

Optimization of Human Resources of State Civil Apparatus in Facing the Era of Disruption

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Abstract

The rapid development of technology in the disruption era has brought both challenges and opportunities for the government sector, particularly in improving the quality and performance of Civil apparatus. This study aims to analyze strategies for optimizing human resources of civil apparatus in facing the disruption era, highlighting the factors that influence the readiness and capability of civil apparatus in responding to the increasingly digital and dynamic work environment. The method used in this research is a descriptive qualitative approach, with data collection techniques including in-depth interviews, observations, and documentation studies at selected government institutions. The results show that optimizing Human Resources of Civil apparatus in the face of the disruption era largely depends on the integrated enhancement of digital, managerial, and socio-cultural competencies. civil apparatus equipped with information technology skills, leadership ability in a digital ecosystem, as well as an understanding of national values and cultural diversity tend to be more adaptive and productive in carrying out public service duties. In addition, the implementation of a merit system, collaborative work culture, and the utilization of technologies such as e-learning, e-performance, and e-recruitment significantly accelerate bureaucratic transformation towards a more modern and efficient direction. Government policy support, as well as collaboration with educational institutions, the private sector, and digital communities, also prove to be strengthening factors in sustainably expanding civil apparatus capacity development.

Keywords: Human Resources, Civil Apparatus, Optimization, Disruption Era, Digital Competency.

Introduction

Human Resources of State Civil Apparatus play a central role in running the government and ensuring the effective and efficient implementation of public services (Kurniawan et al., 2023). The State Civil Apparatus acts as the driving force of the bureaucracy, responsible for formulating, implementing, and evaluating public policies to achieve national goals. The quality and capability of human resources within the State Civil Apparatus greatly determine the success of a government in addressing development challenges, especially in the midst of ongoing social, economic, and political dynamics (Junus et al., 2022). Therefore, having competent, professional, and high-integrity state civil apparatus is an absolute necessity for establishing good governance (Lubis, 2019).

Furthermore, in the context of modernizing state administration, the human resources of the State Civil Apparatus are required not only to perform administrative duties but also to be adaptive to change and innovative in formulating solutions to various public problems (Destiana, 2023). In this era of disruption, characterized by digital technology developments, automation, and increasing public expectations, state civil apparatus are required to possess competencies relevant to contemporary challenges (Herwanto et al., 2024). Optimizing the human resources of the State Civil Apparatus becomes a strategic priority that must be carried out through bureaucratic reform, capacity and competency improvement, and the implementation of a fair and transparent merit system. Without excellent state civil apparatus, efforts for bureaucratic reform and digital government transformation will not run optimally and sustainably (Cahyarini, 2021).

The disruption era has brought significant transformation across various sectors, including business, industry, and government. The rapid development of technology, changes in consumer behavior, and increasing global competition demand every organization to quickly adapt and continuously innovate (Tulungen et al., 2022). In such an uncertain situation, continuous human resource development becomes a necessity for organizations to respond effectively to complex changes. Optimizing the quality of human resources is a key factor in building organizational competitiveness and ensuring operational sustainability amid the growing challenges (Hermawan et al., 2023).

However, despite efforts to optimize human resources, the disruption era also presents various complex challenges. One of them is the gap between the existing competencies of human resources and the demands of ongoing technological and digital developments (Saifudin et al., 2024). Many public servants and private-sector workers are not yet adequately prepared in terms of skills or mindset to face rapid and dynamic changes. This challenge is further complicated by low digital literacy, lack of training based on future needs, and rigid bureaucratic work culture. As a result, the adaptation process becomes slow and risks reducing the performance and competitiveness of organizations in the long term (Johanes, 2024).

Another challenge lies in the resistance to change and the low awareness of the importance of innovation. In government bureaucracy, for instance, transformation processes are often hindered by conventional mindsets, hierarchical organizational structures, and the limited space for cross-sector collaboration (Rusmulyani & Riani, 2024). On the other hand, the disruption era also demands a human resource management system that is adaptive, transparent, and performance based. Therefore, a transformation strategy is needed that not only focuses on technical development but also addresses mental attitudes, visionary leadership, and supportive policies that create an innovative work ecosystem that is responsive to the changes of the times (Hartati, 2020).

To address the various challenges that arise in the disruption era, optimizing the competencies of state civil apparatus becomes a fundamental requirement. State civil apparatus is expected not only to master administrative tasks, but also to have skills in information technology, critical thinking, cross-sector collaboration, and the ability to respond to changes quickly and accurately (Lase & Ndraha, 2023). These competencies

are needed so that state civil apparatus can deliver public services effectively, efficiently, and in accordance with the increasingly complex needs of society. Therefore, competency development programs must be designed sustainably and be adaptive to changes, including through digital-based training, increased data literacy, and the strengthening of values such as integrity and professionalism (Setiadiputra, 2017).

