Nusantara Edulearn Journal
Vol. 1 No. 1 (2026), p. 14-25
Available online at https://cendikianusantara.com/index.php/EduLearn

Reimagining Human Resource Management in the Digital and AI Era: Upskilling, Reskilling, Performance, and Ethical AI

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DOI: https:// 10.61987/edulearn.v1i1.77

Article History:
Received: 05 January 2025
Revised: 14 March 2026
Accepted: 10 April 2026

Keywords:
Upskilling, Reskilling, Artificial Intelligence

Abstract:
This study aims to understand how organizations manage human resources in the digital and artificial intelligence era by examining four key dimensions: employee upskilling, reskilling, digital-based performance management, and ethical AI use. The study employs a qualitative approach with a case study design to explore organizational practices and employee experiences in the context of digital transformation. Data were collected through in-depth interviews with managers and employees, participant observation of training activities and digital performance management practices, and relevant documentation. The findings indicate that upskilling and reskilling support employee readiness to adapt to changing job roles and technological demands, while digital-based performance management enhances monitoring, transparency, and evaluation efficiency. However, the findings also show that digital performance systems may overlook qualitative employee contributions, highlighting the continued importance of human interaction. Furthermore, AI use in HR management requires clear ethical guidelines, transparency, accountability, and human oversight to maintain fairness and employee trust. The study implies that effective HR transformation requires an adaptive, integrated, and human-centered approach that balances technological innovation with employee development, ethical governance, performance effectiveness, and well-being.

INTRODUCTION

Digital transformation and artificial intelligence (AI) are reshaping how organizations work, deliver services, and manage employees. This development matters to society because effective human resource (HR) management determines whether technological progress creates opportunities or deepens inequality in employment. As public and private sectors increasingly adopt digital systems emphasizing speed, efficiency, and accuracy, workers must adjust their competencies and ways of working (Rahman, 2026; Shoha, 2026). The reason is clear: technology can improve productivity, but its benefits depend on employees' ability to use, understand, and adapt to new systems. Evidence indicates that inadequate digital readiness may contribute to competency gaps, structural unemployment, and declining organizational performance. Therefore, studying

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HR management in the digital and AI era is important because it can help organizations develop human capabilities while ensuring that technological transformation produces inclusive, sustainable, and socially beneficial employment outcomes for workers today.

The importance of this research also extends to organizational sustainability and national competitiveness. When HR policies integrate technological change with employee development, organizations can strengthen service quality, productivity, adaptability, and sustainable employment. Conversely, technology adoption without adequate human preparation may increase insecurity and widen differences between workers who possess digital competencies and those who do not. This concern is relevant because organizations are expected to respond rapidly to technological change while maintaining responsible employment practices (Sain & Abdullah, 2024; Sundaram, 2025). The reason for examining HR management, therefore, is not merely to improve internal efficiency, but to understand how organizations can balance technological innovation with human welfare. Evidence concerning competency gaps and employment disruption indicates that this balance remains challenging. Consequently, research on human-centered HR management practices can guide organizations and policymakers in designing transformation strategies that strengthen human capacity, protect fairness, and distribute digitalization benefits more broadly.

Despite these opportunities, society continues to face a problem involving the mismatch between employee competencies and the rapidly changing demands of technology-based work. Many employees experience difficulties adapting to digital systems, while organizations may lack focused, continuous, and sustainable strategies for developing relevant capabilities. The problem becomes more complex when technology implementation emphasizes infrastructure but gives insufficient attention to organizational culture, leadership, employee participation, and supportive HR policies (Holidi, 2025; Khofsah, 2025). Such conditions can generate resistance to change, reduce work motivation, and increase anxiety regarding automation and AI-related job displacement. Meanwhile, growing AI use in personnel decisions creates concerns about transparency, accountability, privacy, and fairness. These challenges demonstrate that digital transformation is not a technological problem. It is also a human and managerial problem requiring organizations to redesign HR practices so employees can adapt while remaining protected, valued, and involved.

On the ground, many organizations have incorporated digital technology and AI into recruitment, performance appraisal, and employee training. However, technological implementation has not always been accompanied by changes in managerial approaches. Technology is frequently treated as a solution for increasing efficiency, while employees may have limited opportunities to participate in planning, implementation, and evaluation of change (Hefniy & Alwahedi, 2025; Manshur, 2026). Digital training may remain formal, highly standardized, and insufficiently connected to employees' actual work needs (Aisyah & Trianingsih, 2023; Susanti et al., 2023). In addition, algorithm-based performance systems may create uncertainty about how employee contributions are measured and whether evaluations are genuinely objective, consistent, and fair. These conditions reveal a practical gap between technological adoption and

employee experience in organizations. The field phenomenon therefore suggests that organizations need HR practices effectively integrating digital efficiency with participation, continuous learning, fairness, and attention to employees' professional needs, employee wellbeing, and participation.

