

The Influence of Digitalization and Human Resources Competence on the  
Financial Performance of

## Pondok Permai Restaurant

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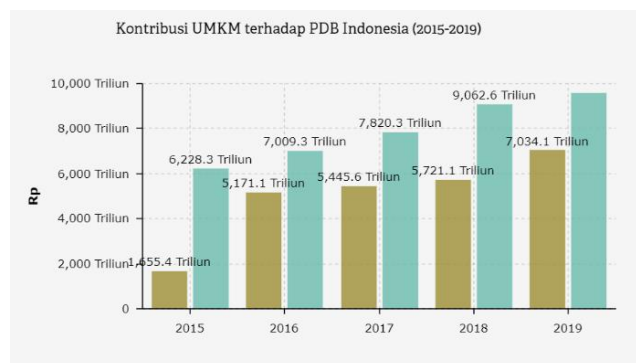
### ABSTRACT

The rapid advancement of digitalization has become a crucial driver of business efficiency and competitiveness. However, the effectiveness of digital tools is highly dependent on the competence of human resources (HR) responsible for implementation and financial management. This study aims to examine the influence of digitalization and HR competence on the financial performance of the Pondok Permai Restaurant. Using a quantitative research design, data were collected from 60 respondents through observations, documentation, and Likert-scale questionnaires. Multiple linear regression was applied to analyze the extent to which digitalization and HR competence affect financial performance. Prior to regression analysis, validity and reliability tests were conducted to ensure data quality, followed by classical assumption tests including normality, multicollinearity, and heteroscedasticity. The findings reveal that digitalization has a positive and significant effect on financial performance ( $t = 4.089$ ;  $p < 0.05$ ). HR competence also shows a strong significant influence ( $t = 7.358$ ;  $p < 0.05$ ). Simultaneously, both variables significantly contribute to financial performance as indicated by the F-test value of 329.463. These results confirm that enhanced digital adoption and improved HR competence play a critical role in strengthening financial efficiency, record accuracy, and business profitability.

**Keywords:** Digitalization, HR competence, Financial performance, MSMEs

### INTRODUCTION

The national economy has several backbones, one of which is the micro, small, and medium enterprises. They are engines of economic growth capable of increasing the country's foreign exchange, encouraging more equitable economic growth, opening job opportunities, supporting the needs of communities in different aspects, and spurring the economy in critical times. The role of Micro, Small and Medium Enterprises (MSMEs) in ensuring all these factors have been prioritized by MSMEs in national economic development has continued to show significant improvement. This sector is the mainstay in creating new job opportunities that are able to absorb the number of unemployed widely, thus helping to reduce the burden of employment in Indonesia (Fitria et al., 2021).



**Figure 1.** Contribution MSMEs to Indonesia's GDP from 2015 to 2019

The graph illustrates the contribution of Micro, Small, and Medium Enterprises (MSMEs) to Indonesia's Gross Domestic Product (GDP) from 2015 to 2019, showing a consistent upward trend throughout the five-year period. In 2015, MSMEs contributed Rp 6,228.3 trillion, increasing to Rp 7,009.3 trillion in 2016 and Rp 7,820.3 trillion in 2017. This growth continued in 2018 with a contribution of Rp 9,062.6 trillion, reaching its highest point in 2019 at Rp 9,580 trillion. The steady increase in MSME contribution reflects their strengthening role as a major driver of national economic growth. This positive trend also highlights how MSMEs remain resilient and adaptive, maintaining substantial economic influence despite evolving economic challenges.

The fact that the economic situation in Indonesia is small proves that MSMEs are basic economic actors born from the components of society from the small and middle and upward so that it is strategic to develop (Agustinus & Ariadi, 2024; Suryani & Rita, 2023;). Not only dominating in number, MSMEs also play a significant role in employment and contribution to Gross Domestic Product (GDP). However, amidst the rapid development of digital technology and increasingly complex market dynamics, MSMEs are required to transform in order to survive and compete. Business Actors are expected to improve their business performance by continuing to build better products by improving marketing through digital marketing (Harjadi & Gunawan, 2022). And the hope of a better income is one of the factors that influence a person's desire to become an entrepreneur (Effiyaldi et al., 2024).

One of the important strategies in facing these challenges is through digitalization of business operations, especially in aspects of financial recording and reporting, one of which is financial literacy in managing finances (Sarka et al, 2024). Digitalization is believed to improve efficiency, accuracy, and transparency in the financial management of MSMEs. Unfortunately, many businesses are still running financial processes manually, which are prone to errors and inefficient.

