

# Strategies for Strengthening Human Resource Quality in Indonesian Small-Medium Metal Industry in the Industrial Era 4.0

Nisful Laily<sup>1</sup>, Bonaventura Ngarawula<sup>2</sup>, Zainur Rozikin<sup>3</sup>

<sup>1</sup>NisfulLaily, UniversitasMerdeka Malang, Malang, Indonesia.

<sup>2</sup>Bonaventura Ngarawula, UniversitasMerdeka Malang, Malang, Indonesia.

<sup>3</sup>ZainurRozikin, ,UniversitasMerdeka Malang, Malang, Indonesia.

## Article Info

Volume 83

Page Number: 7880 - 7889

Publication Issue:

March - April 2020

## Abstract

Industrial revolution 4.0 is an absolute condition that has to be faced and can not be avoided. A suitable strategy is needed to conduct proper transformation and innovation to face current advancement. One prepared strategy was to improve the quality of Human Resource (HR). This study intends to analyze the strategy of strengthening HR in small-medium metal industries in Indonesia. The research method used was descriptive qualitative. Data collection was performed by direct observation, in-depth interviews with informants, focused group discussions, and documentation analysis. The results of the study found that most of the Pasuruan metal industry players' mindset was difficult to change, especially for entrepreneurs who already felt capable and successful in running their businesses. Most of them wanted to survive only with the skills they already have and be apathetic with technological advances. Market developments and changes, as well as increasingly fierce competition originating from manufactured goods, were also unable to change the metal industry players' opinion. Some of the products produced did not have standardization. Likewise, the facilities and training support infrastructures for small-medium metal industries were still lacking. Even so, there were efforts from the government to improve the human resources of small-medium industry entrepreneurs as outlined in the action plan, in the form of technical guidance and metal processing training activities, mastery of machines with digital technology, mastery of programs and digital marketing training.

## Article History

Article Received: 24 July 2019

Revised: 12 September 2019

Accepted: 15 February 2020

Publication: 09 April 2020

**Keywords:** *human resources strengthening, metal industry, industrial revolution 4.0*

## INTRODUCTION

The metal processing industry business in Indonesia has bright prospects since it is seen as a strategic industry (Wijayanti, Anggoro, &Pratama, 2019). This industry is the main driver for the development and economic growth of the country, especially in involving many local workers (Rimawati, 2010). The use of processed metal products is increasingly needed by the community as a diversified product raw material or vital raw material for various types of industries (Bappenas RI, 2015; Hadi&Chaidir, 2018). Indonesia's large population and prospects for

property development and ever-expanding construction need to be exploited by the national metal industry as a market opportunity. In addition to the large-scale metal industry, there is also a metal subindustry, which belongs to the small-medium level metal industry. The small-medium metal industry along with other small-medium industries, based on Investor Daily predictions (2012), is targeted to be able to contribute up to 50% of the national gross domestic product in 2025. According to the Disperindag JATIM (2014), one of the metal subindustries that has a strategic value is

located in the province of East Java, specifically in the City of Pasuruan..

The small-medium metal industrial sector in Pasuruan City tends to experience ups and downs. Various problems experienced by the national metal industry are also a problem in the metal industry in East Java (The World Bank, 2011), especially in Pasuruan City. Based on the results of preliminary observations, in quantitative terms, the presence of small-medium metal industries in the city of Pasuruan is decreasing from year to year. Many metal industries are not able to produce any product. Of the three villages that became the centers of the metal industry, currently, only one village can survive and even then most of the industries have stopped operating (closed). The small-medium metal industry in Pasuruan City has various problems, both from internal and external factors. These problems arise from the aspects of production management, capital, technology, the high cost of raw materials as a result of the deteriorating exchange rate of the Rupiah against the dollar, as well as a marketing issue.

Based on data from the Department of Industry of Pasuruan in 2018, there were 394 small-medium metal industries. From this figure, most of the Pasuruan metal industry players still use simple and traditional technology in metal processing. Mastery of modern technology is very low, especially in the mastery of digital-based technology. The problem of standardization in the metal industry is also an obstacle that has resulted in a decrease in the number of small-medium metal industries in Pasuruan.