Previous studies have identified strategies for managing employees during digital transformation. Research has emphasized upskilling and reskilling as mechanisms for improving employee competitiveness and preparing workers for changing occupational requirements (Hikmah & Mudarris, 2026; Kusumawati, 2025; Syafiih, 2025). Other studies have examined digital performance-management systems and found potential benefits for transparency, monitoring, and HR effectiveness. Research has also considered AI as a tool for supporting recruitment, evaluation, and personnel decision-making. Nevertheless, much of this literature remains oriented toward technological capabilities, measurable productivity, and organizational efficiency (Basri et al., 2024; Khotimah & Suhermanto, 2024). Consequently, employee experience in organizations, including participation, adaptation, perceived fairness, and ethical concerns, receives less comprehensive attention. This limitation matters because technological effectiveness does not automatically guarantee successful organizational change. The present research therefore positions HR management as a central organizational process through which technology and human development must be integrated.

A further limitation concerns research design and the level at which digital HR transformation has been investigated. Previous studies have employed quantitative approaches to measure relationships between technology adoption, employee performance, productivity, or organizational outcomes. Such evidence provides information, but it may not explain how managers interpret technological change, how employees experience HR practices, or how organizations negotiate priorities in practice. Limited attention has been given to how HR management roles and practices are redefined under digitalization and AI. This creates a research gap concerning processes, managerial experiences, and contextual strategies underlying human-centered digital transformation. Addressing this gap is important because organizations need practical understanding of how to implement technology ethically. Therefore, qualitative, organization-focused research can complement existing studies by explaining practices, challenges, meanings, and adaptive strategies in specific organizational daily realities.

The novelty of this research lies in reframing HR management in the digital and AI era as a human-centered transformation process rather than a technology-adoption exercise. The study integrates upskilling and reskilling, digital performance management, employee participation, and ethical AI use within an organizational perspective, allowing these elements to be understood as interconnected HR practices. Its practice-based orientation is expected to reveal how organizations translate digital strategies into actions and how employees respond. The research problem is how HR management is being redefined at the organizational level amid digital transformation and AI adoption. The initial argument is that transformation depends not only on technology, but also on competency development, fair performance systems, meaningful participation, supportive policies, and ethical safeguards. Accordingly, the study seeks to explain adaptive and humanistic HR practices that strengthen human capabilities,

organizational sustainability, and responsible technological transformation while positioning employees as active subjects in digital transformation processes.

RESEARCH METHODS

This research employs a qualitative approach using a case study design. The qualitative approach was selected because the study seeks to obtain an in-depth understanding of human resource management practices in responding to digital transformation and artificial intelligence (AI) (Kutscher & Parey, 2024; Okoko et al., 2023; Salmona & Kaczynski, 2024). A case study design is appropriate because it enables researchers to investigate organizational practices comprehensively within their real-world context. The study focuses on how the organization manages upskilling, reskilling, digital-based performance management, and ethical issues surrounding AI use. Rather than seeking statistical generalization, this design emphasizes contextual understanding of organizational experiences, managerial practices, and employee perspectives. The qualitative case study therefore provides rich and detailed evidence regarding the interaction between technology, HR policies, management, and employees. This design is expected to generate contextual insights that contribute to the development of human resource management theory and practice in the digital era.

The research was conducted at MAN Ende, selected because the institution has implemented digital transformation and technology-supported human resource management practices. The location provides a relevant context for examining digital training, system-based performance assessment, and the use of AI in personnel-related decision-making. Its organizational structure and diverse staff also provide opportunities to obtain varied perspectives regarding HR management in the digital era. In addition, institutional agreement to conduct the research at the site facilitated access to relevant participants, activities, and organizational documents. Data were collected through triangulation of in-depth interviews, participatory observation, and documentation. Interviews involved unit leaders, HR managers, and employees participating in upskilling, reskilling, digital performance management, and AI-related activities. Observation focused on training processes, performance-system implementation, and workplace interactions, while documentation included training materials, standard operating procedures, and relevant internal policies. These methods enabled comprehensive and credible data collection.