On the other hand, the competence of human resources is also a determining factor for the success of digital transformation. Where, individuals who have foresight will strive to adjust the benefits of their lives with the economic information they have to build wealth during their productive period (Nafisah & Setiawan, 2024). Limited understanding of accounting, low digital literacy, and lack of training or mentoring, make most MSME actors in Medan unable to optimize technology to improve their business financial performance. This condition reflects that although technology is readily available, the human capacity to utilize it is not yet fully supportive. The more qualified the human resources of an agency, the more capable they are in understanding the evolving technological developments (Lubis et al, 2022)

This is in line with the findings of research conducted by (Suryana & Burhanuddin, 2021; Haliza et al, 2024; & Purnamasari et al, 2024) found that digitalization and competence can affect financial performance.

## LITERATURE REVIEW

### A. Digitalization

We have entered the digital era 5.0 where the development of technology and information has grown very rapidly, such as in modern financial transactions, buying and selling, and other financial transactions (Epin, M. N. W., & Richard, 2022). According to Rahmadyah & Aslami (2022), the development of digital technology has triggered major changes in the business world so that organizations need to adapt. This is in line with the thought of Novita et al. (2023) who say that digital skills form a relevant component in the modern profile of employees. This rapid movement and change in the way of doing business towards digitalization forces businesses to adapt to these changes. For large companies, this change in business patterns that leads to the digitalization process is not too constrained due to the characteristics of large companies that have good resources (Wijoyo et al, 2020).

The digitalization of MSMEs refers to the application of intelligent use of market information used to develop products to increase the growth of MSMEs from a

technological perspective (Adella and Rio, 2021). In addition, the digitalization of MSMEs can also be interpreted as an effort to transform the behavior of business actors in marketing and selling products using technology as the main media (Jayanti & Karnowati, 2023). Based on general digital business characteristics, MSME digitalization indicators can be formulated as follows (Wijoyo et al, 2020):

1. Social Media
2. Use of Search and Analysis Platforms
3. Utilization of digital tools
4. Content Management
5. Provision of content
6. Distribution and delivery
7. Application Usage

## **B. Competency**

According to Novita, et al. (2023) Digital skills should be taken as a major component of the employee profile because it is through employee performance that contributes greatly towards the realization of the goals of the organization. HR quality can be seen from the indicators of education, work experience, and skills possessed by employees (Sitorus et al.2022)

## **C. Financial Performance**

Financial performance represents the organization's ability to produce profits, manage resources efficiently, and maintain sustainable business growth. Financial performance reflects the outcomes of business decisions that affect profitability, revenue improvement, and operational efficiency. It is commonly viewed as an indicator of business success because it measures how effectively resources are utilized to generate income and long-term value. Performance among MSMEs is often shaped by financial literacy, financial inclusion, and the adoption of digital financial tools, which collectively influence profitability, revenue, and efficiency. In general, financial performance is assessed through several core indicators, including revenue growth, cost efficiency, and return on investment (ROI), which together provide a holistic view of the organization's economic achievement.

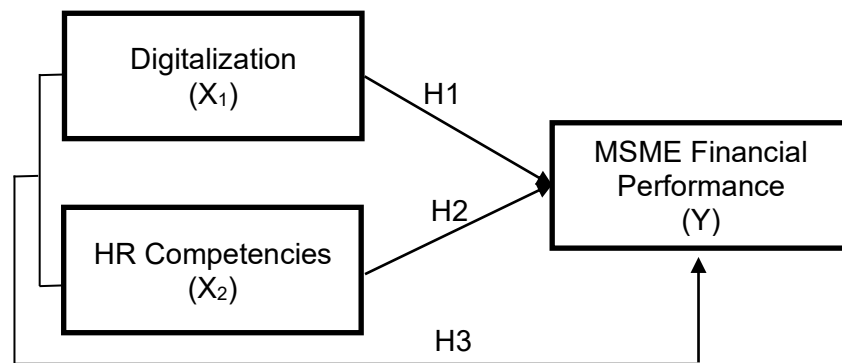
(Nafisah et al., 2024) Financial performance is a tool used to measure how successful a company is in generating profits (Ramadhani et al., 2022). The financial performance of MSMEs is the result of business management that is influenced by financial literacy, financial inclusion, and the use of financial technology which is reflected in profitability, income, and business efficiency. (Widyastuti, M. 2024). To measure financial performance in general, several key metrics can be used as indicators, namely (Susilowati et al., 2022):

1. Revenue Growth
2. Cost Efficiencies
3. Return on Investment

## **D. Conceptual Framework**

This study explains the relationship between digitalization and human resource competence and the financial performance of Pondok Permai Restaurant. Digitalization is measured through the use of social media, analytics platforms, digital content, delivery services, and supporting applications. Meanwhile, HR competencies include the knowledge, skills, motivation, and attitudes of business actors in running a business.

