep up with the times.

Based on the lives of individuals or groups that are increasingly surrounded by rapidly rotating digitalization, the author is interested in conducting research on how to implement Effective Performance Management Strategies in educational institutions to face the VUCA Era.

II.   LITERATURE REVIEW

Strategy Implementation

Strategy implementation is a phase in strategic management. According to Aenah, S. (2024), strategy implementation involves all the activities required by the organization to carry out its strategic plan. Strategy implementation turns strategies and policies into concrete actions through the development of programs, procedures, and budget allocations. Usually, strategy implementation is considered after the strategy is formulated, but the success of strategic management depends largely on how the strategy is implemented.

According to Wheelen and Hunger cited in Sutrisno, C. H., & Sunarya, A. (2023), strategy implementation is a management process that aims to realize its strategies and policies into concrete actions by developing programs, procedures,

and budget allocations. In this context, companies formulate programs, budget for program operational costs, and establish the necessary procedures to ensure that the program is carried out in accordance with organizational expectations. According to Amnillah, et al. (2023), strategy implementation is the real process of programs that have been determined in the strategy formulation process.

Performance Management

According to Gary Dessler (2015: 331), performance management is an ongoing process to identify, measure, and develop individual and team performance, and integrate their performance with organizational goals. Performance also includes the results obtained by a person both in quality and quantity in accordance with the responsibilities given to them. Factors such as education level, initiative, work experience, and employee motivation affect individual performance. Feedback from work results also helps individuals to continue to be active and improve the quality of their work. Education plays a role in broadening individuals' horizons to innovate and take initiative, which in turn affects their performance.

VUCA Era

The acronym VUCA includes Volatility, Uncertainty, Complexity, and Ambiguity. Volatility refers to sensitivity to change. Uncertainty refers to events that cannot be predicted. Ambiguity is a confusing situation, while complexity is a complicated situation. Critical thinking skills, including math skills, are needed to survive in this VUCA era (Bahri, 2022).

VUCA is the result of technological advances that affect industrial development. Previously, there have been industrial revolutions such as industrial revolution 1.0, 2.0, and 3.0, with industrial revolution 4.0 being the most famous. During this fourth industrial revolution period, the VUCA ecosystem experienced significant progress (Saleh, 2020: 58).

Hantono (2022) said that VUCA, where volatility means very strong and rapid changes in the conditions of various fields such as society, economy and

politics. Uncertainty means uncertainty and unpredictable circumstances, full of surprises and can appear at any time. Confusion means that there are obstacles and chaos in every organization. Controversy is defined as a heavy load of mixed facts and meanings of various situations or existing situations, which seem to be floating on water and are still clearly debatable. VUCA refers to how the current world business situation and plans are caused by changes where changes occur quickly due to changes. These challenges include: an unpredictable business world, uncertainty where the complexity of events is difficult to predict, complexity where organizing chaos of interconnected obstacles, Ambiguity where everything is clear the distance that can be determined becomes very small, therefore making decisions based on this requires courage, work and desire (Hayati, T. N., 2022).

III.   METHODS

This research will be carried out using qualitative methods and descriptive approaches. The research data used in this research is obtained through literature studies by looking at various articles and scientific journals, as well as various previous studies that are still related to the content of this research. The research data collected will be processed, so that the results and conclusions desired by the researcher can be found.

IV.   RESULTS
Performance Management

According to Rahmat Hidayat and Candra Wijaya quoting the opinion of Ali Ma'shum and Zainal Munawwir, management comes from the Latin manus which means hand, and agere which means to do; connected with the verb managere which means to manage; Translated into English, the noun control (manage or manage). Now, management can be understood in different ways. Control in Arabic is known as idaarah which comes from the word fail which means control (Rahmat Hidayat & Candra Wijaya, 2017: 5).

Management is often seen as a form of governance carried out in an organization to plan, organize, and control in order to achieve company goals (Annisyaroh, 2022: 115). Management is a joint process that includes planning,

organizing, implementing and managing to achieve common goals using people and other resources. Good and efficient management is that which succeeds in achieving predetermined goals with precision, speed, precision and safety (Nabila, 2022: 58).