Since the results of the metal industries are in the form of automotive products, the safety standard of the products should be as equal. As should be applied in industry, standardization of automotive products leads to product safety (Chrisbiyanto, 2020; Welda, 2015). Small and medium industries have also been supplying automotive industry raw materials. When the small-medium metal industry

products in Pasuruan do not have appropriate standards, the safety of these products will also be doubted because they do not meet the standards, especially in the safety aspect. Therefore, standardization or certification is needed so that metal products in Pasuruan can be marketed more broadly. The problem is that most small and medium industries grow traditionally and are hereditary family businesses. Limited Human Resources (HR) managers of small and medium industries are very influential in business management. Small and medium industries are difficult to develop optimally because their formal education, knowledge, and skills are low (Adawiyah, 2011; Mandala & Raharja, 2012; Susila, 2017). Besides, according to Nuari (2019) with the limitations of HR, the business unit is relatively difficult to adopt new technological developments that should encourage increased competitiveness of the produced products.

HR quality needs to be improved, not only the certification in the production process, and products produced. Competence of the workers involved in the production process is very necessary, especially in the mastery of technology, which can be proven by the existence of personal certification (Andriani & Widowati, 2017; Asmara & Rahayu, 2013; Handayani & Yuliani, 2019; Sayekti, Sukmawati, & Najib, 2018). A healthy market and quality products will not be acknowledged if the people involved in the production process are not competent (AswicaHyono & Kartika, 2010; Khoirunurrofik, 2018; Makkarennu, Natsir, & Supratman, 2019; Negara, 2016; Partomo & Soejoedono, 2002), especially in the era of the industrial revolution 4.0 (Arbulu, Lath, Mancini, Patel, & Tonby, 2018). Until now, metal production in Pasuruan still uses manual methods, not yet adopting the latest (modern) technology due to the human's low competence.

Several studies and publications have been carried out related to the theme of the small-medium metal industry, especially in the Indonesian context. In our

search results, there was only one study that was directly related to the strategy of increasing the competency of managers of small and medium industries in the metal sector carried out by Sayekti et al (2018) in Bogor Regency, West Java Province. Some other studies of the small and medium industry in the metal sector were studies of the use of machining centers in Yogyakarta Province (Isnaini&Sudiarso, 2014), the impact of the guidance on improving performance in Klaten (Rimawati, 2010), the spatial distribution of the metal sector and its decline in Pati (Riyanto, 2019), the influence of the industrial environment on business success in Malang City (Mardani, Wahono, &Halim, 2017), and socio-cultural factors in increasing the competitiveness of the metal industry (Syahra, 2004). This shows that research and publications on strategies to strengthen human resources in the small-medium metal industry in Indonesia are still very scarce, especially when focused on the case in Pasuruan City. Whereas quality resources are one of the important aspects that can help small and medium industries survive and be more competitive in the global market.

Therefore, this study intends to analyze the strategy of strengthening human resources in the small-medium metal industry in Indonesia. The contribution of this research can be a recommendation or reference in policymaking or a reference for other researchers in efforts to strengthen human resources in small and medium industries. It is important to realize that small-medium industries need to be developed in a balanced and integrated manner by actively increasing the participation of the community and optimally utilizing all available natural, human and financial resources. "Healthy" small and medium industries not only increase and accelerate the development of small and medium industries, but also able to expand employment opportunities, increase the production process series, reduce import dependency, and increase the export of industrial

products to create a balanced local economic structure.

