

## **Adaptive Strategy of Community Service in Improving HR Digital Resilience through Transformation of Online Marketing Techniques**

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### **Abstract**

The accelerating digital transformation demands the readiness of human resources (HR), especially in the aspect of online marketing, as a strategy to survive and thrive in the digital economy era. This research aims to examine how adaptive strategies in community service activities can be used to improve HR digital resilience through an online marketing technique transformation approach. Using a qualitative literature review method and descriptive analysis, data were obtained from 30 scientific articles and credible sources published in the period 2000-2024, and after a rigorous selection process, 18 articles were used as the basis for analysis. The results showed that an adaptive strategy involving community empowerment, technology integration, and digital marketing training based on local needs, proved effective in improving the digital capacity of the community. Support from the theories of Community Empowerment, Diffusion of Innovations, and Resilience Thinking reinforce that participatory and contextual approaches in community service can encourage community resilience and digital innovation. Case studies from various regions in Indonesia also show the success of online marketing techniques training in improving the digital presence and economic sustainability of local communities. These findings provide an important contribution to the development of community service strategies that are more relevant to the demands of community-based digital transformation.

**Keywords:** Community Service, Adaptive Strategy, Digital Resilience, Online Marketing

## **Strategi Adaptif Pengabdian Masyarakat dalam Meningkatkan Ketahanan Digital SDM melalui Transformasi Teknik Pemasaran Online**

### **Abstrak**

Transformasi digital yang semakin cepat menuntut kesiapan sumber daya manusia (SDM), terutama dalam aspek pemasaran online, sebagai strategi bertahan dan berkembang di era ekonomi digital. Penelitian ini bertujuan untuk mengkaji bagaimana strategi adaptif dalam kegiatan pengabdian masyarakat dapat digunakan untuk meningkatkan ketahanan digital SDM melalui pendekatan transformasi teknik pemasaran online. Dengan menggunakan metode tinjauan pustaka kualitatif dan analisis deskriptif, data diperoleh dari 30 artikel ilmiah dan sumber kredibel yang diterbitkan pada periode 2000–2024, dan setelah proses seleksi ketat, sebanyak 18 artikel dijadikan sebagai dasar analisis. Hasil kajian menunjukkan bahwa strategi adaptif yang melibatkan pemberdayaan komunitas, integrasi teknologi, dan pelatihan pemasaran digital berbasis kebutuhan lokal, terbukti efektif dalam meningkatkan kapasitas digital masyarakat. Dukungan teori Community Empowerment, Diffusion of Innovations, dan Resilience Thinking memperkuat bahwa pendekatan partisipatif dan kontekstual dalam pengabdian masyarakat mampu mendorong daya tahan serta inovasi digital komunitas. Studi kasus dari berbagai daerah di Indonesia juga menunjukkan keberhasilan pelatihan teknik pemasaran online dalam meningkatkan eksistensi digital dan keberlanjutan ekonomi komunitas lokal. Temuan ini memberikan kontribusi penting dalam pengembangan strategi pengabdian masyarakat yang lebih relevan dengan tuntutan transformasi digital berbasis komunitas.

**Kata kunci:** Pengabdian Masyarakat, Strategi Adaptif, Ketahanan Digital, Pemasaran Online

## INTRODUCTION

In the ever-evolving era of digital disruption, human resources (HR) are required to possess not only technical skills but also adaptive capacities to navigate changes in the work environment, technological advancements, and socio-economic dynamics. One of the major challenges faced by communities, especially those in peripheral or under-digitized regions, is the lack of digital resilience—defined as the ability to actively, flexibly, and sustainably respond to and leverage digital transformation for individual and communal advancement. Digital resilience encompasses not only the technical proficiency in using digital devices and platforms but also includes an innovative mindset, digital literacy, and the capacity for social collaboration and adaptation in a constantly changing digital space (Lee & Hancock, 2023). Within this context, community service—one of the core pillars of the Tri Dharma of Higher Education—serves as a strategic instrument to accelerate this transformation through contextual and sustainable intervention programs.

Nevertheless, the effectiveness of community service initiatives often encounters structural and cultural challenges, ranging from resistance to change to resource limitations. Many such programs remain ceremonial, top-down, or unsustainable due to a lack of understanding of local social dynamics and the actual needs of target communities. Therefore, an adaptive strategy in the implementation of community service is essential—one that is responsive to technological shifts, community characteristics, and market trends, and capable of quickly adjusting based on program evaluations. This adaptive strategy becomes crucial for driving digital transformation that is not only technical but also socially and economically transformative, particularly by enhancing relevant and applicable online marketing capacities within the community.