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The most important part of any organization or institution, as well as any group or individual activity, is planning. Because every business will always encounter problems and even failures, an action can be measured properly if careful planning and preparation are carried out. To achieve its goals, an organization or institution must have an operational plan that it will implement in the future. Planning is very useful in an institution because without it an organization or institution will run without direction and easily get lost.

Managers organize the organization's people and material resources throughout the organization. The ability of an organization to coordinate various resources to achieve goals is its strength. The more coordinated and integrated the activities of an organization are, the more effective it is in achieving its goals. A manager's job requires a lot of coordination. The benefits and goals of organization include overcoming the obstacles or limitations of each individual's ability, collaborating to achieve goals more effectively and efficiently, dividing tasks based on talents, and putting common interests first. The idea is to put the right people in the right position in terms of placement and empowerment of human resources in the organization. (Saragih et al., 2022:4).

The actions of leaders in ordering, directing and guiding their employees or staff to carry out their responsibilities in accordance with mutually agreed goals are called actions. Implementation, in the context of the management function, refers to getting people to do the tasks assigned to them so that they can achieve the goals they have set. The main responsibilities and functions delegated by superiors to

subordinates or associates must be carried out with a full sense of responsibility, completeness and maximum commitment. To complete the task, the leader must collaborate with subordinates or members, as well as with each other. so that the desired results can be achieved (Wiliyanto, 2022: 149).

Actuation is actually an implementation session, which is a movement or action that will be tested in the advancement of Islam. Managers are given the responsibility to lead by focusing on the assigned employees to be guided and inspired so that the tested project is successful and the selected employees can carry out their duties effectively and efficiently so as to achieve the goals. Programmers must also organize training for assigned employees and explain the policies applied in the training process at any time (Suwandono & Romadlon, 2022: 9).

Controlling refers to the manager's efforts to ensure that the desired result matches the (ideal) result. Every year, periodic reports such as monthly reports, semi-annual reports, and reports of inquiry (LPJ) are issued to ensure that management is carried out effectively. An important part of implementation is the preparation of programs and budgets. If necessary, some are conducted anonymously and hidden surveys can be viewed. Control is the last link in the operational chain of project management, so its implementation is very important. The last function of management is management. The purpose of the management function is to determine whether the organization's activities are in line with the plan. The managers and leaders of the organization will constantly monitor the growth of the organization. Setting performance standards, reviewing successes to date, comparing results with performance standards, and making adjustments when there are deviations from established performance standards are all part of the management role. Then for the next step back to the planning task (Tanjung et al., 2022: 7).

Performance management is a systematic process used by organizations to improve the effectiveness and efficiency of employees in achieving organizational goals. This process involves various activities, such as setting performance goals, providing feedback, monitoring performance on a regular basis, and developing employees' skills and abilities. Performance management is a systematic process for

measuring, evaluating, and improving individual and organizational performance. This is done to ensure that employees achieve organizational goals effectively and efficiently.

According to Rusman Langke (2022) performance management is defined as "a process carried out for the success of the organization in achieving organizational goals. The process consists of four stages, namely planning, monitoring, assessment, and development. Meanwhile, Theresia & Djunaidy, M. (2023) performance management as a process to establish a common understanding of what must be achieved, and its approach to managing and developing people in a way that can allow goals to be achieved within a certain time.

Effective Performance Management Strategies in Facing the VUCA Era

Volatility, Uncertainty, Complexity and Ambiguity is the acronym for VUCA. The "volatility" refers to one's susceptibility to change. Uncertainty is an event that can happen at any time. Ambiguity is a situation that causes confusion, while complexity is a situation that is full of complexity. We must have mathematical aptitude, one of which is critical thinking, to survive in this VUCA era.

VUCA is a product of technological advancement that impacts industrial development. Industrial revolutions have occurred before, with industrial revolution 1.0, industrial revolution 2.0, industrial revolution 3.0, and finally the most famous industrial revolution 4.0. In the fourth industrial revolution period, the VUCA ecosystem experienced significant progress (Saleh, 2020: 8).