## II. METHODOLOGY

The research method used was descriptive qualitative, with the data collection through direct observation, in-depth interviews, documentation studies, and focused group discussions. The researcher conducted the observation of the location, namely Mayangan Village, Panggungrejo District, Pasuruan City, which is currently the center of the metal industry in Pasuruan City. The researchers observed objects that are the target of research, such as production sites, production activities, and types of products. The selection of research subjects was done by purposive sampling. Interviews were conducted with industry players consisting of 10 entrepreneurs, and 10 workers. Researchers also conducted interviews with government stakeholders including the Industry and Trade Office (1 person), the Cooperative Office and MSMEs (1 person), the Pasuruan City Regional Development and Research Planning Agency (Bappelitbangda) (1 person), the sub-district head (1 person), and the village head (1 person). Interviews were also conducted with other parties related to the metal industry, including the Pasuruan Manufacturing Community (represented by 1 person), the Metal Concern Forum (represented by 1 person), and the Prosperous Amerta Indonesia (represented by 1 person). The Focused Group Discussion was carried out by researchers by inviting representatives of metal entrepreneurs, workers and from service elements in the presence of the Head of Industry and the Head of the Metal Machinery Industry and Electronic Industries and the Department of Industry and Trade in Pasuruan City.

Data from direct observations in the form of observation notes and photo recordings were then organized. Data from the interviews were presented in the interview transcript. Data from the results of the documentation study were summarized in the document collection. Data on FGD results were

collected in the form of FGD transcripts and a summary of FGD results agreed jointly by FGD participants. Data were then analyzed qualitatively.

### III. RESULTS

Human resources in the small-medium metal industrial group are divided into two namely entrepreneurs and employees. Most entrepreneurs also act as workers. Based on data held by the Department of Industry and Trade of Pasuruan City, in 2018 the number of metal industries in Pasuruan City was 394 with 2973 employees. If seen from the number of employees owned, the Pasuruan metal industry can be grouped into the micro-industry, small industry, and medium industry. This is under the Law of the Republic of Indonesia Number 20 of 2008 concerning Micro, Small and Medium Enterprises. Each criterion is seen based on the number of workers and the amount of capital owned. The data of the metal industry group in Pasuruan are shown in Table 1.

**Table 1. Data of metal industry groups in Pasuruan**

No	Industry	Number of Entrepreneurs	Percentage (%)
1	Micro	254	65
2	Small	114	29
3	Medium	26	6
	Total	394	100

(Source: Industry and Trade Department Office of Pasuruan, 2018).

Based on observations and interviews, most of the Pasuruan metal industry players are very difficult to be invited to change, especially for entrepreneurs who already feel capable and successful in running their businesses (feeling established). Most entrepreneurs say they want to survive only with the skills they have, even if they are conventional or not up to date. They are so apathetic with technological advancements. The development and changes in market demand and the increasingly fierce

competition that comes from manufactured goods (large companies/well-known brands) are also not able to change their mindset.

This result was supported by the statement of Mrs. Budiwati, Head of Industry Department, the Industry and Trade Office of Pasuruan City. She stated that in general, the metal industry players are already satisfied with what is obtained now, so they are difficult to change. The efforts of the local government to help them with modern tools do not have the support of most entrepreneurs.

"It is undeniable, yes there is. I mean, they are too comfortable with the current conditions. So yesterday I stated about the government's plan for the procurement of modern equipment machinery. Some commented, actually we are smart, we don't need to buy sophisticated machines. We can make it ourselves. Finally, I said, Sir, I believe that you are great and have excellent skills. This simple equipment can already make any product, for example, which already exists, the products can be given to your consumers. Yes, it can. But Sir, for the future let alone if you wish to enter the big industry, aspects of precision and product quality are very much needed. That is, if it is not supported by modern equipment, it cannot be done. So, do not be complacent with your existing conditions, especially when the competition is getting tougher. If we do not dare to progress even better, then it will be worse. Because in the market, there are a lot of products like them" (Interview with Ms. Budiwati, Head of Industry Department, Industry and Trade Office of Pasuruan City, August 2, 2019).

Meanwhile, according to Mr. Faruq, Head of the Metal Machinery Industry and Various Industries-Department of Industry and Trade of Pasuruan City, the unwillingness of entrepreneurs and metal industry workers in Pasuruan was due to the low education factor.

