
Human Resource Optimization in Digital Marketing: Synergy of Technology and Creativity

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Abstract. Optimizing human resources (HR) in digital marketing through the synergy between creativity and technology is an important strategy to create effective and innovative marketing campaigns in the digital era. Creativity plays a crucial role in producing engaging and relevant content, which is able to build an emotional connection with consumers as well as strengthen the brand identity. Meanwhile, technology allows for personalization, data-driven analysis, and efficiency in the implementation of marketing strategies. This study examines how the combination of human resource creativity and the use of digital technology can create a competitive advantage for companies. The results of the study show that companies that successfully integrate these two elements can increase consumer engagement, customer loyalty, as well as the effectiveness of marketing campaigns. From a conceptual perspective, this approach is changing the way companies view innovation and cross-functional collaboration within organizations, which in turn improves responsiveness and adaptability to market changes. The practical implications of this research are the importance of investing in the development of creative and skilled human resources in technology, to create a sustainable digital marketing strategy and be able to compete in an increasingly competitive global market.

Keywords: Optimization, Human Resources, Digital Marketing, Synergy, Creativity

1. REGISTRATION

Human Resource Development (HR) is one of the main pillars in realizing Indonesia's national development vision. In a global context that continues to develop, Indonesia faces significant challenges to compete with other countries, especially in terms of mastery of technology and innovation. This is even more important considering the era of digitalization that changes the way we work, consumption patterns, and even social structures.

Human Resource Development (HR) has become one of the main focuses in Indonesia's national development agenda. As a country with great potential with a significant population, Indonesia faces a great challenge to make the most of this demographic strength. In the midst of the era of globalization and technological transformation, human resource development is the key to creating a generation that is able to compete at the global level. The concept of human resource development itself emphasizes the importance of improving the quality of individuals, both in terms of professionalism and personality. This approach aims to create a workforce that is not only technically competent, but also has strong character and ethics as the foundation for the nation's progress (Aziz, 2022a).

In today's digital era, the role of human resources (HR) in digital marketing is becoming increasingly important. Automation and artificial intelligence have changed the digital marketing landscape, but human creativity and ability remain key factors for success (Aziz, 2021; Fajriyani et al., 2023; Pujiati et al., 2023). To optimize human resources in digital marketing, a synergy between technology and creativity is needed. To optimize human resources in digital marketing, it is necessary synergy between technology and creativity. Companies must invest in employee training and skills development so that they can take advantage of the latest technology while maintaining creative aspects of their marketing campaigns. Thus, HR not only functions as an executor, but also as an implementer Innovation Driver which can take the company to greater heights.

The main challenge faced by human resources in digital marketing is the demand to always keep up with technological developments and be able to adapt quickly (Aziz, Fauzi, Bangsa, et al., 2023; Raharjana & Putra, 2020). Organizations must provide human resources who can analyze data, think critically, and have adequate digital competencies (Rusiyati et al., 2023). Training and development of human resources is the key to improving the ability to utilize digital technology, such as social media marketing, online advertising, video marketing, and search engine marketing (Hartana, 2022) (Aziz, 2022b; Setiawan, 2023).

On the other hand, human creativity remains an important factor in digital marketing. The ability to create engaging content, build a strong brand, and understand digital consumer behavior is a competitive advantage (Tapela et al., 2023). Human resource optimization in digital marketing must combine technical skills with creativity, so that it can produce effective and innovative marketing strategies (Sulaksono, 2020; Tabrani et al., 2022).

Some strategies that can be applied to optimize human resources in digital marketing include:

1. Improving digital competencies through continuous training and development (Rahman Hakim, 2023)
2. Development of a work culture that supports creativity and innovation (mm, 2022)
3. Implement effective HR management, including recruitment, retention, and talent development (Marthalia, 2023)
4. Collaboration between HR and technology to improve the efficiency and effectiveness of digital marketing (Ferdiansyah & Safitri, 2023)

5. Strengthening synergy between HR and other divisions, such as IT, design, and content, to create a comprehensive digital marketing strategy (Sulaksono, 2020).

Human creativity plays an important role in the world of digital marketing because it can be the main driver of success in building strong relationships with audiences. In the fast-paced and competitive digital age, the ability to create engaging and relevant content is an advantage that cannot be ignored. Content that is able to capture and arouse consumer interest has the potential to create immersive experiences, strengthen brands, and increase customer loyalty.

In addition, creativity also plays a very important role in the development of a strong and consistent brand. Brands that can adapt to changing trends and needs of digital consumers, as well as take advantage of new technologies, are able to build an identity that is better known and trusted by the audience. Therefore, understanding digital consumer behavior that continues to evolve along with technological advances is an important aspect that provides a competitive advantage. In this case, companies need to leverage data and analytics to identify behavioral trends that can be turned into opportunities to create more personalized and targeted content.

