

Digital Transformation Through E-Master Application in Human Resource Development in Civil Servants

Kharisma Fitriani*¹, Rofiq Hidayat²

^{1,2}Faculty of Tarbiyah and Teacher Training, UIN Kiai Haji Achmad Siddiq, Jember, Indonesia
e-mail: ¹fitriani.kharisma56@gmail.com, ²rofiqhidayat@uinkhas.ac.id

Abstrak

Penggunaan teknologi telah menjadi aspek krusial dalam kemajuan dan pengembangan Sumber Daya Manusia (SDM). Manajemen SDM meliputi berbagai aspek seperti perencanaan, pengorganisasian, kompensasi, dan pemeliharaan hubungan kerja untuk mencapai tujuan individu, organisasi, dan masyarakat. Penelitian di bidang pendidikan memiliki dampak signifikan pada pemberdayaan remaja, tahap kritis dalam pembangunan manusia. Studi ini bertujuan untuk mendeskripsikan motivasi, kepribadian dan keterampilan dalam Manajemen Pengembangan SDM di Cabang Dinas Pendidikan Provinsi Jawa Timur. Menggunakan pendekatan kualitatif, penelitian ini memahami secara mendalam pengembangan SDM melalui aplikasi "E-Master". Subjek penelitian menggunakan teknik purposif dengan melalui wawancara semi-terstruktur, dokumentasi primer dan sekunder, dan observasi nonpartisipan. Analisis data dilakukan dengan teknik reduksi, penyajian, dan penarikan kesimpulan, dengan keabsahan data diperkuat melalui triangulasi Teknik dan sumber. Hasil penelitian menunjukkan transformasi digital melalui aplikasi E-Master telah menunjukkan dampak yang positif terhadap motivasi pegawai, dengan bukti yang jelas dan hasil yang konsisten. Selain itu, aplikasi ini juga secara signifikan meningkatkan keterampilan pegawai, memperbaiki aspek-aspek keterampilan yang krusial dalam pengembangan sumber daya manusia, secara menyeluruh poin motivasi dan keterampilan mendapat hasil skor rata-rata 4.5, sementara untuk penggunaan Aplikasi E-Master dalam keterampilan interpersonal dan sikap proaktif memiliki dampak positif yang signifikan pada beberapa aspek kepribadian pegawai, sehingga mendapatkan skor rata-rata 4.0, oleh karena itu aplikasi ini dianggap cukup efektif dalam mendorong pengembangan Sumber daya manusia.

Kata Kunci: Aparatur Sipil Negara, E-master, Manajemen, Sumber Daya Manusia

Abstract

The use of technology has become a crucial element in the advancement and development of Human Resources (HR). HR management involves various aspects, including planning, organizing, compensation, and maintaining work relationships to achieve the objectives of individuals, organizations, and society. Research in the field of education plays a significant role in empowering youth, a critical stage in human development. This study aims to describe the motivation, personality, and skills involved in Human Resource Development Management at the East Java Provincial Education Office. Adopting a qualitative approach, the research explores HR development in depth through the "E-Master" application. The study employed purposive sampling, collecting data through semi-structured interviews, primary and secondary documentation, and non-participant observation. Data analysis was conducted using techniques of reduction, presentation, and conclusion drawing, with data validity ensured through methodological and source triangulation. The findings indicate that the digital transformation facilitated by the E-Master application has positively affected employee motivation, with clear evidence and consistent results. Furthermore, the application has significantly enhanced employee skills, improving crucial aspects of HR development. Overall, motivation and skills received an average score of 4.5, while the E-Master application's impact on interpersonal skills and proactive attitudes positively

influenced several aspects of employee personality, resulting in an average score of 4.0. Consequently, the application is considered effective in fostering human resource development.

