

The Effect of Employee Experience on Adaptability to Technological Change of Automotive Employees with Gender as Moderation at PT. Marugo Rubber Indonesia

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Employee Experience, Adaptability to Technological Change, Gender, Digital Transformation.

Abstract

This study aims to analyze the influence of Employee Experience on employee adaptability to technological change at PT Marugo Rubber Indonesia, and evaluate the role of gender as a moderating variable. The results show that Employee Experience contributes significantly by 81.3% to Adaptability to Technological Change. The main indicators that influence Employee Experience are digital culture and work practices (outer loading = 0.916), while emotional stability is a key dimension in Adaptability (outer loading = 0.827). Analysis using SmartPLS 4 shows that gender does not have a significant effect in moderating the relationship between Employee Experience and Adaptability. This study uses a quantitative method with 100 employee respondents, selected based on proportional sampling techniques. These findings emphasize the importance of investing in a digital work culture, technology-based training, and a supportive work environment to improve employee adaptability to technological change. The study results are expected to be a strategic guide for companies in managing human resources to increase productivity, effectiveness, and competitiveness in the digital transformation era.

1. Introduction

The automotive industry is one of the important sectors in the world economy. Motor vehicles such as cars, motorcycles, trucks, and other heavy vehicles have become an inseparable element of everyday human life. In addition, the sector has a major influence on a wide range of other areas of economics, including manufacturing, technology and services. The automotive industry has continued to develop rapidly (Pulungan, 2023).

Adaptability to technological change in the context of employee education and training offers various benefits, one of which is learning flexibility. With this approach, employees can study training materials whenever and wherever they need (Raysharie *et al.*, 2024). In addition, effective training is important in supporting employee career development by improving their skills and performance, helping the company achieve its goals (Islami & Fadli, 2023).

One of the manufacturing industries experiencing technological change is PT. Marugo Rubber Indonesia, an automotive component company in KIIC, Karawang, established in 2011 as a subsidiary of the Marugo Group of Japan. PT Marugo Rubber Indonesia, part of the Marugo Group of Japan, was established in 2011 in the KIIC Karawang Industrial Area. PT Marugo Rubber Indonesia, a PMA company in the automotive component sector, has international certifications such as IATF 16949:2016, ISO 14001, and K3 standards. By implementing

Japanese work culture, the company focuses on legal compliance, customer satisfaction, and operational excellence supported by 276 employees (PT Marugo, 2024).

Graph Number of Employees PT. Marugo Rubber FY 2018 – FY 2024



Fig 1 Number of Employees of PT Marugo Rubber Indonesia
Source: PT Marugo Rubber Indonesia (2024)

Figure 1 above shows the number of employees from 2018 to 2024. Although there was a decline in 2020 and 2021 due to the COVID-19 pandemic, the overall number of employees has increased yearly, indicating that the company is growing slowly.

Changes in corporate transformation in the digital era have increased employee performance and skills to optimally utilize opportunities. As an essential asset for an organization, employees play a crucial role in realizing the company's vision and mission. Employees' agility and digital experience of employees can support the creation of effective work capabilities so that company goals can be achieved more quickly and efficiently (Gheidar & Zanjani, 2021).

Employee experience refers to employees' perceptions of their work environment, including a sense of being appreciated, alignment of company goals with personal values, and pride in the company (Djamil Mz, 2023). Employee experience is also seen as a series of interactions or relationships between engagement factors and employees in an organizational context, where these experiences tend to be more personal and have a short-term impact (Kulkarni *et al.*, 2022).

Based on the results of observations and interviews with PT Marugo Rubber Indonesia, the problems faced by the company are related to the adaptability of new technology in this company and the existing training system. The company has developed various levels of training to support employees in adapting to ever-evolving technology. Although most employees can adapt well to new technology, problems arise at the most basic level of training. At this level, some employees without previous experience with latest technology will have difficulty adapting.