In addition, improving the performance of state civil apparatus must also be a top priority in the process of optimizing public human resources. This can be achieved by implementing a performance management system that is transparent, objective, and based on achievement (Taufik, 2013). Proper performance assessment will encourage state civil apparatus to work more productively and innovatively, while fostering a competitive yet collaborative work culture. A work environment that supports creativity and rewards performance will also strengthen the motivation of state civil apparatus to continue developing (Ramadhani et al., 2023). Through integrated optimization of competencies and performance, state civil apparatus is expected to become agents of change who drive bureaucratic reform and accelerate the transformation of public services amid the challenges of the disruption era.

This research aims to analyze and identify strategies for optimizing human resources of the State Civil Apparatus in facing the challenges of the disruption era, particularly in the aspects of competency development and performance improvement that are adaptive to technological changes and public service needs. The benefits of this research are to contribute theoretically to the development of human resource management knowledge in the public sector, and practically to serve as a reference for government institutions in designing policies and programs to strengthen the capacity of state civil apparatus so that they can transform into a professional, innovative, and responsive bureaucracy in facing the strategic environmental dynamics of the disruption era.

Method

This research employs a descriptive qualitative approach with the aim of gaining an in-depth understanding of strategies for optimizing human resources of the State Civil Apparatus in responding to the challenges of the disruption era. This approach is chosen because it can comprehensively and contextually describe social realities through in-depth exploration of phenomena occurring within the bureaucracy. Primary data were obtained through in-depth interviews with sources who possess competencies and experience in the management of human resources of the State Civil Apparatus, such as structural officials, functional officials, and public policy experts. In addition, observations and documentation of policies and development programs for the State Civil Apparatus were also used to strengthen the analysis (Yulianah, 2022). The data analysis process was carried out interactively through the stages of data reduction, data presentation, and conclusion drawing, in accordance with the model developed by Miles and Huberman. The validity of the data was maintained through source and technique triangulation to ensure objective and credible results (Sugiyono, 2016). The main focus of this research is to identify the challenges faced by the State Civil Apparatus in the disruption era as well as the strategies implemented by government institutions to

improve the capacity and performance of public servants. The results of this study are expected to provide a comprehensive picture of the importance of human resource transformation in realizing an adaptive and innovative bureaucracy amid rapidly changing global dynamics.

Result and Discussion

Competence of State Civil Apparatus in Facing the Disruption Era

The competency needs of the State Civil Apparatus in the future will continue to evolve over time. In terms of soft skills, State Civil Apparatus personnel are required to possess abilities such as critical thinking, creativity, coordination skills, emotional intelligence, and others (Hanafie Das & Halik, 2021). Meanwhile, for hard skills, mastery of specific fields of knowledge and technological proficiency are essential areas that must be learned and mastered by every individual serving as part of the State Civil Apparatus. In the disruption era, the State Civil Apparatus must demonstrate adaptive, innovative, and digital competencies. These competencies include managerial abilities, technical skills, and socio-cultural capacities (Ruky, 2022).

Managerial Competence

- Ability to Lead Teams in Digital Situations

The ability to lead teams in digital environments has become one of the key competencies for the State Civil Apparatus in the disruption era. In a workplace increasingly driven by digital systems, leaders are expected to manage teams effectively through digital platforms, maintain collaboration without face-to-face interaction, and ensure two-way communication. State Civil Apparatus personnel must be able to integrate technology into work processes, utilize data to support decision-making, and foster a work culture open to digital innovation. This requires leaders who are not only technologically proficient but also capable of building trust and team morale in hybrid or remote work systems.

- Creating an Adaptive Work Environment

An adaptive work environment is a prerequisite for addressing rapid and unpredictable changes. The State Civil Apparatus is required to build an organizational culture that is flexible, open to renewal, and encourages continuous innovation and learning. Leaders must adjust their leadership styles according to changing situations and conditions and must be capable of reducing resistance to change. By creating a responsive work environment, public organizations can better prepare for external dynamics such as policy shifts, technological developments, and increasingly complex public demands.

- Results-Oriented Focus

A results-oriented focus guides the State Civil Apparatus to work based on measurable and impactful outcomes, rather than merely following procedures or routines. In the context of performance management, focusing on results allows individuals and work units to set clear goals, measure achievements, and engage in continuous improvement. Leaders within the State Civil Apparatus who embrace a results-oriented mindset will encourage effectiveness, efficiency, and accountability in

public service. This competence is increasingly crucial amid public demands for fast, transparent, and high-quality services.