Keywords: *Civil Servants, E-master, Human Resources, Management.*

1. INTRODUCTION

Human Resource Development (HRD) in Indonesia faces significant challenges, as evidenced by its 107th rank out of 189 countries in the 2020 Human Development Index (Ashshiddiqi et al., 2021). To address this, HRD must be enhanced to keep pace with evolving needs. Digital transformation and digital learning are increasingly vital for societal progress (Danuri, 2019) and must be integrated into organizational management to maintain competitiveness (Syafi et al., 2023; Wahyudi et al., n.d.) Effective management involves optimizing both human and non-human resources to achieve organizational objectives (Winoto, 2020). Human Resource Management (HRM) is defined by Flippo as the process of overseeing compensation, development, and workforce engagement to meet various goals (Winoto, 2020). Nurany et al. (Nurany et al., 2021) discuss the management of labor and employment relations in government organizations, emphasizing its importance. However, Murtafiah (Murtafiah, 2021) highlights that HRD in Indonesia remains underdeveloped. In education, ongoing professional development is crucial for improving educator qualifications (Sulistiono et al., 2017), and overall HRD is essential for organizational and quality advancement (Subakri & Annizar, 2021).

Previous studies have investigated various applications aimed at improving human resource quality. Rachma (Rachma, 2015) examined the SIKD email application used for archive management by the Indonesian National Communication and Archives Office. Suaidah et al (Suaidah et al., 2022) discussed the Accurate 5 application, which simplifies financial filing and reporting in compliance with Indonesian regulations. Marta Bahari & Frinaldi (Marta Bahari & Frinaldi, n.d.) reviewed the Srikandi application for managing archives and document distribution, while Husein (Husein, 2023) highlighted the "Sikeren" application, which facilitates uploading daily task reports for ASN. The Government Regulation (Regulations of the Supreme Audit Agency(BPK), 2023) on State Civil Apparatus (ASN) introduces a performance assessment system focused on achievements and career development. The E-Master application, developed by the East Java Provincial BKD, is used for integrated ASN data management. It supports online administrative services, including promotions, leave requests, SKP, and retirement data (Indah Luqmani & Husni Tamrin, 2022). The National Education System Bill 2022 aims to enhance educator welfare, which impacts professionalism (Kemendikbudristek, 2022; Maullidina et al., 2023). Self-development requires patience and perseverance, as highlighted in Surah Hud 11:115, offering spiritual encouragement for individuals and organizations to continually strive for self-improvement.

The E-Master application is designed to improve administrative efficiency in line with these goals. While modern technology, such as digital applications, is increasingly used to enhance human resources, there is limited research on their effectiveness. This study aims to address this gap by evaluating the E-Master application's impact on human resource development at the East Java Provincial Education Office, specifically in Jember. By connecting previous research on applications like SIKD, Accurate 5, Srikandi, and Sikeren with regulatory frameworks like Government Regulation (BPK) 2023 and the National Education System Bill, this study seeks to provide valuable insights into the effectiveness of records management applications and their role in individual and organizational development.

The E-Master web application for ASN (State Civil Apparatus) was established by BKD on January 11, 2017, and reaffirmed through a circular issued on April 28, 2017. ASN personnel who failed to comply with the new procedures faced reprimands and potential delays in receiving services (BKD Jawa Timur, 2017). The purpose of this application is to enhance the managerial system and existing resources, with official approval granted by the Governor of East Java in 2020

(BKD Jawa Timur, 2020a). This highlights the E-Master's role in modernizing HR management. During the COVID-19 pandemic, e-Master facilitated the online promotion process for approximately 7,204 civil servants (BKD Jawa Timur, 2020b)

Digital transformation is vital for organizational development and HR management, necessitating adaptation to evolving conditions. Evaluating HR management is essential for tracking organizational progress. This study emphasizes the need to analyze factors influencing individual development and the impact of implementing the E-Master application at the East Java Provincial Education Office, particularly in Jember Regency. This analysis is supported by regulatory frameworks such as Government Regulation (BPK) 2023 on ASN and the 2022 National Education System Bill, highlighting the importance of exploring factors that drive effective HR development through digital applications. To assess the effectiveness of the e-Master system's services, a questionnaire utilizing a Likert scale is employed. This method evaluates the ease of use and functionality of the application in detail. The Likert scale evaluation provides a clear understanding of the system's impact on users' motivation, personality, and perceived skills. By employing this approach, the effectiveness of the E-Master application is thoroughly assessed, supporting digital government reforms and advancements in human resource development for civil servants.