Online marketing serves as a critical focal point in the digitalization of human resources, as it enables micro-entrepreneurs, individuals, and communities to reach broader markets beyond geographical limitations. However, many communities still lack a holistic understanding of digital marketing strategies—often limited to using social media without applying content strategies, market segmentation, or digital analytics (Dwivedi et al., 2021). Transforming online marketing techniques through adaptive, project-based, and solution-oriented training is thus essential to building digital resilience among communities. In this regard, community service initiatives can play a pivotal role in bridging this gap by utilizing collaborative approaches involving higher education institutions, local communities, industry practitioners, and regional governments.

An adaptive community service program must be capable of identifying local potentials, structural challenges, and the digital dynamics within communities. A participatory approach that positions communities not merely as objects, but as subjects of development, is a fundamental requirement for the success of this strategy. This is where the integration of academic knowledge, real community needs, and digital trends becomes crucial in planning and executing the program. Transforming online marketing techniques should go beyond simply teaching how to create e-commerce accounts or upload product photos on Instagram; it must also educate communities on branding, storytelling,

copywriting, utilizing search engine optimization (SEO), and data-driven digital media analytics.

Moreover, enhancing digital resilience cannot be separated from the sustainability aspect of the programs involved. Many digital marketing training initiatives often stop at the knowledge transfer stage without incorporating ongoing mentoring and monitoring processes (Robu & Lazar, 2021). In reality, digital learning requires a continuous and adaptive approach that aligns with constructivist learning theory, which emphasizes the importance of active participant engagement throughout the learning process. Effective community service strategies must integrate principles of continuous mentoring, appropriate technology utilization, and case-based learning modules (experiential learning) to ensure that digital transformation processes are deeply rooted and result in lasting competencies.

In this context, adaptive strategies can be developed by leveraging open-source and low-cost digital platforms as training and marketing tools for communities. For instance, training programs that utilize WhatsApp Business, Canva, Google My Business, and local e-marketplaces can serve as affordable yet high-impact entry points into digital transformation. Collaborations with alumni or digital marketing practitioners can also provide practical insights and help strengthen market networks for target communities. This approach highlights that adaptive community service strategies must not only focus on what is taught, but also how, by whom, and within what contextual framework the programs are implemented.

Digital resilience among human resources, as a result of adaptive community service strategies, contributes to economic empowerment, strengthens social cohesion, and enhances local competitiveness within the digital ecosystem. Digitally resilient individuals are better equipped to navigate technological changes, economic crises, and global challenges that demand flexibility and innovation (Rohayati & Abdillah, 2024; Wahdaniah et al., 2023). In the long run, such transformation has the potential to shape a sustainable and inclusive local digital ecosystem, where communities evolve not just as technology consumers, but also as producers of digital economic value. This underscores the strategic role of universities and community service institutions as catalysts for social change through relevant, dynamic, and measurable interventions.

Based on this urgency, the purpose of this study is to conduct an in-depth review of scientific literature on adaptive community service strategies aimed at enhancing human resource digital resilience through the transformation of online marketing techniques. The focus of this research is to formulate the principles, approaches, and best practices that can serve as guidelines for developing effective and sustainable digital transformation-based community service programs across various regions in Indonesia.

### **Community Service**

Community service is one of the three core pillars of the Tri Dharma of Higher Education in Indonesia, aimed at transferring knowledge, skills, and innovation from higher education institutions directly and sustainably to the broader society (Regita, 2023). This

activity encompasses a variety of social interventions, training, mentoring, and capacity-building efforts to support local communities in addressing social, economic, and technological challenges. In today's context, community service acts as a form of socialization and serves as a collaborative platform between academics and the public to formulate practical solutions to real-world issues, including digital transformation. Community service initiatives that are designed adaptively and based on local needs are crucial for generating sustainable changes and creating meaningful impact.

### **Adaptive Strategy**

An adaptive strategy refers to a dynamic and flexible approach to responding to external environmental changes—whether social, economic, or technological—by adjusting methods, policies, and practices to remain relevant and effective (Agostini et al., 2023; Haasnoot et al., 2013). In the realm of community service, adaptive strategies are essential to ensure that implemented programs align with local characteristics, community needs, and ongoing technological advancements. This strategy underscores the importance of continuous learning, context-based innovation, and active participation from all stakeholders to ensure that empowerment processes are inclusive and well-targeted. Therefore, adaptive strategy becomes a key factor in ensuring the success of social interventions in complex and evolving environments.