However, creativity alone is not enough to achieve optimal results in digital marketing. In order to compete in an increasingly complex market, optimizing human resources (HR) in digital marketing must involve a balance between technical skills and creativity. Technical abilities such as data analysis, an understanding of social media algorithms, and the proper use of digital tools are essential to support marketing strategies. But without creativity, these technical abilities will not be maximized in producing a significant impact on the audience.

Therefore, the integration between creativity and technical ability is key in creating effective and innovative marketing strategies. This combination not only allows companies to adapt to market changes, but also gives them the ability to create marketing campaigns that are engaging, relevant, and capable of generating significant results. With the right approach, companies can harness the full potential of digital marketing to create experiences that are not only engaging for consumers, but also provide sustainable added value for businesses. By optimizing human resources through the synergy of technology and creativity, organizations can increase competitiveness and success in digital marketing in today's digital era.

2. THEORETICAL STUDIES

A. Human Resource Management

Human Resource Management (HRM) is the study and practice of managing workforce interactions and contributions to achieve efficiency and effectiveness in realizing the goals of organizations, individuals, and society. The main functions of the MSDM include aspects of planning, organization, direction, recruitment, development, compensation, integration, maintenance, discipline, and dismissal. MSDM can also be defined as a mechanism for optimizing the potential of the workforce, both physically and psychologically, to maximize their contribution in achieving the company's goals. Another literature explains that MSDM focuses on managing the individuals involved in the organization, paying attention to the dynamics of the work-worker relationship, with the main goal of increasing productivity while meeting the needs of those individuals. In general, MSDM is closely related to the process of recruitment, placement, training, and development of organizational members (Series, 2020).

B. Digital Transformation

Digital transformation is a process of fundamental change in an organization that involves the integration of digital technology into all aspects of its operations. This process includes the involvement of people within the organization, the optimization of business processes, the development of new strategies, and the adjustment of the organizational structure. The goal is to improve operational performance and effectiveness, as well as enable innovations that generate added value for customers and other stakeholders. Digital transformation is not an easy journey. This is a complex and often challenging process, which requires profound changes to the culture, structure, and business functions of an organization. In addition, digital transformation also brings a number of challenges that organizations need to consider very carefully (Daddi et al., 2018).

C. Digital Literacy

In this theory, Gilster (1997) argues that digital literacy is how individuals are able to use and understand information in several formats. Digital literacy is also not only limited to the ability to write and read, but more to the ability of individuals to understand the meaning and meaning of the reading. Digital literacy also includes the

expansion of ideas in accessing information in various formats. Thus, Gilster (1997) emphasizes that digital literacy is a process of critical thinking about various findings in digital media, critical evaluation of various information found in digital media, in addition to technical skills in accessing digital media (Aziz, Fauzi, Siswati, et al., 2023).

D. The Role and Optimization of Creative Digital Marketing

Digital technology has changed the way humans communicate, act, and make decisions. Marketing activities are also inseparable from the influence of digital technology. The term digital-based marketing (digital marketing) has undergone an evolution from the beginning of goods and services marketing activities that use digital channels to a broader understanding, namely the process of acquiring consumers, building consumer preferences, promoting brands, nurturing consumers, and increasing sales. The concept of digital marketing comes from the internet and search engines on the site. When internet usage exploded in 2001, the market was dominated by Google and Yahoo as Search Engine Optimization (SEO). The definition of digital marketing according to the American Marketing Association (AMA) is the activities, institutions, and processes facilitated by digital technology in creating, communicating, and conveying values to consumers and other interested parties. Digital marketing is also defined as marketing activities that use internet-based media.

Digital transformation as a form of social engineering (Rohmanu et al., 2023) Digital transformation involves changing social practices and behaviors that are not partial-insulating, but have positive feedback. This occurs at the level of appropriation which is characterized by changes in mindsets, behaviors, and cultures.

The importance of innovation and optimization of digital marketing for ORGANIZATIONS (Azzahra et al., 2023; Maylinda & Sari, 2021; Putri & Arif, 2023; Teguh & Ciawati, 2020) Many ORGANIZATIONS still have limited knowledge and skills in utilizing digital marketing. Therefore, efforts are needed to increase the understanding and implementation of digital marketing, such as the use of social media, websites, e-commerce, and others, to increase sales and competitiveness.