2. METHODS

The method employed in this study is qualitative, chosen for its ability to provide a comprehensive understanding of the phenomena related to the E-Master application and its impact on human resource development in civil servants. This descriptive approach aims to systematically and thoroughly describe the research findings. The study utilized interviews, documentation, and observation techniques, involving key informants such as personnel managers, application administrators, and several users of the E-Master application. The research was conducted at the East Java Provincial Education Office, located at Jalan Kalimantan No. 42, 2nd Floor of the Bakorwil Building, Jember Regency, East Java Province. The data analysis followed four key stages: data collection, reduction, presentation, and conclusion drawing, in line with the framework established by Miles, Huberman, and Saldana (Milles et al., 2018).

Initially, data was collected through semi-structured interviews with experts directly involved in the management and usage of the E-Master application. To evaluate the application's effectiveness, a questionnaire based on a Likert scale was employed (Mumu et al., 2022). Non-participant observation was utilized to examine how personnel services are facilitated by the E-Master application, complemented by primary documentation of data results and relevant records.

Likert Scale for Survey Responses

Rating Scale	Description	Numerical Value
Strongly Agree	The statement is highly agreeable	5
Agree	The statement is generally agreeable	4
Neutral	The statement is neither agreeable nor disagreeable	3
Disagree	The statement is generally disagreeable	2
Strongly Disagree	The statement is highly disagreeable	1

Data analysis adhered to a framework emphasizing data reduction, selection, simplification, and removal of irrelevant information. After collecting and reviewing data from interviews and documents at the East Java Provincial Education Office, the research team identified and retained the most pertinent information aligned with the study's focus. Organized data was then presented, detailing the transformation of ASN task management through the e-Master application. This involved categorizing and discussing results from interviews, observations, and documentation.

The final stage involved drawing conclusions from the collected data and validating these findings through source and technique triangulation. This included verifying information from multiple sources and applying triangulation methods—interviews, non-participant observation, and documentation—to reinforce the research results. The study specifically examines how the E-Master application supports human resource development, focusing on key aspects such as motivation, personality, and skills.

3. RESULTS AND DISCUSSION

This study focuses on human resource development to improve education quality using Cialdini theories. The E-Master application, developed by the East Java BKD, plays a crucial role in personnel management and HR development. It simplifies employee management by providing various employment services accessible anytime and anywhere, eliminating the need for physical documents. The data security of E-Master has been reliable, with no reports of information leaks. The strengths of E-Master include its ease of use, practical integration, and accessibility across any internet-connected device. While there are still some issues being addressed, the application helps boost employee motivation and skills by streamlining access to educational information and tasks. With E-Master, employees can complete assignments more efficiently, saving time and reducing effort.

The effectiveness of the E-Master system as a support tool for human resource development was assessed using a questionnaire with four informants, based on a Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). The results are as follows: Enhancing Motivation: The average score is 4.5 (Informant 1: 4, Informant 2: 5, Informant 3: 4, Informant 4: 5), indicating that the application is highly effective in boosting user motivation. Improving Skills: The average score is 4.5 (Informant 1: 4, Informant 2: 5, Informant 3: 5, Informant 4: 4), showing that the application is highly effective in enhancing user skills. Enhancing Personality: The average score is 4.0 (Informant 1: 4, Informant 2: 4, Informant 3: 4, Informant 4: 4), suggesting that the application is reasonably effective in improving user personality traits. Facilitating Tasks: The average score is 4.3 (Informant 1: 4, Informant 2: 4, Informant 3: 5, Informant 4: 4), indicating that the application significantly eases the completion of tasks for users. Increasing Performance Effectiveness: The average score is 4.4 (Informant 1: 4, Informant 2: 5, Informant 3: 4, Informant 4: 4), showing that the application is quite effective in enhancing user performance. Ease of Understanding: The average score is 4.2 (Informant 1: 4, Informant 2: 4, Informant 3: 5, Informant 4: 4), indicating that the application is easy for users to understand. These findings illustrate that the E-Master application is well-regarded for its contributions to motivation, skill development, task facilitation, and overall user performance.