"Educational factors do affect their mindset. The average of them is high school graduates. That is for



young people. It is rare for bachelor graduates. Even though there are already people like Mr. Ridho, but yes there is no one has a bachelor's degree. There is only one or two like Mr. Usman. Maybe that also affects the mindset". (Interview with Mr. Faruq, Head of the Metal Machinery and Various Industries, Industry and Trade Office of Pasuruan City, August 19, 2019).

The information from Mr. Faruq was confirmed by Mr. Pujianto, Chairman of Amerta Sejahtera Indonesia or Pasindo. According to Pujianto, older metal entrepreneurs generation felt that they did not need to make changes, while the young felt that there was a need to change but were constrained by the facilities they owned.

"Well, these friends (entrepreneurs) who are old, they tend to remember the old days, their glorious period. Then there is no technological change up to now. It's already been like this. We know that out there, the development is much faster. So, if they talk like they used to, the reality outside is not like they used to be. The young ones have finally encountered a dilemma. They want to develop and adapt to technology, but the facilities are not there. "

(Interview with Pujianto, Chairman of Amerta Sejahtera Indonesia, Juli 13, 2019).

Meanwhile, H. Nukhan, Chair of the Metal Industry Concern Forum, said that there are various characters possessed by metal industry players in Pasuruan.

"There are three mindsets in this entrepreneur's mind. First, related to capital, there are banks inside the bank. For example, I am a businessman, borrowing capital from banks for work or production. I handed this work to my friend. I was given a two-month current account, yes, next week I will pay my employees with one month for five percent, two months for ten percent. How much percentage is profit? Finally, yes, the important thing is to liquidate the funds first. This must be eliminated. It should not be the buyers who regulate

the market. Secondly, about quality. Crowded production, for example making 100 pieces of products, then sold to stores. There were other sellers, who sold the same product at a cheaper price, so the price was finally reduced. Then, the third problem is reorganization. One example, I used to be a skipper who has many subordinates. Finally, my men were smart, knowing the secrets of my product. Then he opened his own business, then rivaling me. Indeed it is for the regeneration problem. We were supposed to be united. However, that was damaging the market. Finally, the skipper experienced fewer orders and production. Eventually, they went bankrupt. They often switched professions to become fishermen or snack sellers. Of course, this is desolating". (Interview with H.Nukhan, Chairman of ForpilogPasuruan, January 15, 2019)

The metal industry in Pasuruan also faces another problem, namely the existence of automotive product standard that leads to work safety. If the components that support work safety are not supported by a standard manufacturing process, even though the craftsman/metal maker believes that the product is safe, there is still no security guarantee. Therefore, the quality of metal industry products in Pasuruan is considered not to meet the standards. Metal craftsmen make metal goods according to demand.

The small-medium metal industry in Pasuruan has to be adjusted to the standards, for example, in this case, the Indonesian National Standard. When the metal products produced meet the appropriate standards, product safety will not be doubted. To get the certification of the Indonesian National Standard (SNI), starting with the management of the International Organization for Standardization (ISO), employers will join assistance and mentoring by the government. Assistance is carried out starting from the preparation of ISO documents until the certificate is received and implemented. After

obtaining an ISO certificate, the entrepreneur can then proceed to administer the SNI certificate.

In order to obtain an ISO certificate and to expand the marketing of metal products in Pasuruan, all components related to metal manufacturing has to be checked further. Starting from the metalworking workshop, the place of a metal manufacturing business that already has to meet standards, quality raw materials, packaging, to the safety of its workers. Therefore, to get an ISO certificate, metal entrepreneurs have to have the courage to invest and pay the needed fund.

The Department of Industry and Trade of Pasuruan City has assisted in the management of the maintenance, order, efficiency, and discipline system at the worksite while improving the overall performance of the metal industry organization. This activity aims to provide understanding and foster awareness to boost improvements in the workplace. The department also assists to compile the quality system and audit documents to obtain an ISO 9001: 2015 certificate. The Office has coordinated with the Government of East Java Province and the Directorate General of the Metal and Transportation Machine (Ilmate)- The Ministry of Industry of the Republic of Indonesia.

The results of observation and documentation studies showed that the facilities and infrastructure that existed in the small-medium metal industry in Pasuruan City were very lacking. This condition was also recognized by Ms. Budiwati.