Based on the research results of Kulkarni *et al.*, (2022) perceptions of empowerment, involvement, and organizational support positively influence employee experience in the IT sector. The proposed model can also be applied to other industries, such as manufacturing or services, to improve employee experience. Setiawan & Ali (2023) found that technology adoption, HR development, and change management positively relate to future HR practices. According to Li *et al.* (2022) to technology positively moderates the relationship between digital empowerment and technological innovation performance. This study deepens the understanding of digital empowerment and expands the application of technology adaptation in industrial digital transformation. According to Raihan *et al.* (2024), the success of the digital transformation is determined by an aligned and flexible HR strategy. One of the main obstacles is employee resistance, which arises due to unpreparedness in face new technologies. Setiawan *et al.* (2021), age affects employee attitudes in adapting to technology, while subjective norms and technological literacy affect the intention to adapt. Therefore, companies are advised to hold technology training for senior employees.

Based on the research gap above, the novelty of this research is the study of the role of employee experience in supporting employee adaptability to technological changes in the automotive industry. The focus of this research is how employee experience at PT Marugo Rubber Indonesia influences employee adaptability to changes. In addition, it also analyzes how much influence the employee experience has.

This study aims to analyze the impact of Employee Experience on employees' ability to adapt to technological changes at PT Marugo Rubber Indonesia. It focuses on efforts to balance digital transformation with employee performance to improve coordination and communication in achieving goals. It is hoped that the results of this study can emphasize the importance of Employee Experience in supporting technological adaptation, so that employee productivity and work effectiveness can continue to increase amidst the rapid development of technology.

2. Literature review

2.1 Human Resources

Misbah and Budiyanto (2020) define human resources as all abilities, skills, qualifications, experience, and knowledge possessed by all workers in an organization. In keeping with Sutrisno (2016), human resources are the most effective sources that have purpose, emotions, goals, abilities, knowledge, force, power, and paintings (ratio, feeling, and aim). HR potentials have an effect on the corporation's efforts to reap goals (Octaviani, 2023). According to the references above, it may be synthesized that human resources (HR) includes all capabilities, qualifications, reveal in, and knowledge possessed by using workers in a company.

2.2 Employee experience

According to Grover & Chawla (2022) Employee Experience is an employee's subjective perception of their work environment, formed from personal and social interactions within the organization. Employee experience includes everything employees learn about the business from the first to the last day of work. It provides resource management, communication, information technology (IT), and employee involvement in daily work (Yohn, 2020, Porkodi *et al.*, 2024). Moganadas & Goh (2022) define employee experience as a holistic experience of employees that includes their interactions with various aspects of the work environment, including the digital technology they use daily. According to the references above, it can be synthesized that employee experience is an employee's overall perception of the work environment, which is influenced by social interactions, the environment, and the technology used every day.

Moganadas & Goh (2022) explain important indicators in measuring employee experience, namely (1) Digital Technology and Digital Work Environment, (2) Digital Culture and Work Practices, and (3) Individual Characteristics and Demographics.

2.3 Adaptability

Adaptability is the ability of individuals or organizations to adjust to changes due to technological innovation, including understanding, predicting, and overcoming technological challenges to manage transformation effectively (Rosemary, 2021). Adaptability to technological change is a process in which individuals or organizations adjust to new technologies improve efficiency, productivity, or quality of work (Arif Kusnedi Saragih *et al.*, 2023). According to the references above, it can be synthesized that adaptation is a crucial ability that individuals and organizations need to have to deal with environmental changes, especially regarding technology.

According to Bednall & Henricks (2021), the dimensions and indicators of employee adaptability consist of five main dimensions, namely: behavioral (the ability to be open to new experiences and problem-solving), cognitive (flexibility of thinking and learning ability), emotional (emotional stability and resilience), development (willingness to learn and openness), and situational (awareness of conditions).

2.4 Gender

Gender is a characteristic inherent in an individual, formed through social and cultural processes. Although stereotypes often depict women as gentle and men as strong, these traits are not absolute (Giovano *et al.*, 2020). According to Nurvitasari *et al.* (2021) gender is a cultural concept that differentiates roles, emotional traits, mentality, responsibilities, and behavior between men and women based on gender identity. According to the references above, gender is a social and cultural concept that differentiates the roles, traits, and responsibilities of men and women. This difference is not biological but rather the result of social construction that can change.