Optimized digital marketing components (Fitri & Halik, 2023; Sidi & Yogatama, 2019) Digital marketing components that can be used include search engine optimization (SEO), search engine advertising (SEA), social media, e-mail marketing, web-marketing, e-commerce, content marketing, and others.

The role of digital marketing in improving business performance (Pradiani, 2018) Effective digital marketing implementation can improve business performance, such as increasing sales, revenue, and competitiveness.

The importance of product and process innovation in supporting digital marketing (Anam et al., 2022) In addition to digital marketing, product and process innovation is also important to increase competitiveness and business growth.

3. METHOD

This study uses the *literature review* to analyze in depth various literature relevant to the topic of optimizing human resources (HR) in digital marketing. This approach aims to explore the synergy between technology and creativity in managing human resources to produce effective and innovative digital marketing strategies. Process *literature review* carried out through a series of systematic stages, ranging from topic identification to synthetic analysis of the results of previous studies (Noor, 2011).

The initial stage of the research begins with the determination of the main topic and questions that are the focus of the discussion. This topic explores the role of creativity in increasing the effectiveness of digital marketing, the influence of technology on the efficiency of human resource management, and how the synergy between the two elements creates added value. Based on this focus, literature searches are carried out using various academic databases such as Scopus, Web of Science, Google Scholar, and ScienceDirect, with related keywords such as *human resource optimization in digital marketing*, *creativity in digital marketing*, and *technology integration in marketing*.

Relevant literature is selected based on inclusion criteria, namely articles published in the last 10 years, discussing creativity, technology, human resources, and their relevance to digital marketing, and published in English or Indonesian. Literature that does not meet the criteria, such as articles that are irrelevant or have no empirical data, are excluded from the analysis. After collecting relevant literature, the data is organized by main themes, including the role of creativity in digital marketing, the influence of technology on human resource efficiency, and the synergy of the two.

4. RESULTS AND DISCUSSION

Based on the *literature review method* carried out, several important findings were obtained related to the optimization of human resources (HR) in digital marketing,

especially regarding the synergy between creativity and technology. The results of the study show that the success of digital marketing does not only depend on qualified technical skills, but also on the creative ability of human resources in creating added value for customers. The following is a more detailed discussion of the findings from the various literature analyzed:

A. The Role of Creativity in Digital Marketing.

Creativity is a fundamental element in digital marketing. Various literatures affirm that creative human resources have the ability to produce content that is engaging, relevant, and able to create a personalized customer experience. Creative content not only strengthens brands, but also builds deeper interactions with consumers. According to Tapela et al. (2023), HR creativity is a key competitive advantage in a highly dynamic digital environment. These capabilities include innovation in communication strategies, compelling visual design, and the development of narratives that are relevant to the target audience.

Creativity in digital marketing has a very wide and significant application to various aspects of a company's marketing strategy. One of its main applications is the development of engaging and relevant content. In the digital era, content is at the core of a company's communication with consumers. By leveraging creativity, companies can create content that is not only informative, but also entertaining and relevant to the audience. Global brands such as Coca-Cola and Nike have successfully used emotional narratives in their campaigns to capture consumers' attention globally. In addition, creative formats such as short videos, infographics, or memes are becoming highly effective tools on social media to create consumer engagement.

Creativity also allows for deeper personalization of the consumer experience. By blending creativity and consumer data, companies can design digital campaigns that are tailored to the individual preferences and needs of consumers. For example, Amazon uses a personalized recommendation approach that is not only data-based, but also visually presented in an attractive way, so as to increase consumer buying interest.

Creativity has an important role in strengthening brand identity. Companies can build a strong and consistent brand identity through the use of visual elements, logos, brand voice, and communicative messaging. Apple, for example, has shown how a creative approach to brand design and communication can create very high customer

loyalty. With creativity, the company can differentiate itself from competitors in a competitive market.

Social media is the main platform where creativity is often practiced in digital marketing. Companies can use creativity to create engaging, interactive campaigns, such as challenges, contests, or *giveaways* that encourage audience engagement. For example, Coca-Cola's "#ShareACoke" campaign successfully invited consumers to share photos of bottles with their names on them, resulting in massive consumer engagement around the world. In addition, creative product visualization is one of the keys to increasing consumer awareness of the company's products. For example, fashion companies often use platforms like Instagram or Pinterest to showcase their products through engaging images and videos. The visual storytelling approach allows companies to connect their products with emotional values that are important to consumers, thereby increasing the desire to buy.