The arrangement of the use of the E-Master application as a place to report certain tasks or letters that are systematic has a strong influence in increasing employee motivation. To maintain this motivation, the E-Master application supports by providing a selection of SKP menus, which are places that report on the ASN performance assessment system. The consequences for every ASN who is late or does not report their performance duties through the SKP application are allowances/performance, allowances/Additional Employee Income (TPP), and also the remonization funds will not be disbursed.



Figure1. E-master application menu before updating

Based on Table 1, training is needed for 423 employees to increase the effectiveness of using the E-Master application, so that the percentage can increase to 100%. This information is obtained from the statistics menu in the E-Master application.



Figure 4. E-Master App Statistics Menu

Motivation For Human Resource Development Through The E-Master Application

The effectiveness of the E-Master application in boosting motivation was assessed using a questionnaire with four informants. The results are as follows: The application significantly enhances motivation to complete work tasks, with a perfect score of 5.0. It also effectively boosts motivation for training and personal development, with an average score of 4.0. The app greatly increases the drive to achieve work targets, scoring 4.5, and provides valuable feedback that enhances work enthusiasm, also scoring 4.5. Overall, the E-Master application is highly effective in motivating users, with an average score of 4.5, supporting task completion, and fostering both personal and professional development.

Educational literacy is essential for equitable digital transformation in education (Liana et al., 2023) As educational innovation evolves, motivation becomes crucial for enhancing human resources and performance. Cialdini (Cialdini, 2021) identifies persuasive principles that can boost motivation through applications like E-Master: Reciprocity encourages user engagement by offering valuable features, Commitment, and Consistency foster motivation by setting and sticking to commitments, Social Proof motivates users by showing peer success, Authority increases compliance through expert recommendations, Liking enhances engagement with personalization and positive interactions, and Scarcity drives full utilization of the app through limited features. (Harnum, 2021) notes that motivation is vital for achieving shared goals and organizational success. (Hakimi, 2020) and (Yusuf, 2023) highlight that work motivation, influenced by job security, fair salary, pleasant work environment, and recognition, boosts morale, productivity, and job satisfaction while fostering stability, discipline, creativity, loyalty, and overall employee welfare.

The E-Master application plays a vital role in enhancing motivation and performance in human resource development. Designed to streamline employee tasks efficiently, it fosters enthusiasm for personal growth and development. As noted by Cialdini (Cialdini, 2021), Motivation is essential for individual growth and performance (Cialdini, 2021). The E-Master application facilitates this by streamlining tasks for civil servants and promoting greater commitment. In the education sector, it simplifies task management, enhancing motivation with easy access to information and a performance appraisal system through SKP, which helps maintain motivation by recognizing employees' efforts. Research by Sutanjar and Saryono (2019) indicates that higher employee motivation leads to better performance, as motivated employees are more likely to make positive work-related choices. Similarly, Kaban and Amanda (Kaban & Amanda, 2022) emphasize that motivation significantly impacts company performance. Other studies, including Prastiwi (Prastiwi et al., 2022), also support the idea that positive work motivation substantially improves employee performance, enhancing their overall contribution to organizational goals.

Human Resource Development Personality Through E-Master Application

The E-Master application's effectiveness in enhancing personality development was evaluated using a questionnaire with four informants. The app was found to support skill development, professional growth, and character improvement, each with an average score of 4.0. It also aids in enhancing communication skills and addressing personality challenges, with an

average score of 4.2. Overall, the average score of 4.0 reflects that E-Master significantly contributes to personality development, professional growth, and improved work-related traits.