2.5 Framework

Employee experience includes their overall perception of the work environment, influenced by social interactions, environmental conditions, and the technology used. Employee experience is measured by indicators: Digital technology and Digital work environment, Digital culture and work practices, and Individual characteristics and demographics (Moganadas & Goh, 2022). In addition, Adaptability is a crucial ability for individuals and organizations to adapt to change, especially in the technological aspect. Adaptability can be measured by dimensions and indicators, namely: Behavioral adaptability can be measured by indicators of

openness to experience and problem-solving skills, cognitive adaptability can be measured by indicators of mental flexibility and learning ability, indicators of emotional stability and resilience can measure emotional adaptability, development adaptability can be measured by indicators of learning ability and openness to experience and situational adaptability can be measured by indicators of situational awareness (Bednall dan Henricks 2021).

Employee Experience plays a vital role in increasing employee adaptability to technological change, contributing 81.3%. The main factor influencing it is "Digital culture and work practices," with an outer loading value of 0.916, which indicates the importance of empowerment and involvement in the organization, by the findings of Kulkarni et al. (2022). In addition, "Emotional resilience" outer loading 0.827 "is the leading indicator of adaptability, which emphasizes the role of employee emotional stability in dealing with technological change. Therefore, the hypothesis applied in this study is as follows:

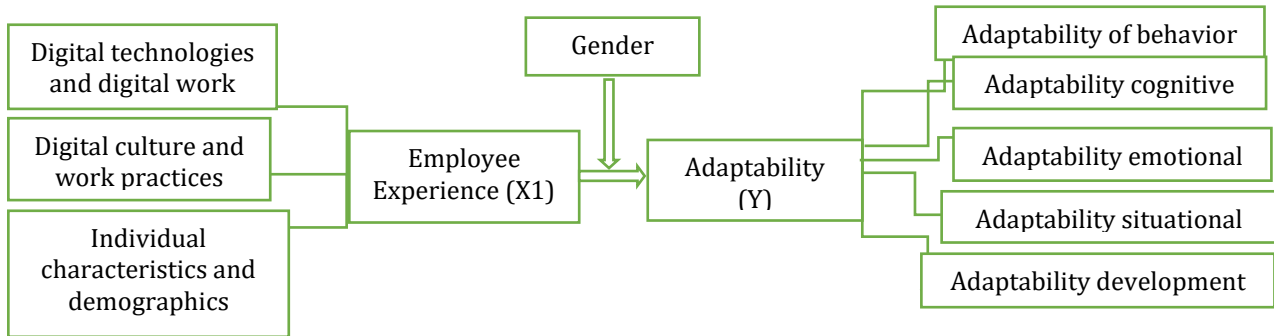


Fig. 2 Framework of Thought
(Moganadas & Goh 2022; Bednall & Henricks 2022)

Hypothesis

- H1 : It is suspected that Employee experience effects adaptability to technological change at PT Marugo Rubber Indonesia.
- H2 : It is suspected that gender moderates the relationship between Employee experience and adaptability to technological change at PT Marugo Rubber Indonesia.

3. Research Methodology

This study uses a quantitative approach with a descriptive design to analyze the effect of Employee Experience on Adaptability to Technological Change at PT Marugo Rubber Indonesia. The location of the study was PT Marugo Rubber Indonesia, with a population of all employees of PT Marugo Rubber Indonesia totaling 276. The determination of the sample size was based on the theory of Hair et al. (2014), where the number of indicators was multiplied by 5 to 10 times. The researcher chose a multiplier factor of 7, calculating the number of samples = 14 x 7 = 98 respondents, rounded up to 100 respondents. The sample was used to measure and analyze the variables studied.

3.1 Operational variable table

Table 1 Operational Variable Table

Employee experience (X1)		Adaptability (X1)		
Indicator	Source	dimensions	Indicator	Source
Digital technologies and digital work	Moganadas & Goh, 2022	Adaptability of behavior	Openness to experience Problem-solving skills	Bednall dan Henricks (2021)
Digital culture and work practices		Adaptability cognitive	Cognitive flexibility Learning ability	
Individual Characteristics and Demographics		Adaptability Emotional	Emotional stability Resilience	
	Adaptability development	Learning ability Openness to experience		
	Adaptability Situational	Situational awareness Risk awareness		

Primary data were collected through an online questionnaire to assess employee perceptions using a 5-level Likert scale. Data analysis was performed using Smart PLS 4 to test the causal relationship between latent variables. This study uses moderation analysis to determine whether the moderating variable weakens or strengthens the relationship between the independent and dependent variables.

