

Transforming Human Resource Planning: Building a Strong Foundation for Achieving Good Governance

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ABSTRACT

This study aims to examine the role of digital technology-based Human Resource (HR) planning transformation in fostering good governance within the Indonesian public sector. The research methods employed include interviews with HR officials, policymakers, and information technology experts, as well as an analysis of HR planning documents from government agencies that have adopted digital technology. The findings indicate that technologies such as HR Management Information Systems (SIM-SDM), big data, and artificial intelligence (AI) have significantly improved transparency, accountability, and efficiency in HR planning. However, the main challenges identified are resistance to change, limited digital skills, and an unprepared organizational culture. Additionally, the study reveals that although technology enhances transparency in HR management, employee participation in decision-making regarding HR policies remains limited. To address these issues, the research recommends enhancing digital literacy, increasing employee involvement in HR policy planning, and conducting regular evaluations and adjustments of the implemented technologies. This study makes an important contribution to understanding the application of digital technology in HR planning, offering valuable insights for creating a more transparent, accountable, and inclusive government in the Indonesian public sector.

Keywords: HR Transformation, Digital Technology, Good Governance.

I. Introduction

HR planning is not just an administrative function but a vital strategic tool for promoting good governance. In today's dynamic global landscape, organizations across both public and private sectors face increasingly complex challenges in managing human resources that are adaptive and responsive to environmental changes. For example, in Indonesia, despite over a decade of bureaucratic reform, the success of these efforts still largely depends on the ability of institutions to implement HR planning that is both efficient and agile enough to address evolving policies and socio-economic conditions (Ministry of PAN-RB, 2023). However, many organizations, particularly in the public sector, continue to rely on traditional HR planning models that lack flexibility and fail to harness modern technology. This reliance limits their capacity to achieve the transparency, accountability, and efficiency that are hallmarks of good governance. HR planning is a systematic process aimed at ensuring a workforce that aligns with organizational needs. Mathis and Jackson (2020) emphasize that effective HR planning must consider labor market dynamics, the



organization's innovation capacity, and external factors affecting workforce availability. A competency-based approach to planning has gained traction as it not only addresses organizational requirements but also focuses on developing individual competencies to meet long-term goals (Noe et al., 2021). Studies show that effective competency-based HR planning significantly enhances organizational performance (Kim & Sung, 2022). Nevertheless, many organizations encounter major obstacles in integrating digital technology and fostering a supportive organizational culture—both of which are essential for successfully adopting competency-based HR planning models (Ulrich et al., 2021). By overcoming these challenges and adopting modern HR planning strategies, organizations can enhance their adaptability, foster innovation, and uphold the principles of good governance.

One of the most pressing issues in contemporary HR planning is the increasing adoption of digital transformation. Technologies such as artificial intelligence (AI) and big data analytics offer immense potential for developing evidence-based HR strategies. Marler and Fisher (2022) highlight that these technologies enhance the accuracy of workforce needs predictions and enable more objective assessments of individual potential, facilitating strategic and data-driven HR decision-making. However, in the Indonesian public sector, the adoption of these technologies remains limited. This limitation is often attributed to inadequate infrastructure and cultural resistance, which still favors traditional methods of HR management (Rahmisyari et al., 2024). This study underscores these gaps, presenting an opportunity for further research into how digital technologies can be effectively adopted and integrated into HR planning systems within Indonesia's public sector. This research offers a fresh perspective by integrating technological innovation with local values in HR planning. Unlike previous studies that predominantly focused on either technological advancements or organizational culture, this study emphasizes the synergy between the two, aiming to develop a holistic and sustainable HR planning framework. Such an approach seeks to address the gaps in existing literature on HR planning transformation in Indonesia while providing broader insights into how technology can support good governance in the public sector (Anggana & Gani, 2015). The primary aim of this research is to identify the challenges and opportunities in transforming HR planning. Additionally, it provides practical recommendations to strengthen the connection between HR planning and good governance, especially in advancing digital government initiatives in Indonesia (Paroli, 2024).