Creativity allows companies to respond quickly to market trends. In an ever-changing digital world, the ability to use creativity in *marketing campaigns* that are based on current events can help companies stay relevant. Oreo's "Dunk in the Dark" campaign during the Super Bowl power outage is an example that is often used as a reference for creative responses to unexpected situations. Overall, the application of creativity in digital marketing allows companies to improve the effectiveness of their campaigns, strengthen relationships with consumers, and create competitive differentiation. The synergy between creativity and technology is an essential strategy to continue to be developed so that the company can compete in an increasingly dynamic global market.

B. The Influence of Technology in Digital Marketing Human Resource Management

Technology is the main catalyst in increasing the efficiency and productivity of human resources in the digital marketing sector. The adoption of technologies such as *big data analytics*, artificial intelligence (AI), and digital campaign management tools allows HR to access consumer data in real-time, analyze customer behavior patterns, and make data-driven decisions. Sulaksono (2020) said that technology not only makes technical work easier, but also provides opportunities for HR to focus on the creative aspects of digital marketing.

Technology has a huge influence on the management of Human Resources (HR) in the field of digital marketing, having a significant impact on various aspects, from

operational efficiency to employee competency development. One of the main contributions of technology is the automation of work processes. By using digital tools and platforms such as marketing management software, companies can automate routine tasks such as scheduling social media content, tracking campaign performance, and managing customer data. This allows marketing teams to focus more on creative and innovative strategies, as opposed to spending time on repetitive manual work.

In addition, data-driven technologies such as *big data* and *analytics* have revolutionized the way decisions are made in digital marketing. Through in-depth data analysis, companies can gain insights into customer preferences, shopping behavior, and market trends. This technology allows digital marketing HR to create campaigns that are more personalized and relevant to the target audience. For example, platforms like Google Analytics or HubSpot provide tools to analyze the effectiveness of marketing campaigns in real-time, so teams can make adjustments immediately to improve results. Artificial intelligence (AI) technology also has a big impact on digital marketing human resource management. AI is used to support various activities, such as chatbots for customer service, ad optimization, and audience segmentation. With the help of AI, companies can improve speed and accuracy in reaching the right customers with relevant messages. For example, AI can study user interaction patterns on social media and recommend the best time to post content, as well as the most effective types of content for specific audiences.

Furthermore, cloud computing-based technology allows for better collaboration among digital marketing team members. With tools like Google Workspace, Slack, or Trello, teams can work together virtually, share ideas, and track project progress without geographical restrictions. This is becoming increasingly important in the era of remote work, where flexibility and efficient communication are key to the team's operational success. In terms of HR competency development, technology also provides wider access to training and education. Online learning platforms such as Coursera, LinkedIn Learning, or Udemy provide digital marketing professionals with the opportunity to update their skills in areas such as social media marketing, SEO, and content strategy. This technology allows for more flexible learning and according to individual needs, thereby improving the quality of the company's human resources. Technology also plays an important role in managing relationships with consumers through CRM (Customer Relationship Management) tools. By using platforms like Salesforce or Zoho, companies can monitor customer interactions, manage sales leads,

and improve the overall consumer experience. This technology helps digital marketing teams understand customer needs more deeply, allowing them to design more effective marketing strategies.

The use of technology also has an impact on the efficiency of time and resource management in the digital marketing team. Project management tools like Asana or Monday.com allow teams to plan, track, and execute marketing campaigns in a more organized manner. With transparency in task management, teams can avoid miscommunication and ensure that each member understands their roles and responsibilities. However, the application of technology in digital marketing human resource management also brings challenges, such as the need for large initial investment and potential data security risks. Therefore, companies need to ensure that the adoption of these technologies is supported by strong security policies and adequate training for their teams.

C. Synergy between Creativity and Technology

The results of the analysis show that optimizing human resources in digital marketing requires a synergy between creativity and technology. Technology supports HR to take advantage of various automation tools, increase the speed of campaign execution, and expand marketing reach. However, technology will only be effective if it is supported by creativity in producing interesting and relevant content. The combination of the two results in an innovative, effective, and adaptive marketing strategy to market changes. Tabrani et al. (2022) highlighted the importance of human resource training to improve creative abilities while understanding the latest technology, so that harmony is created in digital campaign management.

The synergy between creativity and technology is a key element in building an effective digital marketing strategy. Creativity provides the human touch necessary to capture attention and build an emotional connection with an audience, while technology offers tools and platforms to expand reach, measure effectiveness, and improve efficiency. This combination creates endless opportunities for companies to innovate in the way they communicate with customers and deliver the value of their products or services.