Data analysis followed the model, consisting of data condensation, data display, and conclusion verification. First, data condensation involved selecting, simplifying, coding, and organizing information obtained from interviews, observations, and documents. The analysis focused on four central themes: upskilling, reskilling, digital performance management, and AI ethics, while irrelevant information was excluded. Second, the condensed data were displayed through organized narratives, thematic categories, matrices, tables, or diagrams to identify recurring patterns, relationships, similarities, and differences across data sources. Third, conclusions were developed gradually and verified continuously by comparing findings from different participants, methods, and documentary evidence. Methodological triangulation was used to strengthen the credibility and consistency of the findings. This analytical process allowed the researchers to

interpret organizational practices systematically while maintaining contextual meaning. Consequently, the research design, data collection, and analytical procedures provide an appropriate methodological foundation for answering the research questions and producing accountable findings.

RESULTS AND DISCUSSION

Results

Employee Upskilling Management

The findings show that employee upskilling at MAN Ende involves the improvement of existing competencies to support employees in performing increasingly digital-based work. The upskilling activities include learning internal applications, improving digital literacy, using work-supporting technologies, and developing professional competencies related to employees' responsibilities. Interviews with HR managers revealed that the organization provides internal and online training programs according to job requirements. One manager stated, "We encourage employees to participate in online training regularly to familiarize themselves with new systems, particularly internal data management and analysis software." The interview data show that training is directed toward skills that can be applied to employees' daily tasks. However, participation in training varies among employees. Managers reported that participation is influenced by employee motivation, work schedules, and task urgency. Thus, the data show differences in employee involvement in available upskilling activities.

Observations of training activities showed that some employees actively participated in internal application simulations and discussions, while others were more passive and mainly followed the training activities. Employees who actively participated asked questions, practiced using the applications, and discussed the training material with other participants. Passive participation was observed among employees who had limited interaction during the activities. The observation data also showed that employees' responses differed according to their previous experience with technology and the relevance of the training material to their work. The findings indicate that upskilling activities are implemented as part of employees' adaptation to digital work systems. The training provides opportunities for employees to develop existing competencies and become more familiar with digital applications used in their work. Management encouragement was also found during the implementation of training activities, particularly through recommendations and opportunities for employees to participate in available training programs.

Employee Reskilling Practices

The findings show that reskilling at MAN Ende involves learning new skills when employees experience changes in tasks or responsibilities following the implementation of digital systems and AI. Reskilling activities are directed toward employees who need additional competencies to perform changed or newly assigned responsibilities. Interviews with managers revealed that employee tasks are adjusted when digitalization changes existing work processes. One manager stated, "We adapt employee tasks and provide additional training so they can fill new roles created by digitalization." The interview data show that additional

training is provided alongside changes in employee responsibilities. An employee who experienced a change in work responsibilities stated, "Learning new skills is challenging because it has to fit into my routine work, but it helps me stay in my new role." This statement describes the employee's experience of learning new skills while continuing routine responsibilities. The interview findings show that reskilling involves both changes in work tasks and the acquisition of skills required to perform those tasks.

Observations showed that reskilling activities were commonly conducted through direct work experience and mentoring between employees. Employees practiced new tasks while carrying out their responsibilities and received guidance from colleagues or superiors. The observation data also showed that supervision was present during the learning process, particularly when employees encountered difficulties in performing new tasks. The findings indicate that reskilling activities vary according to changes in employees' roles and responsibilities. Employees whose tasks changed substantially required additional guidance and practice. The data also show that employee motivation was visible in the willingness of some employees to learn and perform new tasks. Reskilling therefore appeared in the organization as a process accompanying changes in work responsibilities, with learning taking place through training, direct practice, mentoring, and supervision.

Digital-Based Performance Management

The findings show that MAN Ende uses digital-based performance management to record work achievements, establish work targets, monitor employee performance, and conduct periodic evaluations. Interviews with HR managers revealed that digital systems are used to facilitate performance monitoring and reporting. One manager stated, "Digital systems make it easier for us to monitor performance and provide feedback more transparently." The interview data indicate that managers use information recorded in digital systems when monitoring employee performance. Employees, however, identified limitations in the use of numerical performance indicators. One employee stated, "Sometimes the system only assesses numbers, while non-technical contributions are less visible." This statement shows that employees perceive differences between measurable performance indicators and contributions that are not easily represented numerically. The interview findings therefore show two aspects of digital performance management: the use of digital systems for recording and monitoring performance and the presence of employee concerns regarding the visibility of qualitative contributions.