In the digital age, the VUCA era begins as an internet network or as computer-based information technology. New tools or media, such as networks or the internet, have qualities that may be built in the digital age. As a result of cultural changes in the delivery of information, mass media is shifting to new media or the internet. Because information can be sent quickly, the capabilities of media in the digital age make it easier for individuals to receive it. As a result, the digital era can be said to be the era of computerization, because all human actions can be socialized in various forms, representations, numerical, and narrative models using computer technology (multiscreen). Now, thanks to digital technology, we are in the midst of a new era where peaks of human brilliance in different corners of the world are

interconnected. The digital age is bringing significant changes to the planet. VUCA also impacts the field of human resources (Jatmika & Puspitasari, 2019: 188).

A period that has ushered in a new era of promise, but also new dangers. Humans are increasingly able to obtain information in a variety of ways, they can also freely use the various capabilities of digital technology to find what they are looking for in a short time. Everything that is private (individual) is often exposed to the public in the digital era because it is considered not taboo to be published. Rapid technological advances, especially in the field of information technology, such as the internet of things, smart cities, big data, and artificial intelligence (AI), have an impact on environmental changes characterized by volatility, uncertainty, complexity, and ambiguity (VUCA) (Danuri, 2019: 122). Since the 1980s, when mechanical and analog technologies were replaced by digital technologies, there has been a digital revolution that continues to develop until now. Use less paper as it is considered safer to store all important information online.

The development of diverse digital applications has penetrated various sectors of human life from social, economic, governmental, and educational perspectives. Since digital documents or files can be opened at any time using a computer or mobile phone, they become sharper and more concise. To boost electability and popularity, the emerging technological sophistication must be fully utilized, especially in terms of teaching. Since apps or features can connect individuals to each other, organizations or institutions to each other, and even countries to each other, it can have a tremendous all-round impact.

The author sees that the shift to the digital era characterized by VUCA brings two things in balance. There is a bad side and a good side to everything. The benefits of the digital era characterized by VUCA include: 1) faster access to various types of information, 2) the rise of digital-based mass media, especially electronic media that acts as a source of knowledge and information for the community, 3) the ability to use and create information and communication technology to improve the quality and quantity of human resources, as well as the ability to use and communicate information and communication technology to improve the quality and quantity of human resources. 4) With the spread of digital-based learning resources such as

digital libraries, online forums, etc., it is possible to improve quality and education, 5) being able to create (innovate) in many domains dedicated to digital technology that can make it happen.

The VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era presents various challenges for organizations and individuals in managing performance. To remain relevant and competitive, effective and adaptive performance management strategies are needed. Here are some strategies that can be applied:

1.   Setting SMART Performance Objectives

SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) Performance Objectives are an important cornerstone of performance management in the VUCA era. Clear, measurable, and time-bound goals help organizations and individuals to focus on concrete achievements amidst rapid change.

2.   Improve Communication and Regular Feedback

Open and transparent communication is essential to building trust and collaboration in the VUCA era. Provide regular communication and feedback to employees to ensure they understand goals, progress and areas for improvement.

3.   Promote Continuous Learning and Development

The VUCA era requires individuals and organizations to continuously learn and adapt. Support employees in developing new competencies and skills through training, mentoring, and other development programs.

4.   Building a Positive Performance Culture

A positive performance culture encourages employees to be motivated, engaged and innovate. Create a work environment that is supportive, rewards achievement and encourages teamwork.

5.   Utilizing Technology to Increase Efficiency

Leverage technology to automate routine tasks, analyze performance data, and provide more effective feedback. This allows organizations and individuals to focus on more strategic and value-added work.

6.   Building Resilience and Growth Mentality

Encourage employees to develop resilience and a growth mentality to face challenges and failures in the VUCA era. Help them to learn from experience, bounce back from failure, and continue to grow.

Effective performance management in the VUCA era requires a combination of the right strategy, enabling technology, and a positive organizational culture. By implementing the right strategies, organizations and individuals can improve performance, adapt to change, and achieve success in this era of uncertainty.

V.   CONCLUSION AND SUGGESTION

Based on the research results, it can be concluded that effective performance management to face the VUCA era requires an adaptive, data-driven, and innovation-oriented performance management strategy. With a focus on agility, use of data, simplification of processes, clarity of communication, development of a culture of innovation, and continuous evaluation, organizations can manage performance more effectively and remain competitive amidst uncertainty and rapid change.

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