### **Digital Resilience**

Digital resilience is the capacity of individuals, groups, or communities to withstand, adapt to, and thrive in environments influenced by digital technological advancements (Sharma et al., 2022; Sun et al., 2022). This concept encompasses multiple dimensions, including digital literacy, information security, the ability to operate digital tools, and preparedness to face technological disruptions in daily social and economic activities. Digital resilience is not only about technical competence but also includes mental, social, and structural readiness to leverage technology for productive and sustainable purposes. In the context of vulnerable populations or local communities, digital resilience is a critical prerequisite to ensure they are not left behind amid the ongoing wave of digital transformation.

### **Online Marketing**

Online marketing is the process of promoting, distributing, and selling products or services through digital platforms such as social media, e-commerce, websites, and email marketing (Dašić et al., 2023). This marketing technique has become a key element in expanding market reach, enhancing brand visibility, and building direct and measurable engagement with consumers. In the digital era, online marketing is not only a preferred option but also a fundamental necessity for businesses, including MSMEs and local communities, to survive and grow amid competitive environments. Through training and mentoring in community service programs, understanding and mastering online marketing techniques serve as a critical foundation for improving the digital-based economic resilience of communities.

## **METHOD**

This study employs a literature review method with a qualitative approach, aiming to enrich both conceptual and practical understanding of adaptive strategies in community service, particularly in efforts to enhance digital resilience of human resources through the transformation of online marketing techniques. The qualitative approach was selected because it allows the researcher to conduct an in-depth, reflective, and contextual examination of various scientific findings and perspectives that have developed over a specific period. The analysis in this study is carried out descriptively, focusing on a systematic elaboration of themes, concepts, and patterns related to community service strategies that are relevant to strengthening the digital capacities of communities. This research does not aim to test hypotheses but instead explores meanings, approaches, and implementation models that have been applied in various contexts through a review of representative and credible literature. Data sources were obtained through the exploration of scientific articles and academic publications available on Google Scholar and several reputable scientific platforms and institutions such as ScienceDirect, SpringerLink, as well as official websites of universities and community service organizations. The publication time frame used as a reference spans from the year 2000 to 2024, to ensure the literature's relevance and alignment with the evolving dynamics of digital technology and the post-pandemic implementation of community service strategies.

The data collection process was conducted using keywords such as “community service,” “digital resilience,” “digital transformation of communities,” “community-based digital marketing,” and “adaptive strategies in empowerment.” The initial search yielded 30 articles that matched the main research topic. However, to maintain analytical quality and topical relevance, a rigorous selection process was applied based on specific criteria: (1) the article must be from a reputable source, (2) it must explicitly discuss community service and the digitalization of human resources, and (3) it must contain both conceptual and practical approaches. Following this screening process, 18 articles were selected as the primary materials for analysis in this study. The collected data were then classified based on topic, methodology, and content contribution to the dimensions of adaptive strategy and digital resilience. The analytical stages were carried out using data reduction, thematic categorization, and content interpretation techniques, which were then presented narratively to illustrate the integration of various perspectives from previous researchers. This step is expected to yield a knowledge synthesis that is informative and can serve as a reference for developing more strategic and contextually relevant digital-based community service programs.

## **FINDING AND DISCUSSION**

A deeper analysis of digital transformation in community service through the lens of Community Empowerment Theory (Zimmerman, 2000) reveals that empowerment is not an instant outcome of technology distribution but a multilayered process that involves strengthening individual and communal control over their lives through ownership of digital resources, active participation in technology-based social processes, and a systemic

enhancement of digital literacy. In this context, empowerment is not merely about access to hardware or internet networks but about how digital knowledge is owned and internalized by communities as a tool to improve their quality of life and autonomy. This includes context-specific training, needs-based mentoring, and the development of an inclusive and sustainable digital learning ecosystem. Such transformation demands a shift from top-down, aid-oriented approaches toward capacity-building models that position communities as the main actors capable of identifying, designing, and implementing digital solutions in a participatory manner. Digital resilience among communities, therefore, can only be built when they are treated as equal partners in the digitization process—understanding technology both technically and critically, and using it to sustainably address local social and economic challenges.