Observations showed that employees routinely entered work performance data into the digital system, used digital dashboards, and participated in weekly performance reviews. The digital system provided records of employee achievements that could be accessed during performance monitoring activities. However, observations also showed that direct face-to-face interaction between employees and supervisors during detailed performance evaluations remained limited. Performance discussions were conducted through the available digital information, while more detailed communication depended on interaction between employees and their superiors. The findings show that digital performance management is used as part of routine performance monitoring and reporting at

MAN Ende. At the same time, direct communication remains present during performance evaluation activities. The data therefore demonstrate that performance management in the organization involves both digital recording and monitoring activities and interpersonal interaction between employees and supervisors.

Ethics of Using AI in Human Resource Management

The findings show that the use of AI in HR management at MAN Ende remains limited to several administrative and analytical activities. Interviews with HR managers indicated that AI is used for performance-data analysis, administrative processing, and performance reporting. One manager stated, "AI helps with administrative work, but we are still discussing ethical guidelines for its use internally." The interview data show that the organization has begun using AI while formal internal guidelines concerning its ethical use are still under discussion. Employees also expressed concerns regarding AI-supported decisions. One employee stated, "Sometimes they worry that AI-based decisions are less humane and could be biased." This statement indicates that concerns among employees include the possibility of reduced human consideration and bias in AI-supported decisions. The interview findings show that AI is currently used as a supporting tool, while concerns regarding transparency, fairness, and the human aspects of decision-making remain present among employees and organizational personnel.

Observations showed that AI was used for data analysis, administrative processing, and performance reporting. Key personnel decisions continued to involve direct human interaction, and no specific employee outreach or formal activity concerning AI ethics was observed. The observation data show that AI had not replaced human involvement in important personnel decisions. The findings also show that formal ethical guidance regarding AI use had not yet been fully implemented within the organization. Across the four areas examined, the data show that digital HR practices at MAN Ende include employee competency development, changes in skills related to changing work responsibilities, digital performance monitoring, and limited AI utilization. Each practice was accompanied by employee participation, managerial involvement, or direct interaction between employees and superiors. These findings represent the HR management practices observed and reported by participants during the research process.

Discussion

The findings on employee upskilling indicate that MAN Ende emphasizes digital competency, mastery of internal applications, and literacy in work-supporting technologies. This finding is consistent with previous studies that identify upskilling as an organizational response to technological change and a means of maintaining employee productivity and competitiveness (Farawowan, 2025; Sundaram, 2025). However, this study adds a contextual dimension by showing that training effectiveness is influenced by individual motivation and the relevance of training materials to employees' responsibilities. This aspect receives less attention in the cited literature. Theoretically, the finding suggests that upskilling should be understood as a process involving technical capability and

employee engagement within specific work contexts. Practically, organizations should develop flexible training programs that correspond to operational needs, encourage active participation, and provide meaningful opportunities to apply newly acquired digital competencies in daily work and organizational processes effectively.

The findings regarding reskilling show that employees whose roles change because of automation, digitalization, or AI require new competencies to perform revised responsibilities. This finding supports literature describing reskilling as a strategy for preventing competency loss and aligning employee capabilities with changing tasks. However, this study identifies an important difference in implementation. At MAN Ende, reskilling occurs substantially through on-the-job practice and mentoring, whereas previous studies place greater emphasis on structured or formal training programs and activities (Amrahi Tabieh et al., 2025; Beier et al., 2025). Theoretically, this finding extends understanding of reskilling by demonstrating the importance of contextual learning and interpersonal support during role transitions. Practically, organizations should complement formal programs with workplace mentoring, supervision, and continuous communication. Such arrangements can help employees understand new responsibilities while developing confidence and practical skills required to adapt effectively to changing work demands successfully and sustainably over time.

Regarding digital-based performance management, the study finds that digital systems facilitate the recording of achievements, performance monitoring, and evaluation. This finding is consistent with literature indicating that digital systems can improve efficiency, transparency, and accessibility of performance information (Cosa & Torelli, 2024; Wirapraja et al., 2025). Nevertheless, the findings reveal a limitation: digital assessment tends to privilege quantitative indicators, while qualitative and non-technical employee contributions may receive less visibility. This difference highlights an important theoretical implication, namely that digital performance management should not be conceptualized solely as data-driven measurement but as a combination of technological information and human judgment. Practically, organizations should integrate digital records with direct discussions, supervisory feedback, and qualitative assessment. Such integration can produce comprehensive evaluations and reduce the possibility that employees' interpersonal contributions, contextual efforts, and achievements that are difficult to quantify will be overlooked during assessment.