"To meet the standards of large industries, the need for equipment can reach Rp 2 billion. To overcome this, we can ask for facility assistance from the relevant ministries. In this case, we will be supported by the Ministry of Industry. Procurement of equipment that requires large funds can be supported by the Ministry, for example, the purchase of lathes, wire, cut, CNC, CNC lathe, and induction furnaces. That can be included in the action plan of the Office or Regional Government. In addition to

equipment, we can also propose training on improving the Human Resources of metal industry entrepreneurs ". (Interview with Ms. Budiwati, Head of Industry Department, Industry and Trade Office of Pasuruan City, August 2nd, 2019).

In addition to the problem of limited production equipment and machinery, data were also obtained to support the assertion saying that infrastructure in the form of a building as a place to store various equipment was also not available. Currently, the Pasuruan Metal Industry-Regional Technical Implementation Unit has two building locations. One of the buildings is used/lent to the Department of Education, which is used as a place of practice for Vocational School students. Based on this, it means that only one building can be used. Unfortunately, the building also lacks facilities and is not very suitable to be used as a training center. This shows that Pasuruan Metal-Industrial Technical Implementation Unit does not play a role following its duties and functions.

Among the many problems experienced by small-medium metal industry entrepreneurs in Pasuruan City, the local government is trying to generate an action plan for the development of the Pasuruan metal industry. This is aimed at increasing the market of metal industry products, especially markets for automotive components that are under consumer standards. There are many ways to develop the metal industry. The Pasuruan City Regional Industrial-Technical Implementation Unit has three fields consisting of one administrative section that regulates all administrative activities up to product standardization, a trading section that deals with how to trade metal products for sale, and a market section which is a place to promote processed metal products.

The Pasuruan Metal-Industrial Technical Implementation Unit has cooperated with universities to conduct various training. The training was conducted at Institut Teknologi Sepuluh Nopember-Surabaya, while the CNC practice was

carried out at the East Java Province Metal Industry Technical Implementation Unit. CNC machines that were used as supporting metal making were different from those in schools. For the process, it was done by drawings in a program called Kavia and Autocad, so that the product sizes were the same, no different from the first print and the next print.

This implementation unit also provides services for training in improving human resources at the request of representatives of the industry association of business operators. These aspirations were conveyed during the Pasuruan City Development Plan Conference. Support from the ministry has also begun, in the form of training in making molds for automotive. Small-medium metal industries were given facilities in the form of design using software to form molds. The training was held in Yogyakarta, in the form of providing theories, practices, and producing products. In the second phase of training, besides being facilitated by the Ministry of Industry, the activity was also supported by ASTRA/Dana Bakti Astra Foundation (YDBA), a large multinational automotive company in Indonesia. ASTRA conducted assistance in the workplace by applying the principle of "Concise, Neat, Clean, Careful and Diligent". It is expected that the manufactured products can meet ASTRA standards.

Based on the results of a focused group discussion, another problem in the small-medium metal industry in Pasuruan was the weak product marketing strategy. Supposedly, in the era of Industry 4.0, mastery of information and communication technology (tangible internet) is deemed important for the sustainability of a business. 4.0 industrial revolution through digitalization in various fields, should be able to connect millions of people through websites and social media so that it will increase business opportunities, efficiency, and organizational management of an industry. Changes and new business opportunities are driven by the development of internet usage. This opportunity

should also be realized by business people to utilize the internet in the business process. The use of the internet in the process of doing business will continue to experience growth, ranging from electronic information exchange to business strategy applications, marketing, sales, to customer service. The internet also supports global communication and cooperation between employees, consumers, sellers, and other business partners. In addition, the internet also allows people from different organizations or locations to work together as a virtual team to develop, produce, market and maintain products or services.