This study is anticipated to significantly contribute to both the theoretical and practical development of HR planning, particularly in developing countries such as Indonesia. By employing an innovative and evidence-based approach, it is expected to inspire reforms in HR planning policies within the public sector and drive the adoption of technology to foster more transparent, accountable, and efficient governance. The research findings aim to provide valuable insights for policymakers in designing adaptive HR strategies and for building organizations that can effectively compete in the digital and multipolar era.

II. Literature Review and Hypothesis Development

2.1. Human Resource Planning Concept

Pauji and Nurhasanah (2022) highlight that HR planning is a vital component of strategic management, designed to ensure an organization has the right workforce in terms of quantity, competence, and quality to achieve its long-term objectives. Traditionally, HR planning has been perceived as an administrative process aimed at ensuring a sufficient workforce. However, this approach is increasingly viewed as inadequate for addressing the complexities of today's rapidly evolving organizational environment, especially in the context of globalization and digitalization (Paroli, 2024). Consequently, HR planning is now regarded as a strategic function that goes beyond addressing workforce needs to ensure that employees can sustainably support the organization's long-term goals.

2.2. Theories of HR Planning

1. Workforce Needs-Based Planning Theory

This theory underscores the importance of accurately analyzing workforce needs in terms of quantity, type, and skills required to achieve organizational objectives. Boudreau and Ramstad (2005) introduced an HR planning concept based on projecting future needs while considering labor market changes, technological advancements, and the organization's long-term goals. Within this context, HR planning goes beyond filling current vacancies. It focuses on equipping the organization to face future challenges with a workforce that is both appropriate and adaptable.

2. Competency-Based HR Planning Theory

The competency-based approach is an increasingly applied theory in HR planning, particularly in organizations focused on long-term growth and maintaining a competitive edge. According to Noe et al. (2021), competency-based HR planning centers on identifying the essential competencies an organization requires to achieve its strategic objectives. These competencies include not only technical or functional skills but also personal qualities such as interpersonal abilities, leadership skills, and emotional intelligence (Paroli, 2023a). This approach posits that the development of individual competencies must align with organizational needs, fostering a workforce that not only fulfills current job demands but also evolves alongside the organization's changing challenges and goals.

3. Theory of Fit Between Individuals and Organizations

This theory posits that HR planning should consider the alignment between an individual's values, culture, and characteristics and those of the organization. Cable and Judge (1996) developed this concept, emphasizing the importance of individual-organization fit in enhancing performance, job satisfaction, and employee retention. In HR planning, this approach advocates focusing on recruiting and developing individuals who not only possess the required technical skills but also share values consistent with the organization's culture (Paroli, 2023). This theory underscores that HR planning extends beyond merely filling positions; it involves building a strong alignment between employees and the organization to achieve sustainable long-term success.

4. Theory of Digital Transformation in HRM

In the digital age, HR planning theories must incorporate technology to enhance the efficiency and effectiveness of human resource management. Marler and Fisher (2022) assert that technologies such as artificial intelligence (AI) and big data analytics provide more accurate and data-driven insights for HR planning. These advancements enable organizations to predict workforce needs more precisely, identify the skills required in the future, and manage employee performance and development more efficiently. Consequently, modern HR planning must go beyond traditional methods and integrate technology into workforce planning and management processes to remain competitive and adaptive.

5. Human Resource Development Theory

Developed by Swanson (2001), this theory emphasizes that HR planning should focus on the long-term development of employees through continuous learning and skill enhancement. HR development is not limited to formal training or education; it also encompasses work experience and informal learning that occur within the organization (Paroli, 2024). This theory supports the idea that HR planning should foster a learning culture within the organization, where individuals are given opportunities to grow in ways that align with both organizational needs and their personal potential. It underscores the importance of planning not only for immediate workforce requirements but also for the ongoing development of employees to support long-term organizational success.