The findings concerning AI ethics show that AI at MAN Ende is currently used mainly for administrative activities, data analysis, and performance reporting, while ethical guidelines remain under development. This finding is consistent with literature emphasizing transparency, accountability, and bias prevention in AI implementation (Akinrinola et al., 2024; Bibi, 2024). However, this study highlights an additional dimension: employees are concerned that AI-supported decisions may be less humane and potentially biased. While existing literature often emphasizes technological governance, this finding places employee perceptions and trust within the ethical discussion. Theoretically, AI-based HR management should be understood as a socio-technical process involving technology, organizational rules, managerial judgment, and employee experience. Practically,

organizations need clear guidelines, communication, oversight, and mechanisms for reviewing AI-supported decisions. These measures can strengthen transparency, protect fairness, and maintain employee trust as AI becomes increasingly integrated into HR management.

Taken together, the findings demonstrate that upskilling, reskilling, digital performance management, and AI ethics are interconnected components of organizational adaptation to digital transformation. Literature discusses these dimensions separately, emphasizing competency development, technological efficiency, or ethical governance. This study further advances that perspective by showing how these practices operate together within an organizational context effectively (Fawaid, 2025; Ataman, 2024). Upskilling develops existing competencies, reskilling supports changing roles, digital performance systems structure evaluation, and AI ethics provides safeguards for technology-supported decisions. The theoretical implication is that HR adaptation in the digital era can be viewed as an integrated process linking human capability, technology, and ethics. Practically, organizations should avoid implementing digital HR initiatives independently and instead coordinate training, role transitions, performance evaluation, and AI governance. This integrated approach can help organizations respond to technological change while maintaining employee participation, fairness, and sustainable development of human capabilities across organizational work processes.

The state of the art emerging from this study is an integrative, human-centered view of HR management in the digital and AI era today. Rather than treating technology as the primary driver of improvement, the study positions employees, competency development, managerial interaction, and ethical safeguards as elements of transformation. The novelty lies in connecting four HR practices frequently examined independently: upskilling, reskilling, digital performance management, and AI ethics. The research contributes theoretically by proposing that digital HR management requires simultaneous attention to capability, technology, and ethics. Its practical contribution lies in providing a basis for adaptive HR policies combining training, mentoring, balanced performance evaluation, and responsible AI governance. Consequently, the study offers a contextual framework that can assist organizations in pursuing digital transformation while preserving employee trust, fairness, participation, and human-centered management principles in organizational decision-making and broader transformation processes.

CONCLUSION

This study concludes that successful HR management transformation in the digital and AI era depends on the integration of employee competency development through upskilling and reskilling, digital-based performance management, and ethical AI implementation. The main lesson is that technological adoption alone does not guarantee organizational adaptation; employees require relevant training, continuous support, effective communication, transparent performance evaluation, and clear ethical guidance to remain prepared for changing roles and work demands. The practical implication of these findings indicates that organizations must adopt a balanced, human-centered approach when deploying technology, while the theoretical

implication highlights that digital HR adaptation relies on an integrated framework linking human capability, technology, and ethics. Scientifically, this study contributes empirical evidence on how technology, employee competencies, performance management, and AI ethics interact within organizational HR practices, while demonstrating the value of a qualitative case study and methodological triangulation for understanding complex digital transformation processes. Nevertheless, the study is limited by its focus on a single organization, which restricts the transferability of its findings to other organizational contexts. Future research should compare multiple organizations or sectors and examine organizational culture, employee satisfaction, career development, and the long-term effects of digital transformation and AI on employee performance.

ACKNOWLEDGEMENT

The authors would like to express their sincere gratitude to all participants who contributed their time, experiences, and insights to this study. The authors also appreciate the support and cooperation of all individuals who assisted throughout the research process. Their valuable contributions and constructive support were essential to the completion of this study.

CONFLICTS OF INTEREST

The authors declare that no conflict of interest exists in relation to this research and its publication.

USE OF ARTIFICIAL INTELLIGENCE (AI)-ASSISTED TECHNOLOGY

During the preparation of this manuscript, the authors used artificial intelligence (AI)-assisted technology as a language-support tool. ChatGPT was used to assist with editing, improving sentence structure, refining grammar, and enhancing the clarity and academic presentation of the manuscript. The AI tool was not used to conduct the research, collect or analyze research data, generate research findings, or determine the conclusions. All AI-assisted suggestions were reviewed and edited by the authors, who retain full responsibility for the content, accuracy, interpretation, and final version of the manuscript.

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