4. Results and Discussion

4.1 Respondent profile

The respondent profile shows the characteristics of the respondents or research samples, including gender, age, length of service, and employment status.

Table 2 Respondent Characteristics

Characteristics	Frequency	Percentage (%)
Gender		
Male	73	73%
Female	27	27%
Age		
18-25 year	36	36%
26-35 year	57	57%
36-45 year	7	7%
Education		
SMA/SMK	84	84%
S1	13	13%
S2	2	2%
years of service		
1-3 year	52	52%
4-6 year	19	19%
7-10 year	16	16%
More than 10 year	11	11%
< 1 year	1	1%
2 month	1	1%

The results of the data analysis show that the number of male employees (73%) is much greater than that of female employees (27%). The largest age group is 26-35 years old, which is 57%. In terms of education, most employees have a high school/vocational high school education background (84%), while college graduates are only 15%. In addition, 52% of new employees who have worked for 1-3 years, so there are more new employees, while old employees are only 11%.

4.2 Convergent validity test

According to Mashuri & Generous (2022), convergent validity can be assessed using the indicator loading factor, which should have a minimum value of 0.70.

Table 3 Loading factor value

Employee experience (X1)			Adaptability (Y)			
Indicator		Outer loading	Indicator		Outer Loading	
Digital technologies and digital work	X1.1	0.782	Cognitive flexibility	Y1.1	0.729	
	X1.2	0.756		Y1.2	0.712	
	X1.3	0.818	Stabilitas emosional	Y1.3	0.790	
	X1.4	0.767		Y1.4	0.827	
Digital culture and work practices	X1.5	0.762	Kemampuan belajar	Y1.5	0.722	
	X1.6	0.801		Y1.6	0.777	
	X1.7	0.916	Keterbukaan pengalaman	Y1.7	0.742	
Individual Characteristics and Demographics	X1.8	0.737		Y1.8	0.726	
Individual Characteristics and Demographics	X1.9	0.771	Keterampilan memecahkan Masalah	Y1.9	0.704	
	X1.10	0.767		Y1.10	0.831	
	Individual Characteristics and Demographics			Ketahanan	Y1.11	0.722
					Y1.12	0.815
				Kesadaran situasional	Y1.13	0.775

Y1.14	0.814
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Based on Table 3, it shows that all indicator values are > 0.70 , which indicates that the measurement has met the convergent validity standards or that the indicators above are declared valid and suitable for use in research.

4.3 Discriminant validity test

According to Kurniati (2020), discriminant validity can be assessed using the square root of average variance extracted (AVE) value, with a recommended value of ≥ 0.50 . The results of the discriminant validity test based on the AVE value are shown in the table below.

Table 4 Uji Validitas Diskriminan melalui nilai AVE (Average Variance Extracted)

Variabel	Average variance extracted (AVE)
Employee experience X1	0.623
Adaptability Y	0.584

Based on Table 4, AVE for all variables exceeds 0.50, with Employee Experience at 0.623 and Adaptability at 0.584. This shows that all constructs are valid and can explain item variations well.

4.4 Reliability test

A variable is considered have good reliability if the Composite Reliability value and Cronbach's Alpha value are each > 0.7 (Fadli *et al.*, 2024).

Table 5 Value Composite Reliability dan Cronbach's Alpha (Hasil Output SmartPLS4, 2024)

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Employee experience X1	0.932	0.935	0.943
Adaptability Y	0.945	0.946	0.951

Table 5 shows that Employee Experience (Cronbach's Alpha 0.932; Composite Reliability 0.935) and Adaptability (Cronbach's Alpha 0.945; Composite Reliability 0.946) have excellent reliability, with all values exceeding the threshold of 0.7. This confirms that these variables meet high-reliability standards.