In the world of digital marketing, creativity can be seen in various forms, ranging from attractive visual designs, inspirational content, to narratives that evoke emotions. Technology, on the other hand, serves as an enabler that supports such creativity. For

example, graphic design software like Adobe Creative Suite allows marketing teams to create visually stunning materials. Tools like Canva even allow individuals with non-design backgrounds to produce high-quality content quickly and efficiently. This technology speeds up the creative process, provides flexibility, and expands the limits of the human imagination. Technology plays a central role by providing platforms such as social media, email marketing, and websites. Technology allows creative content to reach a global audience with just a few clicks. Social media algorithms like those on Instagram or TikTok, for example, help disseminate content based on user preferences, ensuring that the company's creative messages get to the right hands. Technology also supports personalization, allowing companies to deliver messages specifically designed for each audience segment, thereby increasing relevance and engagement.

Furthermore, analytics technology provides valuable insights into the effectiveness of marketing campaigns. Tools like Google Analytics or Tableau provide detailed data on how content is being received by audiences, what interests them the most, and where there are opportunities for improvement. These insights allow creative teams to continuously improve their ideas based on data-backed feedback, creating iteration cycles that improve the overall quality and impact of the campaign. The synergy between creativity and technology is also seen in interactive innovations that combine artistic elements with technical sophistication. An example is the use of augmented reality (AR) or virtual reality (VR) in marketing campaigns. This technology allows customers to interact directly with products in a virtual environment, creating an immersive and immersive experience. Campaigns like this not only attract attention but also leave a deep impression that increases brand loyalty. The synergy between creativity and technology is the foundation of modern digital marketing. By combining the unique advantages of each, companies can create a customer experience that is not only engaging, but also impactful and sustainable, providing a real competitive advantage in an increasingly complex market.

D. Practical and Conceptual Implications

These findings have practical implications that companies need to design training programs that combine technical skills with creativity development. From a conceptual perspective, this study shows that HR optimization in digital marketing is not only about work efficiency, but also about creating an emotional and intellectual impact on consumers through the content produced.

The practical and conceptual implications of human resource optimization in digital marketing, especially those that integrate creativity and technology, have a significant impact on a company's business strategy in the digital era. In practical terms, this optimization opens up opportunities to increase marketing effectiveness through a more strategic and innovative approach. Companies can leverage the creativity of HR to create marketing campaigns that are able to capture consumers' attention, build brand awareness, and drive customer loyalty. For example, digital campaigns centered on content personalization leverage creativity to deliver relevant experiences for every consumer segment. This approach not only increases customer engagement, but also provides a competitive advantage in an increasingly crowded market.

In addition, in the practical aspect, the integration of creativity and technology supports the implementation of data-driven marketing strategies. Creative HR is able to process consumer data to produce insights that can be translated into high-impact campaigns. An example is the use of social media analytics to understand consumer trends, which is then followed by the creation of creative content that suits the preferences of the target market. As a result, companies can allocate marketing budgets more efficiently and achieve more optimal results.

From a conceptual perspective, optimizing human resources in digital marketing by highlighting creativity has implications for the company's perspective on innovation and added value. Creativity is no longer considered an additional element, but rather as the core of business strategies in the digital era. Companies that are able to encourage HR creativity through training, skills development, and a work culture that supports innovation, tend to have better adaptability to technological and market changes. In this case, the concept of creativity is the foundation that supports the digital transformation of companies, allowing them to leverage new technologies such as artificial intelligence and virtual *reality* to create unique consumer experiences.

At a strategic level, the conceptual implications of HR optimization that combines creativity and technology provide new insights into managerial decision-making. Companies can design long-term strategies based on the development of creative talent and technology adaptation, creating a framework that focuses on sustainable innovation. This approach, in turn, not only increases the competitiveness of companies, but also strengthens their position as industry leaders.

5. CLOSING

Optimizing human resources (HR) in digital marketing through the synergy between creativity and technology is a key element in facing market dynamics in the digital era. Creativity provides the ability for companies to produce engaging, relevant, and high-impact marketing campaigns, while technology enables efficiency, personalization, and data-driven analytics to support more targeted marketing strategies.

From a practical perspective, companies can improve marketing effectiveness through data-driven approaches, content personalization, and the integration of innovative technologies such as artificial intelligence and virtual reality. This strengthens consumer engagement, builds customer loyalty, and creates a significant competitive advantage. On the conceptual side, creativity is not only an additional component, but also the foundation of a digital marketing strategy that requires cross-functional collaboration and innovative approaches. This encourages companies to adopt a new paradigm in HR management that supports a culture of innovation, flexibility, and responsiveness. By developing creative and technologically skilled human resources, companies are able to adapt to rapid market changes and capitalize on opportunities from digital technology to achieve long-term growth. Therefore, the synergy between creativity and technology in digital marketing is not only a necessity but also an essential strategy for the sustainability and competitiveness of companies in the era of digital transformation.

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