

### STRATEGY OF MANAGEMENT HUMAN RESOURCES AND OPPORTUNITIES IN THE DIGITAL ERA IN IMPROVING CAREER DEVELOPMENT (A Case Study of Generation Z in Rangkasbitung Subdistrict)

**Maslah\*, Indah Lestari\*\*, Andri Susilo\*\*\***

\*, \*\*, \*\*\* Univeristas La Tansa Mashiro, Rangkasbitung, Indonesia

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#### Article Info

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#### Abstract

*This study aims to analyze the strategies and opportunities of human resource management in the digital era to improve the career development of Generation Z in Rangkasbitung Subdistrict. The digital era has changed the way Generation Z views and manages their careers, especially in utilizing the growing digital technology. This research used a qualitative approach with a case study method, where data was collected through in-depth interviews with several informants from Generation Z who work in various fields. The results show that digital technology supports daily work, especially in communication, task management, and learning. In addition, human resource management strategies such as training, mentoring, and regular performance evaluations have proven effective in improving Generation Z's competencies and readiness to face future career challenges. Despite facing challenges such as adaptation to new technologies and undisciplined student management, the opportunities offered by the digital era, such as easy access to learning resources and the chance to upgrade skills through online courses, are key drivers in their career development. This study concludes that proper support from the work environment, supported by an adaptive and flexible human resource management strategy, can help Generation Z in Rangkasbitung Sub-district to continue to develop and adapt in their careers in the digital era..*

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#### Corresponding Author:

sekprod.indah@gmail.com

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## INTRODUCTION

According to (Adenuddin Alwy, 2022) In human resource management, digital transformation gives rise to new approaches to recruiting, managing and developing employees. In human resource management (HRM), it is important to understand the concept of employee career maturity, as this reflects the development and understanding of individuals about their own career goals and the steps taken to achieve these goals.

In the context of human resource management, understanding employee career maturity is key to guiding and managing human resources effectively. The introduction of this concept creates awareness of the importance of providing support, training, and career development opportunities that match each person's wants and needs. In today's computer and internet age, many new career opportunities are emerging, especially for Gen Z who are already familiar with technology, these opportunities also include remote working, digital entrepreneurship, online learning, and global information access.

Generation Z, born between the late 1990s and early 2010s, has brought about major changes in the work industry. They are a population group that grew up in the midst of a technological revolution and rapid social change. They are a generation that grew up with the rapid advancement of digital technologies, such as the internet, social media and mobile devices. In the digital age, people are globally connected and have unique characteristics in different career preferences to fulfill needs in the workplace.

This generation is characterized by agile adaptation to technology and digital transformation. They have grown up in an era where the internet, social media and mobile devices are an essential part of everyday life. In terms of education, Generation Z tends to prefer open, interactive and technology-based learning. They can quickly access information through online platforms and rely on digital resources to support their learning process.

A career is a series of work-related activities, behaviors, values, and aspirations over a person's life span. Many people fail to manage their careers because they do not pay attention to basic career planning concepts such as career goals that can drive their careers and lead to greater success (Widyanti, 2021).

According to Arismunandar & Khair (2020), career development can be defined as staffing activities to help employees develop their careers. defined as staffing activities to help employees plan future careers

where they work, so that the employees concerned and also the company can develop themselves optimally. Career development is a series of activities throughout life that contribute to the exploration, stabilization, success, and achievement of one's career (Dessler in Kudsi, 2017) According to Siagian in Bahri & Nisa (2017) career development is personal changes that a person makes to achieve a career plan. Personal changes that a person makes to achieve a career plan. The opinion of Handoko & Rambe (2018) in Bahri & Nisa (2017) that career development is career management and the ability to increase morale managed by company employees to always do the best things for progress and continuity.

Nunik Pujiyanti and Suwito Eko Pramono (2023) the research results obtained show that digital transformation and technological developments affect the way of working and employee needs. HR must keep up with technological developments, acquire relevant skills, and understand the role of technology in improving work efficiency and work efficiency and effectiveness.

This research is a development of previous research. Conducted with a combination of different variables, as well as different research sites. With these reasons, the research "Strategies and Opportunities of Human Resource Management in the Digital Era in Improving Career Development (A Case Study on Generation Z in Rangkasbitung District)" was conducted.