4.5 Structural model test (R-Square)

The accuracy of the model is tested by looking at the R-square value. Based on Ghazali & Latan in Mashuri & Generous (2022), 0.75 indicates a strong model, 0.50 indicates a fairly good model, and 0.25 indicates a weak model.

Table 6 R-square (SmartPLS4 Output Results, 2024)

Variable	R-square
Adaptability Y	0.813

Table 6 proves that the R square value for the Adaptability variable is 0.813, so it can be said that the model is quite moderate. The Employee experience variable can influence 81.3% of the Adaptability variable.

4.6 Effect size (F-Square)

The f-square value (f^2) indicates the importance of the partial have an effect on of every predictor variable on the endogenous variable. the subsequent is an interpretation of the f-square value. If the f-square value is ≥ 0.35 , it may be interpreted that the latent variable predictor has a huge impact. If the f-square value is 0.15, it has a medium have an effect on. If the f-square value is 0.02, it has a small have an impact on (Mulyanto *et al.*, 2023).

Table 7 Hasil Uji F-Square

Variable	f2 Effect Size	Information
Gender	0.004	Small
Employee experience X1	3.764	Big
Gender x Employee experience X1	0.000	Small

Based on Table 7, the F2 variable Gender (0.004) has a small effect, Employee experience (3.764), which shows that its influence on the dependent variable is huge. Gender and employee experience (0.000), which means that the combination of these two variables does not significantly affect the dependent variable.

4.7 Predictive relevance (Q²)

The Q2 test is conducted to show whether the research model is valid and relevant. If the Q2 value > 0, the research model has predictive relevance (Setiaman 2023). The following is a table containing the Q2 values:

Table 8 Nilai Predictive Relevance

Variable	Q ² predict	RMSE	MAE
Adaptability Y	0.788	0.475	0.334

In this study, the Q2 value of the endogenous adaptability variable is greater than 0, so the prediction made is considered accurate.

4.8 Hypothesis testing

Hypothesis testing is conducted to evaluate the significance of the influence of independent variables on dependent variables using the SEM PLS method. Bootstrapping analysis was performed using smartPLS 4 software, with the results shown in Figure 3.

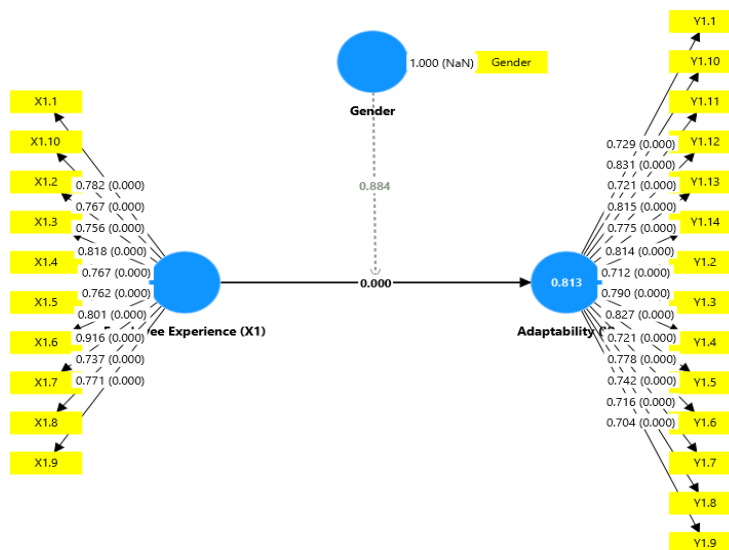


Fig 3 Output Result of Bootstrapping Modeling

According to Yurindera (2022), hypothesis testing in SEM PLS involves examining t-statistics and probability. The hypothesis is accepted if the t-statistic > 1.984 and probability < 0.05, indicating a significant influence of exogenous variables on endogenous, as explained below:

Table 9 Result of Bootstrapping Calculation of Research Data

Variable	Original Sample (O)	Sampel Mean (M)	Standard deviation (STDEV)	T statistics (\O/STDEV\)	P Values
Employee experience X1 → Adaptability Y	0.911	0.912	0.036	25.469	0.000
Gender x Employee experience X1 → Adaptability Y	-0.000	-0.003	0.054	0.006	0.995
Gender → Adaptability Y	0.029	0.029	0.047	0.616	0.538

Table 9 shows that Employee Experience (X1) has a positive and significant influence on Adaptability (Y), with a t-statistic of 25.469, a p-value of 0.000, and a coefficient of 0.911, which means that the better the employee experience, the higher their adaptability. On the other hand, gender does not moderate the relationship between Employee Experience and Adaptability because the P Values are 0.995 (not significant). In addition, gender also does not show an important direct influence on Adaptability. Overall, Employee Experience is the main factor influencing Adaptability, while gender does not play a significant role.