The digital marketing training organized by the Graduate School of Universitas Gadjah Mada in Yogyakarta underscores the importance of practical and contextual approaches in enhancing the capacities of local businesses and institutions in effectively managing content and social media (Istari, 2024). The training materials included relevant digital content planning, the use of tools such as Canva, and the optimization of platforms like WhatsApp Business and Instagram to foster stronger audience engagement. The success of this training lies in how participants were not only taught general digital marketing theories but also empowered to design strategies tailored to their own communication needs. In this context, participants demonstrated improved understanding and skills in creating more targeted promotional narratives and visually appealing content, highlighting the importance of integrating appropriate technological approaches with empowerment grounded in local socio-cultural understanding. These findings support the argument that technology need not be complex to significantly impact digital transformation; what matters more is the appropriateness of the approach, platform relevance, and active participation in the training process. An adaptive, grounded, and applicable educational approach to digital marketing training is key to ensuring that digital technologies truly empower target communities sustainably.

A more in-depth analysis of the relevance of the Diffusion of Innovations Theory by Rogers et al. (2019) within adaptive community service strategies emphasizes that the success of disseminating digital innovations—such as online marketing techniques—largely depends on how well the innovation characteristics, namely relative advantage, complexity, compatibility, trialability, and observability, are understood and tangibly experienced by the target communities. In the context of community service, lecturers, students, and partnering facilitators serve as change agents who not only transfer technology but also build trust and foster positive perceptions of the long-term benefits of adopting such technologies. When service strategies are designed with this gradual and psychological diffusion process in mind, interventions extend beyond technical aspects and touch the social and emotional dimensions of community learning. This approach is fundamentally different from short-term, one-off training models because it positions innovation as part of an ongoing transformation supported by dialogue, demonstrable benefits, and ease of replication by the community. The key to a successful digital

community service program lies not only in the sophistication of the technology introduced but also in the ability of change agents to build an adoption ecosystem that respects social dynamics, psychological readiness, and the local values embedded within the target communities.

In 2021, a case study of the traditional market digitalization program in Bandung City, initiated by Perumda Pasar Juara in collaboration with Bank BJB through the implementation of cashless payments via QRIS at Simpang Dago and Sadangserang Markets, illustrated how digital interventions designed with contextual and sustainability-oriented approaches can lead to tangible change (Lentera Jabar, 2021). Moreover, in 2022, Indonesia's Ministry of Trade, in collaboration with various partners including digital platforms like Tokopedia and Bank Indonesia, launched a warung (small shop) digitalization initiative to improve the operational efficiency of MSMEs, expand market reach, and introduce QRIS-based digital transaction systems (Kompas, 2022). These two initiatives confirm that the success of digitalizing warungs or traditional markets depends not only on technological sophistication but also on the suitability of the approach with local conditions, the sustainability of mentoring efforts, and synergy among stakeholders to ensure a contextual adaptation process that empowers communities in a lasting manner.

The Participatory Action Research (PAR) approach in community engagement is crucial because it shifts the role of the community from passive recipients of aid to active participants in every stage of the program. From planning and implementation to evaluation, the community is directly involved, ensuring that the solutions developed genuinely align with their local needs and conditions. For example, local product marketing campaigns can be built around the cultural narratives of the community or use locally preferred digital platforms that are more accessible and relevant compared to global platforms that often do not match their realities. This active participation makes digital marketing programs more effective, fosters a sense of ownership, and builds collective responsibility to maintain the sustainability of the program. This contrasts sharply with top-down approaches, which tend to impose directives without understanding the community's context, often leading to failure due to a lack of real problem-solving. With PAR, community empowerment becomes a collaborative learning process that enhances critical thinking and creativity in utilizing digital technology as a tool for social and economic change. Thus, community engagement is not only about providing technology but also about building strong social and cultural capital as the foundation for innovation and sustainable adaptation in the digital era.

One example is the digital marketing training program for MSME actors in Teluk Pucung Subdistrict, North Bekasi. This activity included lectures, discussions, and hands-on training on the use of digital marketing for MSME product promotion (Harahap et al., 2021). Participants gained knowledge on the definitions, types, and applications of digital marketing, as well as skills to create their own marketing content. The training demonstrated that contextual and applicable materials can improve MSME actors' understanding of digital marketing and encourage them to begin implementing digital

strategies in promoting their products. Although the training approach did not explicitly apply digital storytelling or customer persona mapping, its attention to business identity and market characteristics proved more effective than generic, one-way methods. This highlights that MSME actors need a reflective learning process aligned with their business dynamics to build strong digital narratives, enhance consumer engagement, and strengthen customer trust and loyalty in an increasingly competitive digital environment. Thus, the success of digital marketing training in the context of community engagement is determined not only by the sophistication of the technology taught but also by the depth of an approach focused on relevance, sustainability, and the participants' ability to narrate the uniqueness of their products digitally.