Robert Cialdini's (Cialdini, 2021) research highlights how personality affects the effectiveness of persuasion techniques, which can be applied in human resource development through the E-Master application. The application's user-friendly design increases user satisfaction and engagement, making them more likely to use it actively (Liking). Observing peers' success with E-Master motivates users to follow suit, as social norms influence behavior (Social Proof). Recommendations from HR experts or leaders enhance the app's credibility, leading to greater acceptance and usage (Authority). Users who commit to E-Master are more inclined to stick to its procedures due to the consistency in their approach (Consistency). Although Cialdini's (Cialdini, 2021) principles are not a theory of personality per se, they emphasize how personality traits influence persuasive strategies. These insights can be applied to effectively motivate and engage users in HR practices. Personality affects how individuals adapt to and manage their environment, shaping their actions and decisions (Ajija & Macella, 2023; Daud et al., 2021). By incorporating these principles, E-Master can improve HR practices and support employee development.

Personality development aims to enhance skills such as communication, teamwork, creativity, and emotional management in the workplace (Cialdini, 2021). Understanding personality in a multicultural environment can improve job satisfaction and performance (Al Doghan et al., 2019). Aligning personality with job roles is crucial to prevent dissatisfaction that can hinder performance. Heavy workloads can affect personality, making the right task distribution and a positive work environment essential. (Daud et al., 2021) and (Ajija & Macella, 2023) emphasize the importance of personality aspects in HR development. The E-Master application supports this by simplifying tasks, information, and reporting. Features like attendance history and discipline aid in self-assessment for employees. Research by (Cavaliere, 2021) shows a connection between personality and job output, while (Hasudungan & Mustika, 2024; Rifqiati, 2022) highlight the importance of understanding personality to manage work stress. (Rifqiati, 2022) concludes that a positive personality enhances performance.

Human Resource Development Skills Through E-Master Application

The E-Master application's effectiveness in enhancing skills was assessed through a questionnaire involving four informants. The results indicate that the app is highly effective in various aspects of skill development. It is rated positively for its support in acquiring job-related skills, with an average score of 4.0. The application also simplifies the learning and training process, earning an average score of 4.3. Features within E-Master are highly regarded for their contribution to practical skill development, receiving a top score of 5.0. Additionally, the app provides adequate access to training materials, reflected in an average score of 4.5. Overall, the average score of 4.5 demonstrates that E-Master is exceptionally effective in supporting skill development, facilitating learning, and providing valuable resources for practical skill enhancement.

Cialdini's persuasion principles are effectively applied in HR development through the E-Master app. The app uses persuasion techniques to engage users, builds relationships through personalized interactions, and enhances skills development. This aligns with Cialdini's idea that trust and likability enhance persuasion, and support skill improvement through various features (Cialdini, 2021). Skills, as defined by Apriliana & Nawangsari, and Habibah (Apriliana & Nawangsari, 2021; Habibah, 2020), are essential for completing tasks and achieving goals. Well-developed skills and relevant education help employees meet performance expectations more effectively (Setyawasih et al., 2023). Skill development boosts creativity and efficiency, crucial for both personal and organizational success. The E-Master app can improve staffing efficiency, but its impact depends on the user's skill level. Proper training through workshops, webinars, and seminars is essential for enhancing employee productivity (Fadhli & Khusnia, 2021; Trihapsari et al., 2021). Workshops provide interactive learning, webinars offer cost-effective training, and seminars support scientific discussions and knowledge sharing (Hubner & Sulistheany, 2021; Sentanu et al., 2024; Siregar E, 2022)

The implementation of training cannot be done just like that, there are several processes used to maximize the training objectives. The training process consists of five steps, namely analysis, design, development, implementation, and evaluation. (Hidayat et al., 2022). Analysis is the identification of training needs needed by employees, design is the design of training programs effectively and efficiently, developing is the development of teaching materials or materials needed during the training period, implementing is training target groups of employees in accordance with the training strategy that has been prepared previously and evaluating is the evaluation of the effectiveness of the training that has been carried out so that it can be seen whether the training objectives have fully achieved or not.