2.3. Integration of Qualitative Aspects in HR Planning

As time progresses, it has become increasingly evident that HR planning must integrate qualitative aspects, such as the development of soft skills, the establishment of a strong work culture, and the application of organizational values. Mathis and Jackson (2020) argue that modern HR planning must encompass both quantitative and qualitative factors to create a balance between meeting staffing needs and enhancing the quality of human resources. The development of cognitive and affective skills is essential, as organizational success depends not only on technical expertise but also on the ability to collaborate effectively, communicate clearly, and adapt to change.

2.4. Good Governance in the Context of HR Planning

Good governance is a fundamental concept in managing organizations, both in the public and private sectors. It encompasses principles of transparency, accountability, participation, and effectiveness in decision-making. The World Bank (1994) emphasized that good governance is crucial for improving the quality of public services, ensuring political stability, and fostering sustainable economic development. In the realm of Human Resources (HR), these principles provide the foundation for designing and implementing HR planning that is not only efficient but also responsive to the needs of society and stakeholders.

2.5. Good Governance Theories in HR Planning

1. Accountability Theory

Accountability is a fundamental principle of good governance, requiring that every decision and action taken by stakeholders be justifiable. In HR planning, accountability is closely linked to the management and evaluation of employee performance. The Accountability Theory posits that effective HR management is achieved when decisions are based on objective, accountable data. In this context, a merit-based evaluation system, supported by information technology, plays a crucial role in ensuring that employee promotions, development, and remuneration are carried out transparently and fairly. Kim and Sung (2022) show that in developed countries, the implementation of merit-based evaluation systems enhances accountability and efficiency in HR management, as these decisions are grounded in measurable and accountable performance data.

2. Transparency Theory

Transparency is a core principle of good governance, ensuring that the decision-making process is accessible and understandable to all stakeholders. In the context of HR planning, transparency refers to openness in processes such as recruitment, promotions, and training and development policies (Iswahyudi et al., 2017). The Transparency Theory emphasizes that HR-related information must be openly accessible to both employees and the public to build trust and minimize the potential for abuse of power. By utilizing digital technology, organizations can enhance transparency in HR management, providing stakeholders with easier access to monitor and assess the policies and decisions being implemented.

3. Participation Theory

Participation is a fundamental governance principle that highlights the importance of involving various stakeholders in the decision-making process (Judijanto, 2024). In the context of HR planning, participation pertains to employee involvement in decisions that directly impact their careers (Paroli, 2024). Participation theory posits that by including employees in processes such as performance evaluations, career development planning, and the formulation of training policies, organizations can ensure that the resulting policies are more responsive to employee needs and aspirations. Furthermore, involving employees in decision-making increases their sense of ownership, which can subsequently boost motivation and improve performance.

4. Effectiveness Theory

Effectiveness is a core objective of any well-structured HR planning system. In the context of good governance, it refers to the ability of a system to achieve predetermined goals by efficiently utilizing available resources. The effectiveness theory in HR planning suggests that effective HR management should focus on achieving optimal outcomes, both in terms of organizational performance and employee welfare (Purba, 2017). In this context, information technology plays a critical role in enhancing the effectiveness of HR planning. The use of big data and analytics allows organizations to more accurately assess workforce needs, design targeted training programs, and measure performance more effectively.

5. Theory of the Relationship between Good Governance and HR Planning

This theory emphasizes the reciprocal relationship between the principles of good governance and effective HR planning. It posits that the application of good governance principles in HR planning not only improves individual and organizational performance but also enhances governance within the public sector (Abdurrosyid et al., 2024). By integrating good governance principles into HR planning, organizations can cultivate a culture that is more transparent, accountable, and responsive to the needs of stakeholders. Additionally, incorporating principles such as participation, accountability, and transparency into HR management processes helps create a fairer work environment, boost employee satisfaction, and foster a more productive workplace.