The financial performance of MSMEs is seen from revenue growth, cost efficiency, and return on investment. In this framework, the higher the level of digitalization and HR competence, the better the financial performance of MSMEs is expected to be. This study tries to prove that technology and human abilities both play an important role in improving business success. Based on the description above, it can be seen that the conceptual framework is as follows:



**Figure 2.** Theoretical Thinking Framework

Synthesizing the three bodies of literature, this study positions digitalization and human resource competence as interconnected determinants of MSME financial performance. Digitalization enhances efficiency, accuracy, and market reach, but the successful implementation of digital tools depends heavily on the competence of human resources who operate these systems. Human resource competence strengthens the organization's capacity to absorb technology, which in turn magnifies the financial benefits generated by digitalization. Therefore, financial performance improves most effectively when MSMEs simultaneously implement digitalization and invest in competent human resources. The theoretical conclusion that emerges and becomes the central reference for this study "Digitalization contributes to financial performance only when supported by strong human resource competence; therefore, the synergy between technological adoption and human capability forms the core driver of MSME financial performance."

### E. Hypothesis

Based on the conceptual framework above, the hypothesis of this study is formulated as follows to be suspected:

- H<sub>1</sub> = There is a positive effect of Digitalization on the Financial Performance of MSMEs.
- H<sub>2</sub> = There is a positive effect of HR Competence on MSME Financial Performance.
- H<sub>3</sub> = There is a positive effect of Digitalization and HR Competence on Performance MSME Finance.

## RESEARCH METHOD

This study employs a quantitative research design to examine the influence of digitalization and human resource competence on the financial performance of Pondok Permai Restaurant. Quantitative methods are appropriate for testing relationships between variables and for producing generalizable findings (Creswell, 2014). Multiple linear regression is applied as the analytical technique, as it enables the assessment of how two or more independent variables digitalization and HR competence simultaneously affect a dependent variable, namely financial performance (Gujarati & Porter, 2009). This approach also allows the estimation of the strength, direction, and statistical significance of each predictor, thereby providing a comprehensive understanding of the factors that contribute to financial outcomes within the organizational context.

### **Population and Sample**

The population in this study were all employees who worked at Pondok Permai Restaurant who used digital systems or tools in the financial operational process, either in the form of digital financial records, cashier applications, or technology-based reporting systems.

Samples were taken using random sampling technique with the following criteria:

1. Employees who have worked for 1 year at Pondok Permai Restaurant.
2. Employees who use digital technology (minimum for financial records or transactions).

Referring to the opinion of Arikunto (2016:68), if the population is less than 100 people, then the entire population can be sampled.

### **Data Collection Technique**

To obtain relevant and accurate data, researchers use the following three data collection techniques:

1. Observation

Researchers made direct observations to several business locations to see how digitalization practices were carried out and how HR competencies in financial operations. This observation helps to explore the factual data and the real situation faced by MSMEs.

2. Documentation Studies

Documentation studies are conducted by collecting secondary data from related documents, such as MSME financial statements, digital transaction records, business profiles, or HR training data that have been followed. This data is important to support the analysis of financial performance variables.

3. Questionnaire

Questionnaires are used as the primary means of primary data collection. The questionnaire was compiled based on indicators of each variable.

The questionnaire used a Likert scale with five answer choices, ranging from "Strongly Disagree" to "Strongly Agree".

### **Data Analysis Technique**

The data obtained were analyzed quantitatively using multiple linear regression. Before the regression analysis was carried out, the researcher first tested the validity and reliability of the questionnaire instrument to ensure its accuracy and consistency. Furthermore, a classical assumption test was carried out which included normality, multicollinearity, and heteroscedasticity tests, to ensure that the data met the regression analysis requirements.

The main analysis used multiple linear regression with two independent variables, namely digitalization and HR competence, as well as one dependent variable, namely financial performance. A t test was used to see the effect of each variable partially and an F test was used to see it simultaneously. Also,  $R^2$  or the coefficient of determination is calculated to find out how much in percent do the two independent variables share in contributing to changes in financial performance. Data processing is done with the help of the SPSS application.