Marketing Strategy 4.0 is the latest approach adapted or adopted by the small-medium metal industry. Local governments assist in the form of a market place. With a market place, small-medium industries have another place to promote and sell their various products. Entrepreneurs are also trained in online marketing strategies to utilize e-commerce as a business tool. The development of small-medium industries with digital platforms is the stipulation of the government's response in order to anticipate the development of e-commerce. Small-medium industries must be anticipative and adaptive to technological developments. To that end, the Ministry of Industry has launched a small-medium e-Smart industry program. Through this program, small-medium industries are encouraged to enter the online market through large marketplaces that have collaborated with the Ministry of Industry, for example, Bukalapak, Tokopedia, Shopee, BliBli, and Blanja.com.

The e-Smart for the small-medium industry is a national small-medium industry database system that is presented in the form of industry profiles, centers, and products that are integrated with existing marketplaces. The aim is to further increase market access for small and medium industries through internet marketing. Besides, through e-Smart, small and medium industry players obtain cost efficiencies in the promotion and marketing of

their products and as a guarantee of quality and quantity for the marketplace for small and medium scale industry products.

Through the small-medium e-Smart industry program, the industries in Pasuruan are encouraged to enter e-commerce so that the market for brand products will be wider. For this reason, it is expected that small-medium industry players who have participated in the workshop will consistently sell in the online market. They need to be diligent in updating product data and sales regularly so that in the future it is hoped that quality original Indonesian products disperse through all Indonesian and Southeast Asian online trade markets. According to van Dijk (2006), education on the importance of digital technology, good financial management, and quality products that meet standards is significant so as not to lag behind its competitors in the local and global markets.

The local government through the Department of Industry and Trade of Pasuruan City held digital marketing training, especially in improving knowledge about creating websites for online marketing. The training was also provided for brand design, packaging, websites, online applications for promotion, and product competitiveness. By utilizing E-commerce, businesses have the opportunity to reach broad and even global markets. E-commerce in the business world can support cutting the distribution chain, so consumers can get a product at a low price. Marketing products with E-commerce have several benefits including, being inexpensive and efficient, having unlimited access, and shortening product distribution distances.

Human resource development is an important key to achieving an industry's success. Human resource capabilities are more crucial than sophisticated facilities, infrastructure, and equipment (Dias et al., 2017; Indriati, 2015; Itika, 2009; Johnson & Gueutal, 2017; Silva & Lima, 2018; Youndt, Snell, Dean Jr, & Lepak, 1996). With adequate human resources, the empowerment process can be carried out well

(Dizgah, Gilaninia, Alipour, & Asgari, 2011; Hayton, Hornsby, & Bloodgood, 2013; Maigida, Saba, & Namkere, 2013), vice versa without qualified human resources, the empowerment process will not work, any program will not run successfully (Adams & Ghaly, 2007). Sustainable industrial development relies on improving the quality of skilled human resources so that they can master new technologies, and can even create the latest technology. Furthermore, they can compete with various competitors in the future (Fadhil, Maarif, Bantacut, & Hermawan, 2017).

Human resource development is more appropriately referred to as an effort to increase the technical and theoretical power of people who are in one environment by work and position (Nasir, 2017; Rafiei & Davari, 2015). This increase can be obtained by attending training and education, both formal and informal (Hasibuan, 2007). Human resource development is not only limited to technical knowledge but is also related to intellectual development, including the development of human personality which is done through education and training (Boxall, Purcell, & Wright, 2009; Mathis & Jscson, 2008; Nassazi, 2013; Notoatmodjo, 2009). Education and training are the main elements in developing human resources. Education emphasizes on increasing the ability of humans to interpret science, while training is a way to provide or improve the skills needed (Panggabean, 2004). The training is carried out as a systematic effort to improve work skills and attitudes as well as ethics through the learning process so that people who are in an industry can maximize their duties and functions (Mirsal, 2017).

The government has a strategic role in accelerating the development of human resources in the metal industry. The role of government is to propose policies that regulate and control the implementation of the program, by prioritizing funds to develop local industries. To improve the competitiveness of high-end products, the



government is to develop policies for the development of industry clusters (Darmayanti, 2007). This is in line with the findings of this study, that the Pasuruan City local government through the Department of Industry and Trade is actively giving attention to the small-medium metal industry entrepreneurs in Pasuruan.