## LITERATURE REVIEW

### Career Development

Career development is an increase in a person's work ability to achieve their career goals. Sufficient work experience is needed to provide job satisfaction to employees, which will affect performance improvement (Adnyani & Dewi, 2019). Therefore, every employee must be given the opportunity to develop their abilities and careers and is expected to provide the best results for the company (Jumawan & Mora, 2018).

Career development is an important process to improve employees' capabilities and job satisfaction, which in turn will increase the company's productivity and performance. Various career development theories offer different perspectives on how individuals choose and develop their careers. While each theory has strengths and weaknesses, they all highlight the importance of understanding and supporting the needs, potential and development of individuals in the context of their careers. Companies that adopt the right approach

to career development can create a productive and fulfilling work environment for their employees.

Super (Thayeb, cited in Riyanto, 2023) divides the career development process into 5 (five) age stages. The exploration stage is one of these stages, which lasts from 15 to 24 years of age. In the Developmental Task of Crystallization, people aged 14 to 18 can freely develop concepts for occupations or careers according to their needs. Vocational students need guidance from professionals so that they can maximize their career-related developmental tasks. Students have different potentials and are able to solve problems independently. This is intended to prevent students from relying on others to solve the problems they face, especially in terms of career planning and selection.

Super's career development theory describes the career journey as a process consisting of various stages related to the span and space of an individual's life, ranging from growth to maintenance stages. A fundamental concept in this theory is the self-image of the work to be done, which is an important factor in achieving success and satisfaction. The strength of Super theory lies in the ability of the individual to realize the self-concept in the desired field of work, given the opportunity to make decisions throughout life. However, the weakness of this theory lies in the difficulty of individuals who do not have a positive self-concept in realizing their potential, as well as the challenges if career development is not well directed throughout the life stages.

### Human Resource Management Strategy

Human Resource Management is management that specializes in the field of Human Resources or in the field of employment in the field of Human Resources or in the field of employment. Therefore, human resource management can be defined as follows: Human resource management is the science and art of planning, organizing, mobilizing, and controlling so that the effectiveness and efficiency of Human Resources can be improved as much as possible (Aditama et al., 2018) Human Resources can be improved as much as possible (Aditama et al., 2020).

According to Dessler (2015) "Human resource management is a process related to the management of human energy and competence to achieve organizational goals through the acquisition, development, utilization, and maintenance of a competent and committed workforce in a changing environment."

### Opportunities in the Digital Era

Agustina, et al. (2023) The digital era refers to a period in which digital technologies, particularly the

internet, significantly influence various aspects in different areas of human life, and significantly influence various aspects in different areas of human life. Digital technology plays an important role in changing the way we interact with, and access the internet, business transformation, education and learning, digital economy technology innovation, and social influence. The digital era has merged with today's society. This condition causes people to have easier opportunities to access various information, moreover one of the benefits of information technology is that it can compress the limitations of space and time.

Efa Wahyu Prasetyaningtyas et al, (2023) In the dynamic landscape of the digital era, human resource professionals must embrace and utilize information technology carefully. Several steps can be taken to enhance the career development of HR professionals through the use of information technology.

### Framework

This research framework concludes that with the right human resource management strategies, and by capitalizing on opportunities in the digital age, generation z can achieve optimal career development. This requires self-understanding, clear goal setting, relevant education and training, and maintaining a balance between personal life and career.



Figure 1

Strategies and Opportunities of Human Resource Management in the Digital Era in Improving Career Development (A Case Study on Generation Z in Rangkasbitung Sub-District)

### RESEARCH METHODS

The research method uses a qualitative method with a case study type. Qualitative is an in-depth and comprehensive research approach to understand and explain phenomena in their natural context. (Arif Rahman, 2024).

Case studies in principle describe a phenomenon that exists at a certain time, so there is an assumption that case studies cannot be used to predict behavior that will occur in the future, although in reality case studies can

provide insights that can be used to predict future circumstances, thus it is understandable if case studies are very “specific” research. (Anita Maharani, 2022)

This research was conducted in Rangkasbitung Sub-district, focusing on Generation Z who worked and open unemployment in Rangkasbitung Sub-district. The time of the research activities was conducted from March to November 2024.

The respondents of this study amounted to 30 respondents who were Generation Z aged between 15-29 years old and were residents of Rangkasbitung Subdistrict, Lebak Regency. With data collection techniques using interview techniques. The interview questions prepared were the same for each respondent, but they were given the freedom to answer according to their ideas and opinions.