## **RESULTS**

The results of this study present a comprehensive statistical analysis aimed at examining the influence of digitalization and human resource competence on the financial performance of MSMEs, particularly within the context of Pondok Permai Restaurant. To ensure the accuracy and reliability of the findings, a series of preliminary tests including descriptive statistics, validity, reliability, normality, multicollinearity, and heteroscedasticity were conducted before proceeding to the core regression analysis. These diagnostic tests help confirm that the data meet the

necessary statistical assumptions, allowing the regression model to be interpreted accurately. The following subsections outline the outcomes of each test as well as the results of the multiple linear regression, F-test, t-test, and coefficient of determination.

The validity test was carried out to determine whether each questionnaire item was able to accurately measure the intended construct. Using the Pearson Product–Moment correlation approach with a total sample of **60 respondents**, all items showed correlation coefficients greater than the minimum required value of 0.30. This indicates that every item on the digitalization, human resource competence, and financial performance variables meets the required validity standard. Therefore, all measurement items in this study are considered valid and appropriate for further analysis (Wahyuni, 2022).

The reliability test was conducted to evaluate the internal consistency of the questionnaire items. Using Cronbach's Alpha, the results showed that all three variables Digitalization, HR Competence, and Financial Performance had reliability coefficients above 0.70. These values indicate excellent reliability, meaning the items used to measure each variable consistently reflect the same underlying dimension. With Cronbach's Alpha exceeding the required threshold, the instrument in this study can be considered highly reliable and suitable for further statistical testing.

### Normality test

Normality test was to find whether the data were normally distributed or not. (Ghozali, 2021)

**Table 1. One-Sample Kolmogorov-Smirnov Test**

One-Sample Kolmogorov – Smirnov Test		Unstandardized Residual
N		60
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.48360413
Most Extreme Differences	Absolute	.105
	Positive	.105
	Negative	-.072
Test Statistic		.105
Asymp. Sig. (2-tailed)		.098 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

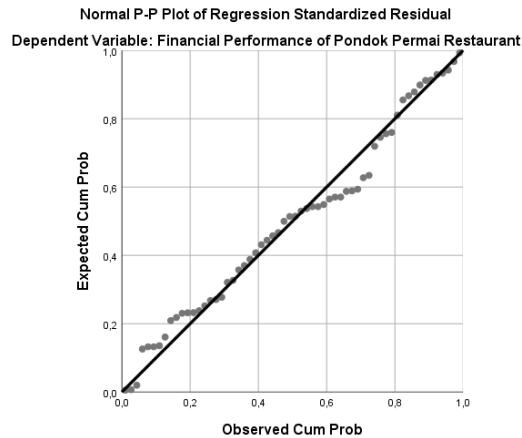
c. Lilliefors Significance Correction.

Note. > 0,5 = Normal.

The residual data normality test was carried out using *One-Sample Kolmogorov-Smirnov Test* with a total of 60 samples. The test results showed a test statistical value of 0.105 with a significance value (Asymp. Sig. 2-tailed) of 0.098.

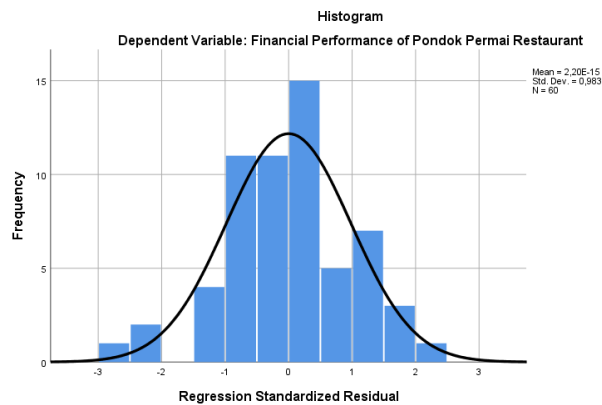
Since the significance value is greater than 0.05 (0.098 > 0.05). This shows that the assumption of normality in the data is met so that the data can be used for further statistical analysis that requires normality.





