

TRANSFORMATION OF HUMAN RESOURCE MANAGEMENT IN THE DIGITAL ERA (CASE STUDY OF TUGALA LAURU VILLAGE OFFICES)

By

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ABSTRACT

This study aims to determine the process of Human Resource Management (HRM) transformation in the digital era in Tugala Lauru Village, identify the challenges faced, and formulate strategies used. The background of the study is based on the demand for digitalization of village administration through the implementation of the Village Financial System (SISKEUDES) which changes work patterns and organizational culture. The research method uses a qualitative case study approach with six key informants, including the village head, village secretary, and village officials. Data were obtained through in-depth interviews, observation, and documentation, then analyzed using thematic analysis techniques. The results of the study indicate the digitalization of village administration and finance, increased competency of officials through basic training, and changes in work culture to be more rapid, structured, and transparent. Challenges faced include limited digital competence, suboptimal technological infrastructure, and resistance to change. The strategies implemented include support from village leadership, procurement of technological facilities through the Village Budget (APBDes), and participation of officials in training organized by the local government.

Keywords: Digital Transformation, Human Resource Management.

TRANSFORMASI MANAJEMEN SUMBER DAYA MANUSIA DI ERA DIGITAL (STUDI KASUS PERANGKAT DESA TUGALA LAURU)

ABSTRAK

Penelitian ini bertujuan untuk mengetahui proses transformasi Manajemen Sumber Daya Manusia (MSDM) di era digital pada perangkat Desa Tugala Lauru, mengidentifikasi tantangan yang dihadapi, serta merumuskan strategi yang digunakan. Latar belakang penelitian didasari oleh tuntutan digitalisasi administrasi desa melalui penerapan Sistem Keuangan Desa (SISKEUDES) yang mengubah pola kerja dan budaya organisasi. Metode penelitian menggunakan pendekatan kualitatif studi kasus dengan enam informan kunci, meliputi kepala desa, sekretaris desa, dan perangkat desa. Data diperoleh melalui wawancara mendalam, observasi, dan dokumentasi, kemudian dianalisis menggunakan teknik analisis tematik. Hasil penelitian menunjukkan adanya digitalisasi administrasi dan keuangan desa, peningkatan kompetensi perangkat melalui pelatihan dasar, serta perubahan budaya kerja menjadi lebih cepat, terstruktur, dan transparan. Tantangan yang dihadapi meliputi keterbatasan kompetensi digital, infrastruktur teknologi yang belum optimal, serta resistensi terhadap perubahan. Strategi yang diterapkan meliputi dukungan kepemimpinan desa, pengadaan sarana teknologi melalui APBDes, dan partisipasi perangkat dalam pelatihan yang diselenggarakan pemerintah daerah.

Kata kunci: Transformasi Digital, Manajemen Sumber Daya Manusia.

INTRODUCTION

The development of digital technology has brought fundamental changes to various aspects of life, including human resource management (HRM). Digital transformation requires organizations, both public and private, to adapt their systems and work patterns to be more effective, efficient, and adaptive to global dynamics. In the context of village government, digitalization has strategic significance because it directly impacts the quality of governance, transparency, and accountability of public services (Adenuddin Alwy, 2022). Human Resources (HRM) plays a vital role in managing human potential to optimally contribute to achieving organizational goals. At the village level, human resource management serves not only an administrative function but also a driving force for improving the competence of village officials and the effectiveness of public services (Muhi, 2024). The paradigm shift toward technology-based HRM creates both opportunities and challenges for village officials, who must adapt to digital systems such as the Human Resource Information System (HRIS) and the Village Financial System (SISKEUDES) (Suhartono et al., 2020).

The implementation of SISKEUDES by the Ministry of Home Affairs and the Financial and Development Supervisory Agency (BPKP) is part of a national effort towards transparent and accountable village governance. However, in practice, digital transformation at the village level often faces obstacles such as limited infrastructure, low digital literacy, and resistance to change (Hamzah et al., 2023). This situation is evident in Tugala Luru Village, North Nias Regency, where the majority of village officials come from non-technical backgrounds, making it difficult to operate the digital system optimally. As a result, work efficiency and administrative data accuracy have not been fully achieved. Digitalization is fundamentally not just about the use of technology, but also about a shift in mindset and work culture. Digital transformation requires HR to no longer be merely an administrative function, but rather play a strategic role in data-driven decision-making and developing the digital competency of village officials (Pristiani & Astuti, 2023). In this context, village leadership plays a key role in encouraging technology adoption and fostering an innovative and collaborative work culture (Natika, 2024).