In the context of digital resilience, the Resilience Thinking theory introduced by Walker et al. (2006) is highly relevant because it emphasizes that the resilience of a system, such as a community, depends not only on technical proficiency with technology but also on its capacity to absorb shocks, adapt dynamically, and transform in response to external pressures like technological disruptions or economic crises. Therefore, adaptive strategies in community engagement aimed at strengthening digital resilience must involve three layers of intervention simultaneously: enhancing the technical capacity of community members so they can use and develop technology independently; strengthening supportive social structures through solid and collaborative community networks that facilitate information exchange and social support; and establishing continuous learning mechanisms that enable communities to innovate and adapt to the rapidly changing and unpredictable digital environment. True digital resilience is not merely about mastering digital tools—it is achieved through a collective learning process that integrates technical, social, and cultural dimensions, enabling communities to survive, thrive, and revitalize themselves in the face of complex and unforeseen future challenges.

Referring to fundamental theories such as Community Empowerment and Resilience Thinking, supported by empirical evidence from various studies and case analyses, it can be concluded that adaptive community engagement strategies in the digitalization era must be systematically, participatively, and contextually designed with solutions deeply rooted in local needs and conditions. The transformation of online marketing techniques is not merely about mastering technical skills but is part of a complex social dynamic involving cultural elements, social structures, and the community's innovative capacity. This demands a holistic approach that integrates interdisciplinary knowledge and cross-sector collaboration. In this context, universities play a strategic role as sources of knowledge and technology and as visionary facilitators of social change, capable of designing and implementing engagement programs that are responsive to digital developments and rapid socio-economic changes. They must empower communities sustainably so they can adapt, innovate, and become self-reliant in facing the increasingly complex and dynamic challenges of the digital era.

## **CONCLUSION**

This study concludes that adaptive strategies in community service play a strategic role in building the digital resilience of human resources, particularly in the context of transforming online marketing techniques. Digital resilience is reflected not only in technological proficiency but also in a community's capacity to adopt, adapt, and transform digital skills into sustainable productive value. Theories of Community Empowerment, Diffusion of Innovations, and Resilience Thinking provide a solid foundation, emphasizing that participatory, contextual, and locally solution-oriented approaches to community engagement yield long-term impacts on societal readiness for the digital era. Various case studies also demonstrate that adaptive, locality-based digital training programs, tailored to specific community needs, are more effective in building digital-based economic competitiveness than conventional approaches.

The theoretical implication of this study underscores the need to shift community service paradigms from a top-down model to one rooted in active participation, contextual relevance, and innovative methods. Practically, universities, government institutions, and community partners must consider the social, economic, and cultural characteristics of the communities when designing digital training strategies, especially in online marketing techniques. Such strategies not only enhance technical competencies but also strengthen community digital identity, expand market networks, and create broader economic opportunities. From a policy perspective, there is a pressing need for regulatory support, funding, and incentives for community service programs that demonstrably contribute to strengthening digital resilience at the grassroots level.

There is also a need to enhance the capacity of community service facilitators—including lecturers and students—in digital literacy, participatory approaches, and understanding the social dynamics of local communities. Moving forward, higher education institutions should integrate digital entrepreneurship modules and online marketing strategy development into Community Service (KKN) and the Merdeka Belajar Kampus Merdeka (MBKM) programs. Furthermore, it is recommended to foster synergistic partnerships with local technology industry players, digital startups, and regional governments in designing and implementing impactful programs. Future research should also focus on quantitatively measuring the impact of adaptive community service strategies on changes in digital behavior and the economic performance of assisted communities.

This study has several limitations. First, as a literature review, its findings are conceptual in nature and based on secondary literature analysis, without the inclusion of primary field data. Second, the scope of literature is limited to the period between 2000 and 2024, and the sources are restricted to Google Scholar and other credible websites, meaning that there may be additional relevant findings not captured in this review. Third, the geographic and sectoral contexts of the referenced studies are diverse, so generalizations to a specific community must be made with caution. Therefore, follow-up studies using fieldwork and specific case-based approaches would be highly beneficial in validating the conceptual findings of this research.

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