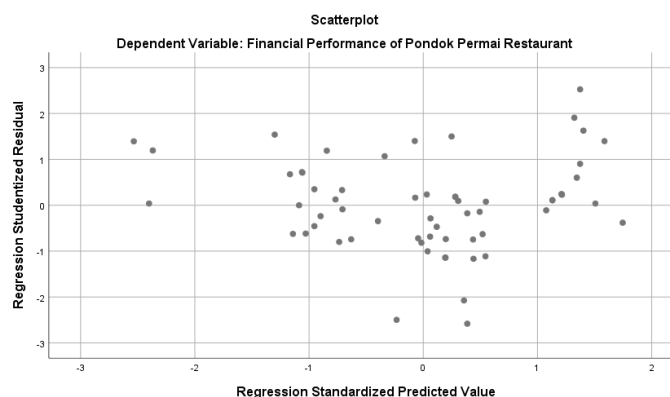
**Figure 3.** P-Plot Diagram

A Probability Plot chart is a graph used to check whether the data follows the normal distribution. If the points on the plot follow the diagonal straight line well, then the data can be said to be normally distributed.



**Figure 4.** Histogram

A histogram is a graph that visually displays the frequency distribution of data. If the histogram shows a symmetrical bell-shaped pattern, then the data can be considered close to the normal distribution.



**Figure 5.** Scatterplot

Scatterplot chart points that spread and do not form a pattern, this can be concluded that there is no heteroscedasticity (good model).

#### **Multicollinearity Test**

**Table 2.** Multicollinearity Test

**Coefficients<sup>a</sup>**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Digitalization	0.190	5.270
HR Competences	0.190	5.270

a. Dependent Variable: Financial Performance of Pondok Permai Restaurant

Note. Nilai *Tolerance* > 0,1 & nilai VIF < 10.

Based on the results of the multicollinearity test in Table 4, the *Tolerance* value for the two independent variables, namely Digitalization (Role of Financial Technology) and HR Competence (Human Resources), is 0.190 each. The *Variance Inflation Factor* (VIF) value for both variables is 5.270. Thus, multicollinearity does not occur.

### Multiple Linear Regression Analysis

**Table 3.** Multiple Regression Test

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	-0.345	2.401
Digitalization	0.458	0.112
HR Competences	0.672	0.091

a. Dependent Variable: Financial Performance of Pondok Permai Restaurant

Based on the results of multiple linear regression analysis, the regression equation is obtained as follows:

$$Y = -0.345 + 0.458 X_1 + 0.672 X_2$$

Where:

Financial Performance

X<sub>1</sub> = Digitalization (Role of financial technology)

Human Resources

The regression coefficient for Digitalization is 0.458 with a t-value of 4.089 and a significance value (p-value) of 0.000 (< 0.05), indicating that the digitalization variable has a positive and significant effect on the financial performance of MSMEs. This means that the higher the role of financial technology, the better the financial performance of MSMEs.

Similarly, the HR Competency variable, in other words, increasing HR competence can improve the financial performance of MSMEs.

The constant value of -0.345 with a significance value of 0.886 indicates that the constant is not significant, so the influence of the independent variable is very dominant in this model. Overall, the two independent variables have a positive and significant effect on the financial performance of MSMEs.



**Table 4. F Test (Simultaneously)**

ANOVA <sup>a</sup>		
Model	F	Sig.
1 Regression	329.463	.000 <sup>b</sup>
Residual		
Total		

a. Dependent Variable: Financial Performance of Pondok Permai Restaurant

b. Predictors: (Constant), Human Resources Competence, Digitalization

The F test results for the regression model showed that the F value was 329.463 with a significance level of 0.000 ( $p < 0.05$ ). This value shows that simultaneously, the variables of Digitalization (Role of financial technology) and HR Competence (Human Resources) have a significant effect on the Financial Performance of MSMEs.

This means that the two independent variables are jointly able to explain variations or changes in the dependent variable, namely the Financial Performance of MSMEs. The regression model used in this study is feasible and significant to be used in predicting the financial performance of MSMEs.

**Table 5. T Test (Partial)**

Coefficients <sup>a</sup>		
Model	t	Sig.
1 (Constant)	-.144	.000 <sup>b</sup>
Total_X1	4.089	.000
Total_X2	7.358	.000

a. Dependent Variable: Financial Performance of Pondok Permai Restaurant

The Digitalization variable has a t-value of 4.089 with a significance of 0.000 ( $< 0.05$ ). The HR Competence variable shows a t-value of 7.358 with a significance of 0.000 ( $< 0.05$ ). This means that both variables have a positive and significant effect on the financial performance of MSMEs.