Several studies confirm that the application of information technology can improve the efficiency of human resource management and accelerate public service processes (Zahro, 2022). However, for this transformation to be effective, synergy is needed between strengthening the capacity of village officials, providing adequate digital infrastructure, and sustainable policy support.

Therefore, HRM transformation in villages is not only a technical issue, but also a structural and cultural change. Based on the description, this study aims to: (1) analyze the HR transformation process in Tugala Luru Village in the context of digitalization of village government; (2) identify the main challenges faced by village officials in the digital transformation process; and (3) formulate adaptive strategies that can strengthen the implementation of technology-based HR in the village government environment.

Theoretically, this research is expected to enrich the literature on HRM transformation in the public sector within a local context, particularly at the village government level. Practically, the results are expected to serve as a reference for local and village governments in designing effective and sustainable civil servant capacity development policies and digitalization programs.

LITERATURE REVIEW

1. Concept and Role of Human Resource Management (HRM)

Human Resource Management (HRM) is a strategic system within an organization that functions to manage and develop the workforce to optimally contribute to organizational goals (Suhartono, 2024). HRM functions are no longer solely administrative, but also encompass recruitment, training, performance management, compensation, and competency-based career development. In the context of village government, HRM plays a crucial role in building the capacity of civil servants to serve the community effectively (Muhi, 2024).

The increasingly complex work environment demands that HR become a catalyst for organizational transformation through a data- and technology-driven approach. According to Alwy (2022), modern HR must be able to manage core competencies, adopt human resource analytics (HR analytics), and foster digital literacy as part of the organization's strategy. This approach makes HR not merely a support function but also a strategic partner in innovation and improving public performance.

2. Digital Transformation in HR

Digital transformation is the process of applying technology to change the systems, structures, and work culture within an organization (Amarullah et al., 2023). In HR, this transformation includes administrative automation, employee data digitization, and the implementation of technology-based personnel information systems such as the Human Resource Information System (HRIS). Digital transformation is not simply the adoption of tools, but rather a paradigm

shift toward data-driven decision-making and technology-based efficiency (Manajemen et al., 2025). In the public sector, particularly village governments, digital transformation presents a unique challenge: integrating technological systems with bureaucratic work culture. Hamzah et al. (2023) emphasized that digitalization must be accompanied by a shift in mindset and increased human resource capacity so that technology becomes not only an administrative tool but also a means to strengthen transparency and accountability.

3. Challenges of Implementing Digital Transformation

The implementation of digital transformation in HRM faces various structural and cultural obstacles. Key challenges include limited digital competency among civil servants, resistance to change, and uneven technological infrastructure (Aribudikusuma et al., 2025). In rural contexts, limited internet access and computer equipment hamper the efficient implementation of digital systems such as SISKEUDES. Furthermore, organizational cultural resistance often arises from individuals' unpreparedness for technological change (Hamzah et al., 2023). Understanding that digitalization is not a threat but an opportunity still needs to be fostered through training and transformational communication from village leaders. Professionalism also plays a crucial role; officials must possess integrity, skills, and adaptability to effectively utilize technology (Suhartono et al., 2020).

4. Leadership and Organizational Adaptation in the Digital Era

Leadership plays a central role in the success of digital transformation. Transformational leadership drives innovation through inspiration, vision, and moral support for subordinates (Prasetyo & Nugroho, 2022). Village leaders who can mobilize their staff to understand the benefits of digitalization will accelerate the technology adoption process. Furthermore, adaptive leadership is needed to manage resistance to change, build two-way communication, and create a collaborative learning environment. In the context of Tugala Luru Village, village leaders act as facilitators and guides, ensuring that staff have access to digital training and are able to integrate technology into their daily work practices. Policy support and ongoing mentoring are key to the success of HRM transformation at the local level (Natika, 2024).

5. Impact of Digital Transformation on HR Effectiveness

Digital transformation in HR has a positive impact on efficiency, transparency, and accountability. According to Zahro (2022), administrative digitization enables faster and more accurate data processing, reduces manual errors, and strengthens organizational control.