- **Public Service Delivery**

Public service delivery that emphasizes measurable outcomes ensures that services are not merely procedural but impactful and efficient. This involves setting performance targets, evaluating service quality, and enhancing accountability mechanisms, all of which contribute to improved public satisfaction.

- **Development of Self and Others**

Competence in the development of self and others highlights the importance of continuous learning and collective capacity building. Professional members of the State Civil Apparatus must be motivated to consistently update their knowledge, skills, and insights in line with current developments. At the same time, leaders are expected to act as facilitators for team development by providing guidance, feedback, and learning opportunities for their members. Through the development of both self and others, organizations can cultivate human resources that are adaptive, productive, and prepared for future challenges.

- **Decision-Making**

The ability to make informed and strategic decisions is crucial in ensuring that the State Civil Apparatus remains effective and responsive. Leaders must base decisions on data and analysis, consider the broader public interest, and be prepared to take responsibility for the outcomes. This competency supports better governance and service delivery, especially in complex and high-stakes environments.

Socio-Cultural Competence

- **Measured Attitudes in Interactions with the Public**

Measured attitudes in public interactions refer to the ability of the State Civil Apparatus to maintain professionalism, empathy, and responsiveness in every form of social communication. Personnel must be not only friendly but also consistent between their attitudes and actions, maintain neutrality, and serve a diverse society without bias. These attitudes should be assessed through behavioral indicators such as openness to feedback, politeness in communication, and sensitivity to public needs and conditions. By demonstrating these traits, the State Civil Apparatus can build public trust and foster harmonious relationships across all societal layers.

- **Incorporating Behavior, Ethics, Values, Morals, and Principles**

The behavior of the State Civil Apparatus should reflect ethics and noble values in public service. Ethics involve moral principles that guide actions and decisions in interactions with others and society at large. Values such as honesty, responsibility, justice, and integrity should guide every action of the State Civil Apparatus to ensure fair and professional service delivery. Good behavior indicates that public servants are not only carrying out administrative duties but are also upholding moral values in their roles. Morals and principles are fundamental in shaping the character of the State Civil Apparatus, fostering integrity and commitment to public service. Morals relate to internal awareness in distinguishing right from wrong, while principles ensure consistency in behavior and actions based on rules and universal ethical standards. Personnel with

strong morals and principles will uphold justice, refrain from abusing authority, and act objectively and without discrimination when serving a heterogeneous society.

Digital Competence

- **Mastery of Technology-Based Digital Skills**

Mastery of various technology-based digital skills is a fundamental requirement for the State Civil Apparatus in the disruption era. Personnel must be able to use digital tools effectively to support performance and public services, including cloud-based applications, electronic data management systems, and online collaborative platforms. This competence involves not only technical skills but also strategic understanding of how to utilize technology to enhance efficiency, transparency, and accountability in bureaucracy. Those who are proficient in digital technologies will adapt more quickly to change and meet public demands for digital-based services.

- **Understanding of E-Government and Digital Transformation**

An understanding of e-government and digital transformation is essential in shaping a modern and responsive bureaucracy. E-government emphasizes the use of information technology to streamline bureaucratic procedures, improve service efficiency, and strengthen transparency and governmental accountability. Digital transformation, meanwhile, refers to a comprehensive shift from manual systems to digital-based systems in operations, work culture, and service strategies. Personnel who comprehend these concepts not only operate digital tools but also possess a strategic perspective in integrating technology into innovative and adaptable public policies and services. Thus, understanding e-government and digital transformation forms the foundation for accelerating bureaucratic reform focused on performance and public needs.

Strategy for Optimizing Human Resources of State Civil Apparatus in Facing the Challenges of the Era of Disruption

Rapid technological developments have not only changed work patterns and systems in organizations but have also created new demands on the quality of human resources they have. Civil apparatus is required to be more adaptive to change, have the ability to think innovatively, and master digital skills as the main prerequisites in supporting work effectiveness in the era of digital transformation (Tahar et al., 2022). In this context, a targeted, responsive, and competency-oriented Human Resource management strategy is a key element in maintaining the competitiveness and relevance of the organization, especially in the government sector. Here are some strategies for optimizing civil apparatus human resources in facing the challenges of disruption.