4.9 Discussion

This study shows that employee experience significantly influences adaptability to technological change at PT Marugo Rubber Indonesia. Employee experience, which includes perceptions of the work environment, digital technology, and organizational culture, contributes 81.3% to employee adaptability ($R^2 = 0.813$). The Q^2 value of 0.788 strengthens the predictive relevance of the model, indicating that this approach is valid for predicting employee adaptation to technological change. Employee Experience has a powerful influence on Adaptability, indicated by the F^2 value of 3.764. Meanwhile, gender as a moderating variable does not have a significant effect ($F^2 = 0.004$), so does not affect the relationship between Employee Experience and Adaptability, even though the results of previous studies mentioned differences in perceptions and approaches to adaptation based on gender (Giovano *et al.*, 2020; Nurvitasari *et al.*, 2021).

In this study, the strongest indicator of Employee Experience is "Digital culture and work practices" (outer loading = 0.916), which indicates that a work environment that supports digital culture can improve employee adaptability, by the research of Moganadas & Goh (2022). For Adaptability, the most prominent indicator is "Emotional resilience" (outer loading = 0.827), which indicates that employee emotional stability is essential in dealing with technological change, supporting the adaptation theory of Bednall & Henricks (2021). This study supports the findings of Kulkarni *et al.* (2022), which states that empowerment and organizational involvement have a positive relationship with Employee Experience in the IT sector. This finding is also consistent with Muslim *et al.* (2022), which revealed that work experience and advanced technology increase the effectiveness of information system use. In addition, these results are in line with the study of Li *et al.* (2022), which shows that technological adaptability strengthens the relationship between digital empowerment and technological innovation performance. Overall, investment in digital culture and work technology has been shown to significantly improve employee adaptation, providing a strategic contribution to HR management in the era of digital transformation.

5. Conclusion

This study shows that Employee Experience significantly influences on Adaptability to Technological Change at PT Marugo Rubber Indonesia. Employee experience, which involves digital technology, organizational culture, and work environment, contributes 81.3% to employee adaptability. The strongest indicators of Employee experience are digital culture and work practices, while emotional stability is a key dimension in Adaptability. The analysis also shows that gender variables do not moderate the relationship between Employee experience and Adaptability, so the effect of Employee experience on Adaptability does not depend on gender differences. The implications of this study indicate that the smallest outer loading value in this study, namely in the indicators "Problem-solving skills" (0.704) in Adaptability and "Individual characteristics and demographics" (0.737) in Employee Experience, it can be concluded that although Employee Experience has a significant effect on Adaptability to Technological Change, there are still challenges in individual aspects and problem-solving skills. The implications of this finding indicate that employee interest in learning new digital technology skills

still needs to be improved through an approach that is more tailored to the experiences of each individual. Therefore, companies must provide better troubleshooting training and technical support so employees are more independent and efficient in dealing with technological constraints.

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Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** Syifa Edenia, Uus Mohammad Darul Fadli, Ery Rosmawati and Gito Prayudo; **data collection:** Syifa Edenia, Uus Mohammad Darul Fadli, Ery Rosmawati and Gito Prayudo; **analysis and interpretation of results:** Syifa Edenia, Uus Mohammad Darul Fadli, Ery Rosmawati and Gito Prayudo;; **draft manuscript preparation:** Syifa Edenia, Uus Mohammad Darul Fadli, Ery Rosmawati and Gito Prayudo;. Syifa Edenia, Uus Mohammad Darul Fadli, Ery Rosmawati and Gito Prayudo; reviewed the results and approved the final version of the manuscript.

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