#### IV. CONCLUSION

The metal industry in Indonesia faces many problems, resulting in adversity or setback. One of the problems faced is the inability of small-medium entrepreneurs to adapt to the modern market. Most of the Pasuruan metal industry players are very difficult to change, especially for entrepreneurs who already feel capable and successful in running their businesses. Most want to survive only with the skills they have, being apathetic with technological advances. Market developments and changes, as well as increasingly fierce competition originating from manufactured goods, are also not able to change the metal industry players' mindset. A new strategy is needed to improve the likeliness of small-medium entrepreneurs in improving human resources, through the activities of coaching, training, and assistance as well as facilities/new equipment assistance. The activity needs to be initiated by the Regional Government, which in this case was conducted by the Pasuruan City Industry and Trade Office, supported by the Provincial Government, the relevant Ministries, and the private sector. Activities can be held regularly for business people and workers. Assistance is also carried out by providing a market place for metal products produced by the small-medium metal industry. By doing so, small-medium industries can strengthen business potential, meet market demand, and have elevated competitiveness.

#### REFERENCES

[1] Aryamova, T.V. (2014). Classes of Russians in their free time. *Bulletin of the Taganrog Institute of Management and Economics*, 1 (19).

- [2] Butonova, N.V. (2012). Leisure practices in modern culture. *Bulletin of the Leningrad State University. AS Pushkin*, 2 (1).
- [3] Castells, M. (2019). *Information era. Economics, society and culture*. Litres.
- [4] Corkia, E.D. (2008). Performance as a sociocultural phenomenon of the postmodern era. *Moscow: MAKs Press*, 21(1).
- [5] Golovin, G.V., & Vedernikov, V.P. (2016). The leisure culture of the individual and the process of its formation in the modern information society. *Scientific Bulletin of the Southern Institute of Management*, (1).
- [6] Golovina, G.V. (2010). Leisure culture as a factor in the formation of modern society. *Bulletin of the Adygea State University. Series 1: Regional Studies: Philosophy, History, Sociology, Jurisprudence, Political Science, Cultural Studies*, (4).
- [7] Grushetskaya, I.N. (2012). Features of the organization of youth leisure. *Bulletin of Kostroma State University. Series: Pedagogy. Psychology. Sociokinetics*, 18 (1-2).
- [8] Ibatova, A.Z. (2019). The content and structure of future engineers' communicative culture. *Humanities and Social Sciences Reviews*, 7(4), 762-766.
- [9] Kamaeva, R.B. (2014). National cultural specifics of representing dialecticisms in the fiction work translation. *Life Science Journal*, 11(10), 95, 653-656.
- [10] Kleiberg, Y.A. (2015). Downshifting as the mainstream of deviant behavior. *Penza Psychological Bulletin*, (2).
- [11] Miftakhov, A.F., Murtazina, D.A., Sofronov, R.P., Solovieva, N.M., & Blinov, V.A. (2019). Effectiveness of using football basics in physical education and organizing arts and cultural events for promoting harmonious development of orphan children. *International Journal of Instruction*, 12(1), 539-554.
- [12] Pronina, L.A. (2008). Information, information society and man. *Analytics of Cultural Studies*, (11).

- [13] Sadykova, O.G. (2015). Culture as a resource of socialization and youth education. *Science, Education and Culture*, 2(2).
- [14] Safiullin, M.R. (2019). Production of indicators for evaluation of digital transformation of modern university. *International Journal of Engineering and Advanced Technology*, 9(1), 7399-7402.
- [15] Scoraya, I.G. (2019). The culture of free time in a network society. *Bulletin of the Grodno State University named after YankaKupala*. T. 9. No. 2.
- [16] Tooth, Y.A. (2007). *The Risk Phenomenon in Sociology: A Study of Youth*. Musl.
- [17] Varlamova, S.N., Goncharova, E.R., & Sokolova, I.V. (2015). Internet addiction of youth in megacities: criteria and typology. *Public Opinion Monitoring: Economic and Social Change*, 2 (125).