1. Strengthening Digital Competence

State Civil Apparatus as the spearhead of public services in the era of disruption are required to have adaptive abilities to developments in information technology. One strategic step is to equip civil apparatus through strengthening digital-based skills, including basic digital literacy, a comprehensive understanding of the e-government system, and awareness of the importance of cybersecurity. Digital literacy enables civil apparatus to utilize digital devices and applications effectively in carrying out

administrative tasks and public services. Understanding e-government encourages efficiency and transparency in technology-based governance, while the ability to deal with cyber threats is an important element in maintaining the integrity of government data and information systems. Furthermore, civil apparatus are also required to master skills in data management or data analytics in order to produce evidence-based policies and services. Strategic decision-making in a modern bureaucracy requires accurate and relevant data, so civil apparatus must have the ability to interpret, analyze, and communicate data effectively. To realize this, regular digital training is a necessity that cannot be ignored. The government needs to develop a structured and sustainable digital competency development program, so that civil apparatus are always ready to face the complexity and speed of change in the era of disruption.

2. Improving Managerial Competence and Transformational Leadership In facing the dynamics of the era of disruption, leaders of the State Civil Apparatus are required to have adaptive and visionary managerial capacity. Rapid technological changes, increasing public expectations, and the complexity of public problems require civil apparatus leaders to not only carry out administrative functions, but also to be able to become agents of change. Civil Apparatus leaders must be skilled in managing change, facilitating innovation, and creating a collaborative and adaptive work culture to digital developments. Leadership in the era of disruption is no longer hierarchical, but emphasizes the ability to lead dynamic, cross-disciplinary teams, and be able to work in a continuously evolving digital ecosystem. Strengthening managerial competencies for civil apparatus leaders includes skills in data-driven decision making, effective communication both vertically and horizontally, and a strong orientation towards results (result-oriented). The use of data as a basis for formulating public policies allows for more accurate, relevant, and sustainable decision making. In addition, good communication skills are needed to build synergy between stakeholders and maintain the effectiveness of teamwork. Orientation towards results encourages leaders to focus on achieving measurable, efficient performance that has a direct impact on society. Thus, strengthening managerial competencies is the main requirement for transformative civil apparatus leadership in responding to the challenges of the era of disruption.

2. Development of Socio-Cultural Competence

State Civil Apparatus in the era of globalization and disruption are required to have the ability to interact effectively with a multicultural society. The diversity of ethnicities, religions, cultures, and social backgrounds in Indonesian society requires civil apparatus to understand and appreciate local values as part of cultural identity, while internalizing national values as a foundation in carrying out state duties. In this context, socio-cultural capabilities are crucial to ensure that every form of public service not only meets administrative aspects but is also responsive to the needs and social characteristics of the community being served. Moreover, civil apparatus must uphold ethics and morals in every action and maintain the principles of justice, equality, and national spirit. Inclusive public service cannot be realized without full awareness of the importance of establishing harmonious relationships with all elements of society, regardless of cultural background or identity. Understanding national insight also strengthens the integrity of civil apparatus in maintaining national unity. By prioritizing these values, civil apparatus

will not only become professional public servants, but also become guardians of social harmony in the life of the nation and state.

3. Implementation of the Meritocracy System

Placement of State Civil Apparatus based on qualifications, competencies, and performance objectively is the main pillar in building a bureaucracy that is professional, adaptive, and responsive to the challenges of the times. This principle emphasizes the importance of the suitability between individual capacity and the tasks and responsibilities carried out, so that the effectiveness and efficiency of public services can be realized. In this context, the merit system plays a central role as a mechanism that ensures that the recruitment, promotion, rotation, and career development processes of civil apparatus are carried out transparently, fairly, and based on work achievements and potential, not because of political closeness or personal relationships. With the consistent implementation of the merit system, civil apparatus career development will be more structured and encourage a spirit of healthy competition in the bureaucratic environment. civil apparatus who excels will get the opportunity to develop themselves and climb higher career ladders, while civil apparatus who have not met the standards are given space to increase their capacity through training and coaching. This not only creates a professional and accountable work climate, but also strengthens public trust in the integrity and capabilities of government institutions. Ultimately, the implementation of a comprehensive merit system becomes the main foundation in creating a modern bureaucracy that is oriented towards results and quality public services.