6. Institutional Theory in Good Governance

Institutional theory emphasizes the importance of the norms, values, and regulations that guide organizations in their governance practices. In the context of HR planning, this theory proposes that organizations should align their HR policies with widely recognized norms and standards at both national and global levels. This includes complying with regulations concerning human rights, anti-discrimination, and other employee rights (Kisworo & Shauki, 2019). By adhering to these principles of good governance, organizations can establish a more ethical, fair, and inclusive HR management system.

III. Research Method

This study adopts a qualitative approach using a case study method to explore and analyze the transformation of Human Resource (HR) planning in the Indonesian public sector, particularly focusing on the integration of digital technology to support good governance. This approach allows the researchers to gain an in-depth understanding of the dynamics of change in HR planning and how these changes contribute to the achievement of key good governance principles, such as transparency, accountability, and effectiveness (Wahidin, 2024).

3.1. Research Design

The research design is structured as an exploratory case study, with the primary aim of understanding the HR planning transformation processes implemented by Indonesian government agencies that have adopted digital technology (Siburian & Sugiarto, 2022). This study not only explores the changes in HR planning but also investigates the challenges, opportunities, and impacts of integrating technology into HR practices in the public sector. As a case study, the research will examine real-world examples of government agencies that have successfully integrated digital technology into their HR management processes. This research adopts a holistic approach, taking into account contextual, organizational, and individual factors that influence the transformation process. Therefore, the analysis is based on a multi-stakeholder perspective, involving HR officials, policymakers, and information technology experts.

3.2. Data Sources

The data for this study were gathered from two primary sources: primary data and secondary data. This approach allows for a more comprehensive understanding of the topic, combining firsthand experiences with documentary evidence.

1. Primary Data:

Primary data will be collected through semi-structured interviews with key informants, including HR officials, policymakers, and information technology experts who are directly involved in the HR planning transformation process. Semi-structured interviews were chosen to provide flexibility in exploring in-depth information regarding the experiences and perspectives of each informant, while ensuring the research remains focused on the topic. Interviews will be conducted either face-to-face or online, depending on the situation, and will be adjusted to meet the needs of the informants (Inadjo et al., 2023).

2. Secondary Data:

Secondary data will be gathered from relevant documents available at government agencies selected for the case study. These documents will include annual reports, HR planning documents, internal audits or evaluation reports related to technology implementation, and previous studies relevant to the topic. This secondary data will supplement the primary data, providing additional context to the interviews and offering a comprehensive overview of the steps taken during the transformation process (Inadjo et al., 2023).

3.3. Data Collection Techniques

This study will employ two primary data collection methods:

- a. **Semi-Structured Interviews:** Semi-structured interviews will be the main method for collecting primary data. This technique provides flexibility, allowing researchers to explore the experiences of informants, understand the decision-making processes related to HR planning, and investigate the challenges faced when adopting digital technology. The interviews will focus on how digital technology is applied in HR management and its impact on the principles of good governance.
- b. **Document Analysis:** Document analysis will be used to review various HR planning documents, including annual reports, HR policies, and evaluations of technology implementation. This technique will help identify patterns in the policies being implemented and compare them with the data obtained through the interviews, ensuring consistency and providing further context to the research.

3.4. Population and Sample

a. Population

The population of this study consists of government agencies in Indonesia that have adopted digital technology in their HR planning processes. In addition, the population includes HR officials, policy makers, and information technology experts involved in the HR transformation process within the public sector.

b. Sample

The research sample was selected purposively based on the following criteria: (1) Government agencies that have implemented digital technology in HR planning for at least two years; (2) HR officials or policy makers who have direct experience in the implementation of digital technology; (3) Information technology experts who have contributed to the development or implementation of digital systems within these agencies.