Previous research conducted by (Trihapsari et al., 2021) explained that the training and human resource development program is carried out through regular training, participating in workshops and seminars, or webinars. Training conducted by (Pusvitasari, 2021) explained that the training that can be provided for educators is the In-House Training (IHT) program, internship programs, competency-based technical training, short courses, and internal coaching by school institutions. Other research also states that training must be carried out to achieve development goals because development can run optimally if it is carried out in a planned, fundamental, and systematic manner (Siswanto et al., 2022). By looking at the skills of each employee, the grouping of skills is easier to determine, a person's skills affect their work group (De Mauro et al., 2018)

Motivation, Personality and Skills for Human Resource Development Through the E-Master Application

Motivation, personality, and skills are crucial for individual development and the success of the E-Master application at the East Java Provincial Branch Education Office. For the application to enhance employee productivity and performance effectively, it must align with these factors. The E-Master application aims to provide ASN with access to the latest education, with the hope of improving the standard and quality of learning in Indonesia. (Azizah et al., 2024). The E-Master app aims to enhance the quality of educators and education personnel by improving task reporting and monitoring individual progress. While about 20% of employees still need guidance, the app's features for task reporting and mail management help simplify personnel services. Developed by the East Java BKD, it focuses on boosting employee motivation, personality, and skills while ensuring information security with restricted access. Despite a success rate of around 80%, the app is considered effective given the broad employee engagement and its role in supporting growth and innovation. Research conducted by (Kurniawan & Marwati, 2022) states that personality, motivation, and competence affect employee performance. This is also in line with research conducted by (Kusumodewi et al., 2021) stated that motivation, competence, personality, and discipline affect employee performance. Improving employee performance can be done by making leaders motivated, developing employee potential, and providing technological facilities to support work.

4. CONCLUSIONS

The E-Master application, created by the East Java Provincial BKD, introduces an innovative approach to ASN data management with its highly integrated and user-friendly system. Its standout feature is its practicality and ease of use, allowing civil servants throughout East Java to access employment services anytime and from any location without needing to submit physical documents. This web-based platform is compatible with various devices, including laptops, tablets, and smartphones, and consolidates all functionalities into a single application, thus enhancing human resource management despite ongoing efforts to resolve its complexities. The effectiveness of the application is influenced by factors such as user motivation, personality, and skills, with support provided by education office managers at local branches. Importantly, the application's data security is highlighted by the lack of any reported information breaches since its launch,

representing a significant advancement in digital administrative tools for improving public sector efficiency.