4. Transformation of civil apparatus Work Culture

In facing the complexity of the challenges of the era of disruption, building a collaborative, adaptive, and innovative work culture is a strategic step for the State Civil Apparatus to improve the effectiveness of performance and the quality of public services. A collaborative work culture encourages civil apparatus to work synergistically across units and agencies, create open communication, and share responsibility in achieving common goals. In addition, adaptability to change is an important competency so that civil apparatus is not left behind by technological developments and social dynamics. The ability to adapt allows civil apparatus to respond to policy changes, community demands, and global challenges quickly and appropriately. Civil Apparatus also needs to abandon a rigid, slow, and hierarchical bureaucratic mindset, and replace it with a dynamic and responsive work culture. This includes openness to new ideas, the courage to innovate in the public service process, and a strong focus on public satisfaction as service users. In this kind of work culture, civil Apparatus is encouraged to continue learning, innovating, and improving the quality of service through a more flexible, solution-oriented, and results-oriented approach. Thus, the transformation of civil apparatus work culture becomes an important prerequisite in realizing a modern bureaucracy that is effective, efficient, and trusted by the public.

5. Utilization of Technology in Human Resource Processes

Utilization of digital technology in civil apparatus human resource management is a strategic step to realize a modern bureaucracy that is responsive to the challenges of the times. The use of systems such as e-recruitment allows the civil apparatus selection process to be carried out transparently, quickly, and objectively, resulting in apparatus

that truly meets the needs of the agency. Meanwhile, e-learning provides a flexible and sustainable learning platform for civil apparatus to improve competency without being bound by time and place, which is very relevant in the digital work era. In addition, the e-performance system supports more accurate civil apparatus performance measurement through measurable indicators based on data, so that the evaluation process becomes fairer and more constructive. Meanwhile, e-competency helps in systematic civil apparatus competency mapping, so that career development and employee placement can be carried out more precisely. The integration of technology in HR management not only increases administrative efficiency, but also encourages more strategic, data-based, and results-oriented civil apparatus management, in line with the demands of bureaucratic transformation in the era of disruption.

6. Capacity Building Through Learning Organization

In facing the dynamics of the era of disruption that is full of uncertainty and rapid change, State Civil Apparatus are required to continuously improve their capacity and competence. The learning process is no longer limited to formal education levels, but must take place continuously through training, professional certification, thematic workshops, and technology-based independent learning. This effort is important to ensure that civil apparatus has the latest capabilities, both in technical, managerial, and digital aspects, so that they are able to respond to the needs of the organization and society appropriately and efficiently. The concept of lifelong learning is the main foundation in the adaptive civil apparatus human resources development strategy. By instilling a culture of continuous learning, civil apparatus is expected to be able to anticipate change, take advantage of opportunities, and innovate in carrying out government tasks. The application of lifelong learning also creates a bureaucratic ecosystem that is progressive, open to new ideas, and not static in facing global challenges. Thus, investment in capacity building through various forms of learning is the key to creating superior, professional, and future-ready civil apparatus.

7. Collaboration and Strategic Partnerships

The government has a strategic role in strengthening the civil apparatus competency development ecosystem by establishing cross-sector collaboration, including educational institutions, the private sector, and digital communities. This collaboration can be realized through internship programs or on-the-job training at relevant institutions or companies, in order to provide practical experience and new insights for civil apparatus in facing increasingly complex work challenges. In addition, training based on agency needs can be designed together with higher education institutions and professional training, so that the material provided is truly relevant and applicable to government duties. Furthermore, the involvement of the digital community and technology industry players can encourage collaboration in the development of digital-based public service innovations. This is important for transforming a bureaucracy that is more responsive, adaptive, and integrated with the latest technology. By opening up a broad space for collaboration, the government not only expands access to learning and competency improvement for civil apparatus, but also creates synergy between sectors in realizing effective bureaucratic transformation in the era of disruption. This kind of

collaboration is an important part of the strategy for developing superior human resources that are ready to face the future.

Conclusion

In facing the era of disruption marked by rapid technological developments, social change, and increasingly complex demands for public services, optimizing Human Resources of State Civil Apparatus is a strategic need. Civil Apparatus are required to have strong managerial, socio-cultural, and digital competencies in order to be able to carry out their roles adaptively, innovatively, and professionally. Lifelong learning, mastery of information technology, and orientation towards results are integral parts of forming the character of superior civil apparatus who are ready to face change. Strengthening the merit system, utilizing technology in HR management, and developing a dynamic work culture are also important foundations in realizing a modern and effective bureaucracy. Furthermore, synergy between the government, educational institutions, the private sector, and the digital community is needed to expand access to improving civil apparatus competencies through various forms of training, internships, and innovation collaboration. This strategy not only strengthens the capacity of individual civil apparatus, but also encourages institutional transformation that is more responsive to the challenges of the times. Thus, optimizing civil apparatus human resources is not only an instrument for improving bureaucratic performance, but also an effort to strengthen the nation's competitiveness in an increasingly competitive global context. The government needs to be fully committed to providing policies, facilities and a work environment that supports the continuous improvement of the capacity of civil apparatus.

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