The validity test was conducted by means of data triangulation. Triangulation is testing the credibility of information obtained by researchers through checking information by comparing from various sources, methods, and time so as to reduce the possibility of bias. Triangulation can be done in 3 ways, namely triangulation of sources, ways of collecting information and time.

Data analysis techniques are carried out through three activities, namely; data reduction, data presentation, and conclusion drawing/verification. In accordance with the opinion of Miles and Huberman in Fera Dwi Agustin (2021) the analysis consists of three streams of activities that occur simultaneously, namely: data reduction, data presentation, conclusion drawing/verification.

## **RESULTS AND DISCUSSION**

### **Results**

Based on the results of the interviews, some of the main findings that can be analyzed include: the use of technology in work, challenges and opportunities faced, and human resource management strategies in the digital era. Human resource management strategies and opportunities in the digital era in improving the career development of Generation Z in Rangkasbitung Sub-district showed a considerable role in the way this generation viewed and managed their careers. The informants acknowledged that digital technology has become a key factor in supporting career development, as many utilize digital platforms for communication, learning and task management.

Technology has become crucial in supporting various aspects of work, especially in education and administration. Informants stated that they use various

digital platforms such as Microsoft Word, Excel, Canva, Google and social media to support their daily work. Technology helps facilitate communication, data processing and delivery of learning materials, which are indispensable in today's digital era. In addition, e-learning platforms and communication tools such as WhatsApp are also widely used to interact with colleagues and students.

Some of the main challenges faced include: adaptation to new technology, difficulty in managing undisciplined students, and miscommunication within the team. To overcome these challenges, respondents rely on regular evaluation meetings, training, and continuous efforts to learn digital technologies. On the other hand, opportunities are seen in the ability to utilize technology for career development, such as taking part in online training, webinars, and technology-based teaching which is increasingly in demand.

HRM strategies at the institutions studied show strong support for employee career development. This is done through training, mentoring, and regular performance evaluations. Institutions also provide adequate facilities, such as laptops and internet access, which support work and teaching effectiveness. The role of mentors is considered very important to guide employees, especially for those who are just starting their careers or are adapting to new technologies. Human resource management strategies implemented in the workplace, such as regular training, mentoring and periodic evaluations, have proven effective in improving Generation Z's competence and readiness to face future career challenges. However, the challenges faced by Generation Z educators, namely the lack of student discipline and the different perceptions of the role of teachers faced by educators, indicate the need for more adaptive and flexible strategies. On the other hand, the opportunities presented by the digital era, such as easy access to learning resources and the chance to improve their skills through online courses, are key drivers in their career development.

This analysis can be related to Donald E. Super's career development theory which states that career development is a continuous process and involves a series of stages, namely growth, exploration, stabilization, maintenance, and retirement. Generation Z in Rangkasbitung Sub-district, based on the interview results, is currently at the exploration and establishment stage, where they actively research career opportunities and begin to create a professional identity. The significant use of digital technology in their daily activities reflects their need to continuously adjust to a

dynamic work environment and evolving technology, in accordance with the developmental tasks identified by Super.

Super also emphasizes the importance of career maturity, which includes an individual's readiness to make career decisions based on the developmental stages they go through. In this context, human resource management strategies implemented in the workplace, such as regular training, mentoring, and periodic evaluations, contribute to the enhancement of Generation Z's career maturity, preparing them to face challenges and capitalize on opportunities in the digital age. With the right support, Generation Z in Rangkasbitung Sub-district has great potential to achieve career security and continue to grow amidst rapid technological change, in line with Super's concept of lifelong career development.

The digital era has a significant impact at this stage, where technology becomes the main tool in supporting work and self-development. Generation Z utilizes various digital platforms to find information, expand their network and improve their skills, which is an important step in the exploration stage according to Super. In addition, the human resource management strategies implemented, such as training and mentoring, help this generation to be more confident in pursuing their desired careers, reflecting the formation stage in Super's theory. However, they also face challenges such as technology mastery and time management, which require ongoing support from the work environment to ensure they can continue to progress towards the nurturing and maturation stages of their careers. Thus, these findings support Super's view that career development is a dynamic process influenced by the interaction between the individual and the environment and the importance of appropriate support and strategies in facilitating Generation Z's career journey in the digital era.