**Table 6. Determination Coefficient Test**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959 <sup>a</sup>	0.920	0.918	2.52680

a. Predictors: (Constant), Human Resources Competence, Digitalization

b. Dependent Variable: Financial Performance of Pondok Permai Restaurant

Results of the regression model analysis reveal an R value of 0.959, which already means a very strong relationship between the independent variable (Digitalization and HR Competence) and the dependent variable (MSME Financial Performance). The R Square value of 0.920 signifies that 92.0% variations or changes in MSME Financial Performance are caused by Digitalization and HR Competence variables taken together. The rest 8.0% is attributable to factors outside the model. An Adjusted R

Square value of 0.918 tells that this regression model remains strong and is not overly influenced by the number of variables in the model.

## DISCUSSION

This study examines the relationship between two independent variables, Digitalization (as represented by the role of financial technology) and Human Resource Competence, and the dependent variable, the Financial Performance of MSMEs. The results indicate that Digitalization has a positive and significant effect on MSME Financial Performance. Practically, this finding illustrates how an MSME shifting from a “manual cash book” to a “digital accounting application” experiences substantial operational benefits. Through the use of financial technology such as digital payment systems, online cashier applications, and digital banking services, MSMEs can automate transaction records, access real-time financial reports, and obtain wider access to funding sources such as online lending platforms. These efficiencies reduce operational costs and accelerate cash flow turnover, ultimately improving profitability and overall financial health. The regression coefficient of 0.458 reinforces that the influence of Digitalization is meaningful in improving financial outcomes.

The study also confirms a positive and significant relationship between Human Resource Competence and MSME Financial Performance. If Digitalization represents an advanced “racing car,” then Human Resource Competence serves as its “professional driver.” Competent employees, those with adequate skills, knowledge, and digital literacy, are better equipped to operate financial applications, interpret digitally generated financial data, and make informed business decisions such as pricing strategies or inventory planning. The regression coefficient of 0.672 suggests that in this model, the quality of the driver (Human Resource Competence) has an even greater impact than the sophistication of the vehicle (Digitalization), highlighting the central role of human capability in achieving financial success.

Furthermore, the simultaneous influence of Digitalization and Human Resource Competence explains 92% of the variance in MSME Financial Performance, as shown by the F-test and coefficient of determination. This combined effect can be viewed as a relationship between “modern weapons” (Digitalization) and “trained soldiers” (Human Resources). Even the most sophisticated tools are ineffective without skilled individuals to operate them. MSMEs achieve optimal financial performance when advanced digital systems are supported by competent human resources. These variables complement each other and are both essential in improving financial outcomes.

## CONCLUSION

This study concludes that both Digitalization and Human Resource (HR) Competence have a significant and positive effect on MSME Financial Performance. The results support all three hypotheses: (H1) digitalization positively influences financial performance, (H2) HR competence positively affects financial performance, and (H3) the combination of digitalization and HR competence jointly enhances financial performance. Analogically, this impact can be compared to transforming a small traditional kiosk into a modern, well-managed minimarket. Digitalization acts as the infrastructure that modernizes operations, streamlines processes, accelerates access to financial resources, and expands market reach. Meanwhile, HR competence functions as the operational skill set that ensures the workforce can effectively use these digital tools, manage inventory, interpret sales data, and provide excellent customer service. The synergy between these two factors explains up to 92% of the variation in MSME financial performance, highlighting the importance of integrating both technological and human resource strategies.

From the perspective of practical recommendations, MSME owners and managers should prioritize investment in digital platforms and financial technologies that support online transactions, accounting automation, and data-driven decision-making. At the same time, they must invest in continuous training for employees to develop competencies in digital literacy, financial analysis, and customer engagement. Analogous to upgrading a traditional store into a competitive modern minimarket, simply having digital systems without capable human resources will limit the potential benefits. Therefore, a dual focus on both technological adoption and workforce skill development is crucial to maximize financial performance outcomes.

For future improvements, MSMEs should consider establishing a structured digitalization roadmap combined with HR development plans. This may include phased adoption of new technologies, periodic performance assessments, and targeted training programs to address skill gaps. Additionally, the government and local business associations can support MSMEs by providing access to affordable technology solutions, advisory services, and capacity-building workshops. By continuously refining both digital systems and human resource capabilities, MSMEs can not only maintain sustainable growth but also adapt more effectively to evolving market trends and competitive pressures. Ultimately, this approach ensures that MSMEs remain resilient, financially robust, and strategically prepared for future challenges.

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