REFERENCES

- [1] Ajija, N., & Macella, A. D. R. (2023). Strategi Pengembangan Sumber Daya Manusia Dalam Mewujudkan World Class Bureaucracy Pada Bkpsdm Kabupaten Aceh Barat. *Reformasi*, 13(1), 1–14. <https://doi.org/10.33366/rfr.v%vi%i.3781>
- [2] Al Doghan, M. A., Bhatti, M. A., & Juhari, A. S. (2019). Do Psychological Diversity Climate, HRM Practices, and Personality Traits (Big Five) Influence Multicultural Workforce Job Satisfaction and Performance? Current Scenario, Literature Gap, and Future Research Directions. *SAGE Open*, 9(2). <https://doi.org/10.1177/2158244019851578>
- [3] Apriliana, S. D., & Nawangsari, R. (2021). Pelatihan dan pengembangan sumber daya manusia (sdm) berbasis kompetensi. *FORUM EKONOMI*, 23(4), 804–812. <http://journal.feb.unmul.ac.id/index.php/FORUM EKONOMI>
- [4] Ashshiddiqi, T. M., Firmansyah, I., Syifa, A. K., Febriyuni, E. P. L., & Fajar, M. M. (2021). Strategi Program Indeks Pembangunan Manusia (Ipm) Di Desa Pakuaon Kecamatan Sukaresmi Kabupaten Cianjur. *Jurnal Inovasi Penelitian*, 2(4), 1153–1162.
- [5] Azizah, M., Hasan, M. S., Budiyo, A., & Sirojuddin, A. (2024). Pelatihan Metode Pembelajaran Aktif, Inovatif dan Menyenangkan untuk Guru MI Bahrul Ulum Nataan Gedong Boyountung Lamongan. *Jurnal Pengabdian Masyarakat*, 2(1), 2987–1093. <https://doi.org/10.54437/annafah>
- [6] BKD Jawa Timur. (2017). *PerDa sanksi e master*. <https://bkd.jatimprov.go.id/DownloadFileBerita/sanksi%20e%20master.pdf>
- [7] BKD Jawa Timur. (2020a, November 20). *Peluncuran aplikasi Si-MASTER oleh Ibu Gubernur Jawa Timur*. BKD Jatim. <https://bkd.jatimprov.go.id/berita-1386-peluncuran-aplikasi-simaster-oleh-ibu-gubernur-jawa-timur.html>
- [8] BKD Jawa Timur. (2020b, December 7). *BKD Jatim Upayakan Penggunaan “e-Master” Dalam Membantu ASN di masa COVID-19*. Andala News. <https://andalanews.com/bkd-jatim-upayakan-penggunaan-e-master-dalam-membantu-asn-di-masa-covid-19-2/>
- [9] Cavaliere, L. P. L. , P. A. , P. S. , P. V. B. , K. P. , C. M. K. , ... R. (2021). The impact of employee’s personality on the organizational performance: studying the five dimensions of personality. *Turkish Online Journal of Qualitative Inquiry (TOJQI)*, 12(7), 9527–9554.
- [10] Cialdini, R. (2021). *Influence: The Psychology of Persuasion* (5th ed.). New York : Harper Bussines.
- [11] Danuri, M. (2019). Perkembangan Dan Transformasi Teknologi Digital. *Jurnal Ilmiah INFOKAM*, 15(02), 116–123. <https://doi.org/https://doi.org/10.53845/infokam.v15i2.178>
- [12] Daud, K. A. R. P., Sendow, G. M., & Saeramg, R. T. (2021). Pengaruh Karakteristik Individu, Kepribadian, Dan Pengembangan Sumber Daya Manusia Terhadap Kinerja Karyawan Di Pt. Industri Kapal Indonesia (Persero) Unit Dok Dan Galangan, Bitung. *EMBA*, 09(02), 724–735.
- [13] De Mauro, A., Greco, M., Grimaldi, M., & Ritala, P. (2018). Human resources for Big Data professions: A systematic classification of job roles and required skill sets. *Information Processing and Management*, 54(5), 807–817. <https://doi.org/10.1016/j.ipm.2017.05.004>
- [14] Fadhli, K., & Khusnia, M. (2021). *Manajemen Sumber Daya Manusia (Produktivitas Kerja)*. Bogor: GUEPEDIA.