## **Discussion**

### **Career Development**

Interviews with several Generation Z respondents show that career development in the digital era is strongly influenced by the ability to adapt to technology and flexibility in the work environment. For Generation Z, technology is not just a tool, but an essential component that supports almost all aspects of work. Respondents from various fields, such as finance, education, online business and administration, emphasized the importance of mastering digital platforms such as Microsoft Office, Google Suite,

financial management applications, social media, to e-commerce platforms and e-wallets in supporting daily operations. The ability to adapt quickly to new technologies and master various software are important competencies for their career development. Generation Z also shows a strong understanding of the importance of continuous training and digital skills development. Respondents recognize that attending technology-based training such as webinars, online courses and mentoring is essential to staying relevant and competitive in the workforce. In addition, these trainings help them overcome challenges they often face, such as a lack of understanding of new technologies or other technical obstacles. This shows that Generation Z is taking a more proactive approach to learning and development, ensuring they have the necessary skills to succeed in their careers.

### **Human Resource Management Strategy**

In the context of human resource management, the educational institutions where informants work have implemented strategies that support employee career development. The institution provides adequate facilities, including relevant technological devices, and facilitates regular training and mentoring. Performance evaluations are conducted regularly to ensure employees can develop according to the institution's expectations. The role of mentors is also considered very important, especially in guiding new employees or those who face difficulties in mastering technology.

Although technology offers many benefits, challenges also arise, especially regarding adaptation to new technology and time management. Some respondents faced difficulties in using digital applications they were not familiar with, lack of signal or connectivity, and lack of flexibility in balancing work and personal life. To overcome these challenges, respondents relied on training, mentoring, and self-learning through webinars and online courses. In addition, a disciplined work culture, teamwork, and mentor support are highly valued by respondents in improving work effectiveness and overcoming workplace issues.

### **Opportunities in the Digital Era**

Based on interviews conducted with several teachers and employees in educational institutions, it can be concluded that the use of technology in the digital era plays a very significant role in supporting various aspects of work. The informants showed a high reliance on digital platforms such as Microsoft Word, Excel, Canva, Google and WhatsApp to facilitate administrative tasks, learning and communication. Technology not only helps

speed up work processes but also enables more effective collaboration between colleagues and more intensive interaction with students, but the adaptation to these new technologies is not without its challenges.

The use of technology in various institutions has proven to have a significant impact on various aspects of work. Digital platforms such as Microsoft Word, Excel, Canva, Google and WhatsApp have been used to ease administrative tasks, learning and communication. Not only does technology speed up work processes, but it also facilitates more effective collaboration between employees and companies. However, adapting to new technologies is not easy. Some respondents argue that technology is essential in the workplace, especially for undisciplined employees. However, others can overcome this by conducting regular evaluations, practicing to improve technology skills, and learning through e-learning platforms.

In the digital age, the role of technology is becoming increasingly significant, especially for younger generations who can adapt to technology. Many respondents have found opportunities to develop skills through online platforms, enhance their skills through digital learning, and create innovative work environments. In some organizations, technology-based human resource management (HRM) is critical to attracting, retaining and retaining employees who fit the company's needs. Regular training, evaluation, and digital transformation through AI programs are also considered effective strategies to improve employee performance and satisfaction. In conclusion, the integration of technology in educational institutions has resulted in a more adaptable and responsive environment for professional development.

## CONCLUSION

Based on the results of research on strategies and opportunities for human resource management in the digital era in improving career development (case study of generation z in Rangkasbitung Sub-District), the following conclusions were obtained:

The right human resource (HR) management strategy and utilization of opportunities in the digital era are very important in the career development of Generation Z in Rangkasbitung Sub-District. The digital era offers various opportunities such as wide access to information, remote work, which allows Generation Z to develop careeristically. Effective HR management must include self-understanding, clear goal setting, relevant education and training, and maintaining a balance between personal life and career. With this strategy,

Generation Z is expected to achieve optimal career development, skill improvement and well-being in the workplace.

Human resource management in the digital era, especially in the context of Generation Z career development in Rangkasbitung Sub-District, is highly dependent on technology adaptation and the right management strategy. Digital technology plays an important role in supporting work, learning, and communication, making it a crucial tool in career development. Respondents revealed that institutions and companies that provide training, mentoring, and regular performance evaluations are able to help Generation Z overcome challenges such as mastering new technologies and time management. In addition, human resource management strategies that are responsive to technological needs enable them to be better prepared for change and take advantage of opportunities. Overall, the right support from the work environment will increase the potential of Generation Z to develop their careers in this digital era.

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