Technology-based systems also facilitate real-time monitoring of employee performance and enable data-driven evaluation (Suhardi et al., 2023).

Beyond efficiency, digitalization enhances personalized career development. With online learning platforms and competency analytics systems, organizations can tailor training based on individual needs, support lifelong learning, and strengthen work motivation. This aligns with the goal of developing professional and innovative village officials.

RESEARCH METHODS

This research uses a qualitative approach with a case study method in Tugala Luru Village, East Lahewa District, North Nias Regency. The research informants consisted of 6 people (village head, village secretary, and village officials) who were selected purposively because they were directly involved in the digitalization process and village administration management.

Data were collected through in-depth interviews, observation, and documentation. Data analysis was conducted using thematic analysis, including data reduction, data presentation, conclusion drawing, and verification (triangulation).

RESULTS AND DISCUSSION

The transformation of Human Resource Management (HRM) in Tugala Luru Village is evident primarily through the digitalization of village administration and finances through the implementation of the SISKEUDES application. Field findings indicate that financial reporting is more organized, faster, and more accurate than manual methods, and has encouraged village officials to adopt computer-based work and online communication (e.g., through WhatsApp groups). Analytical, this indicates a shift in work patterns from conventional systems to more structured, technology-based processes; that is, digitalization not only changes work tools but also shapes new work routines and standards that demand precision and data-orientation.

However, the study also found that this transformation is not evenly distributed due to the low digital competency of some village officials. Many officials are unfamiliar with using computers or applications, leading to a reliance on one or two more tech-savvy individuals. This results in an unbalanced workload and slowed work processes when key individuals are absent. This situation emphasizes that the success of HR transformation is determined not solely by the existence of digital systems, but by the readiness of human resource capacity. Without

strengthening digital literacy and equalizing capabilities, digitalization risks creating organizational bottlenecks and widening internal performance gaps.

Besides human resources, another significant obstacle is limited infrastructure. Findings indicate unstable internet connections, limited computer hardware, and sometimes inadequate electricity, all directly impeding the smooth use of digital systems. The discussion clarifies that digital transformation in village-level public organizations requires adequate material prerequisites; digitalization cannot operate optimally if the infrastructure foundation is weak. This explains why technology implementation in Tugala Luru has been gradual and not yet fully consistent.

The research also identified resistance to change, with some employees remaining comfortable with manual work methods and viewing technology as an additional burden. The findings emphasize the cultural dimension of transformation: digitalization requires a shift in mindset and adaptation to work culture, not just technical training. This resistance naturally arises when individuals feel unprepared, lack confidence, or don't see the immediate benefits of new systems. In response, the village government's strategy focused on leadership support, procurement of technological resources through the village budget (APBDes), and involvement of staff in training facilitated by the local government. The discussion demonstrated that a combination of structural support (budget and facilities) and human support (mentoring, training, and leadership encouragement) was key to reducing resistance and accelerating adaptation. Thus, the already visible impact of the transformation—namely, faster, more structured, and transparent work—will be even stronger if the strategy of increasing digital competence and strengthening infrastructure is implemented sustainably.

CONCLUSION

Based on the research results, the transformation of Human Resource Management (HRM) in Tugala Luru Village in the digital era has been ongoing and shown positive changes, especially through the implementation of SISKEUDES which changes the management of administration and financial reporting from a manual system to a more orderly, fast, accurate, and transparent one. This transformation has also driven a shift in village officials' work patterns, leading to a more structured approach, utilizing online communication for work coordination. However, the transformation process still faces major obstacles, including low digital competency among some village officials, dependence on a few individuals with greater technological expertise, and

limited infrastructure, such as internet access, computers, and suboptimal electricity supply. Furthermore, resistance to change persists, as some officials are accustomed to manual systems and perceive digitalization as an additional burden.

To address these challenges, the village government has implemented strategies such as leadership support, procuring technological resources through the village budget (APBDes), and encouraging village officials to participate in training and technical assistance. By continuously strengthening competencies and infrastructure, the digital transformation of human resources management (HRM) in Tugala Luru Village has the potential to further improve the quality of village governance and the effectiveness of public services.

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