The study focused on five government agencies that were considered successful in implementing digital technology-based HR management information systems (SIM-HR), as listed below:

1. Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB) – Leading bureaucratic reform, including the transformation of HR planning through digital technology.
2. State Civil Service Agency (BKN) – Managing national personnel using a digital system, such as the Civil Service Application System (SAPK).
3. Ministry of Finance (Kemenkeu) – Implementing digital technology in internal HR management through the Directorate General of Treasury.
4. DKI Jakarta Provincial Government – Using digital technology to enhance the efficiency and transparency of HR management.
5. Ministry of Communication and Informatics (Kominfo) – Playing a key role in developing digital technologies to support HR planning across government agencies.

These five agencies were selected based on their success in integrating digital technology into HR management and their contribution to promoting the principles of good governance in the public sector.

3.5. Data Analysis Techniques

The data collected through interviews and document analysis will be analyzed using a thematic analysis approach, as outlined by Braun and Clarke (2006). This method will allow the researchers to identify key themes related to the transformation of HR planning, the integration of digital technology, and its implications for good governance (Samsudin et al., 2024). The steps involved in thematic analysis include:

- a. Data Transcription and Organization: All interviews will be transcribed verbatim to ensure the accuracy and integrity of the data. After transcription, the data will be organized systematically to facilitate the identification of emerging patterns and themes.
- b. Initial Coding: The transcribed data will undergo an initial coding process. Researchers will highlight and mark significant sections of the text that are pertinent to the research questions. This step will help structure the data around relevant themes.
- c. Identification of Key Themes: Following the initial coding, the researchers will analyze and interpret the key themes related to the use of technology in HR planning and its impact on the principles of good governance. These themes will be linked to the research's theoretical framework to provide a deeper understanding of each finding.

IV. Result and Discussion

4.1. Description of Key Findings

This study examines how the transformation of Human Resource (HR) planning through digital technology can support good governance in the Indonesian public sector. Based on interviews with HR officials, policymakers, and information technology experts, as well as an analysis of HR planning documents from government agencies that have adopted digital technology, several key findings were identified regarding the challenges, opportunities, and impacts of integrating technology into HR planning.

4.2. Use of Technology in HR Planning

Most of the agencies studied have integrated digital technology into their HR planning processes, such as HR Management Information Systems (HRMS), big data analytics, and artificial intelligence (AI), to support data-driven decision-making. These technologies enable more integrated HR data management, including mapping employee competencies, performance, and potential. For example, cloud-based applications are used to facilitate performance reporting, allowing policymakers to conduct real-time evaluations and enhancing transparency in the process.

4.3. Challenges in Technology Integration

While digital technology offers significant potential, several challenges exist in its integration into HR planning. One of the main challenges is resistance to change, as many employees are accustomed to traditional HR planning systems. Additionally, the lack of digital skills among government officials remains a significant barrier. To address this, some agencies have conducted regular training sessions on digital technologies to improve digital literacy among employees.

4.4. Implementation of Good Governance Principles

The principles of good governance—such as transparency, accountability, participation, and effectiveness—are increasingly being integrated into technology-based HR planning. Several government agencies have leveraged digital tools to enhance transparency in selection and promotion processes. For instance, by making selection results publicly accessible, these agencies ensure that decisions are objective and free from political or personal bias. Additionally, technology supports more accurate, evidence-based performance evaluations, thereby strengthening organizational accountability.

4.5. Comparison with Previous Research

Previous studies, such as Tan (2019), suggest that the implementation of HR management information systems in government agencies improves efficiency and accountability in HR management. However, these studies also highlight a significant challenge: the limited digital skills of employees. This aligns with the findings of the current study, where many agencies have adopted digital technologies, yet challenges such as resistance to change and low digital literacy remain key obstacles. In another study, Zhang et al. (2021) emphasized the importance of developing an organizational culture that is open to digitalization in order to ensure successful technology adoption in HR management. This was similarly observed in the current study, where the lack of a digitally adaptable organizational culture is identified as a major hurdle in integrating technology into HR planning. This reinforces the argument that transforming organizational culture is crucial for the successful implementation of digital tools in HR planning. Unlike previous studies, which have mainly focused on the technical aspects of HR information systems, this research introduces a novel perspective by examining how good governance principles—such as transparency, accountability, and participation—can be applied to technology-based HR planning. Kim and Sung (2022) also found that digital technology increases transparency in selection and promotion processes. However, despite these advancements, employee participation in HR policy decision-making remains limited, which was also a key finding in this study.

4.6. Discussion

The integration of digital technology in HR planning has brought significant improvements in transparency and accountability. According to Kim and Sung (2022), information technologies that support

merit-based evaluation help clarify the standards used to assess employee performance. The adoption of cloud-based systems in several government agencies has enhanced transparency in performance assessments, as performance data can be accessed simultaneously by both managers and employees, reducing the potential for data manipulation and ensuring more objective decisions. Furthermore, the use of big data analytics allows policymakers to make more informed decisions based on historical data, such as employee performance trends and future competency requirements. This approach aligns with the principle of accountability, as it enables policymakers to clearly justify the rationale behind each HR-related decision. Challenges in Integrating Technology with Organizational Culture is A major challenge in integrating digital technology into HR planning is the lack of readiness in organizational culture. Ulrich et al. (2021) argue that the success of digital transformation in HR depends on an organization's cultural readiness to embrace change. A more conservative organizational culture that heavily depends on traditional, manual processes can act as a barrier to broader technology adoption. In response, many agencies have initiated digital skills training programs and are fostering a more flexible organizational culture that is open to technological advancements.

Although digital technology has enhanced efficiency in HR management, employee participation in decision-making regarding HR policies remains limited. The findings of this study show that while technology is used to improve transparency and accountability, employee involvement tends to be confined to the implementation phase, rather than the planning stage. This finding is consistent with participation theory, which posits that greater employee involvement in the decision-making process fosters a stronger sense of ownership and commitment to the policies being implemented. Therefore, it is recommended that government agencies expand employee participation in the policy formulation phase to ensure fairness and sustainability in the HR transformation process. The implementation of digital technology in HR planning has positively impacted organizational effectiveness. With more efficient systems for managing HR data, organizations can plan their long-term human resource needs more accurately. This, in turn, helps in structuring employee training programs and adapting to shifts in the strategic environment. However, the long-term impact of digital HR planning will largely depend on the agencies' commitment to continuously evaluate and refine the systems in place to ensure they remain relevant and effective.

V. Conclusion

This study has explored how the transformation of Human Resource (HR) planning, supported by digital technology, contributes to the advancement of good governance in the Indonesian public sector. The findings indicate that technologies such as Human Resource Management Information Systems (SIM-HR), big data, and artificial intelligence (AI) have led to significant improvements in transparency, accountability, and effectiveness in HR management. These technologies enable more objective and data-driven decision-making, enhancing both the efficiency and fairness of HR processes. However, the study also highlights key challenges in integrating these technologies. Resistance to change, inadequate digital skills, and an unprepared organizational culture remain substantial obstacles to successful implementation. The implications of these findings suggest that while digital technology can improve efficiency and transparency in HR planning, its successful adoption heavily depends on an organization's readiness for cultural change and the enhancement of employees' digital skills. The adoption process must be complemented by efforts to involve employees at every stage of HR policy development, not just during implementation. Additionally, it is crucial for organizations to periodically evaluate and adjust their digital systems to ensure they remain aligned with evolving organizational needs and technological advances. This research makes a valuable contribution by enriching our understanding of how digital technology in HR planning can support the principles of good governance in the public sector. Furthermore, it introduces a new perspective on the importance of employee participation in technology-driven HR decision-making, an area that has not been widely discussed in previous studies. By focusing on organizational culture change and improving digital

literacy, this research provides a solid foundation for developing more inclusive, transparent, and accountable HR policies in the public sector).

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