- [15] Habibah, C. L. (2020). *PENGEMBANGAN SUMBER DAYA MANUSIA MELALUI PRAKTEK KEWIRAUSAHAAN KALIGRAFI (Studi Kasus Santri Pondok Pesantren Riyadlatul 'Ulum)*. Lampung: IAIN Metro.
- [16] Hakimi. (2020). *Strategi, Kepemimpinan dan Motivasi Kerja: Teori dan Aplikasi*. Bogor: GUEPEDIA.
- [17] Harnum, A. W. (2021b). *Pengaruh Pengembangan Sumber Daya Manusia, Budaya Organisasi Dan Motivasi Terhadap Kinerja Guru (Studi Kasus Pada Guru Taman Kanak-Kanak Di Kecamatan Ciputat Timur)*. Jakarta: UIN Syarif Hidayatullah.
- [18] Hasudungan, G. N., & Mustika, M. D. (2024). The role of personality on resilience-moderated work stress in employees. *Jurnal Ilmiah Psikologi Terapan*, 12(1), 53–59.
- [19] Hidayat, R., Sulistyawati, L., & Prabowo, B. (2022). *Manajemen Sumber Daya Manusia di Era Digital berbasis UMKM*. Surabaya: Airlangga University Press.
- [20] Hubner, B., & Sulistheany. (2021). *Cara Mudah Menyelenggarakan Webinar yang Sukses*. Bojong: PT. Nasya Expanding Management.
- [21] Husein, S. (2023). *Pengembangan Sumber Daya Manusia Dalam Mewujudkan Budaya Kerja Produktif Di Sub Bidang Smp Dinas Pendidikan Kabupaten Jember*. Jember: UIN Kiai Haji Achmad Siddiq .
- [22] Indah Luqmani, S., & Husni Tamrin, M. (2022). Pemanfaatan Aplikasi e-Master dalam Perspektif Agile Governance. In *Jurnal Aplikasi Administrasi* 25(2). <http://bkd.JawaTimurprov.go.id/>
- [23] Kaban, L. M., & Amanda, J. (2022). The importance of employee's motivation and training on company performance in a family business. *Ultima Management*, 14(1), 83–96.
- [24] Kemendikbudristek. (2022). *Rancangan Undang-Undang Sistem Pendidikan Nasional*. www.djpp.kemendikbudristek.go.id
- [25] Kurniawan, A. N. W. , A. B., & Marwati, F. S. (2022). Kepribadian, motivasi dan kompetensi terhadap kinerja karyawan. *Jurnal Manajemen*, 14(1), 111–118.
- [26] Kusumodewi, A., Husainah, N., & Haryoto, C. (2021). *Pengaruh motivasi, kompetensi, kepribadian dan disiplin terhadap kinerja karyawan: Studi kasus Universitas "MJ."* . Jakarta: Universitas Muhammadiyah.
- [27] Liana, M., Fitriyah, D., Hindrasti, N. E. K., Nevrita, N., Siregar, E. F. S., & Izzati, N. (2023). Pemanfaatan Fitur Pelatihan Mandiri untuk Mehamami Kurikulum Merdeka. *Jurnal Pendidikan Dan Kebudayaan*, 8(2), 138–152. <https://doi.org/10.24832/jpnk.v8i2.3872>
- [28] Marta Bahari, K., & Frinaldi, A. (n.d.). Inovasi Pengolahan Arsip Dinamis Melalui Aplikasi SRIKANDI Di Kabupaten Solok. *JIMPS: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah*, 8(2), 874–879. <https://doi.org/10.24815/jimps.v8i2.24833.25144>
- [29] Maullidina, K., Mulyani, E. S., & Atikah, C. (2023). Pengaruh Profesionalisme Guru terhadap Kualitas Pendidikan. In *Journal of Education Research* (Vol. 4, Issue 4).
- [30] Milles, M. B., Huberman, A. M., & Saldana, J. (2018). *Qualitative Data Analysis*. SAGE. <https://books.google.co.id/books?id=3CNrUbTu6CsC>
- [31] Mumu, J., Tanujaya, B., Charitas, R., & Prahmana, I. (2022). Likert Scale in Social Sciences Research: Problems and Difficulties. *FWU Journal of Social Sciences*, 16(4), 89–101. <https://doi.org/10.51709/19951272/Winter2022/7>
- [32] Murtafiah, N. H. (2021). Analisis Manajemen Pengembangan Sumber Daya Manusia Yang Handal dan Profesional (Studi Kasus : IAI An-Nur Lampung). *Pendidikan Islam*, 10(02), 789–812. <https://doi.org/10.30868/ei.v10i02.2358>

- [33] Nurany, F., Adhi, R., Putra, D., Rahayu, E., Syakirin, F., & Mulyono, A. (2021). Implementasi E-Master Pada Manajemen Sumber Daya Aparatur Sipil Negara Provinsi Jawa Timur. *Jurnal Intelektual Administrasi Publik Dan Ilmu Komunikasi*, 7(1), 18–24.
- [34] Prastiwi, I. E., Pradanawati, S. L., & Kurniawan, D. (2022). Employee performance: work ability and work motivation. *International Journal of Economics, Business and Accounting Research*, 6(1), 1–10.
- [35] Pusvitasari, R. (2021). Human resources management in improving the quality of education. *Al-Tanzim*, 5(2), 125–135.
- [36] Rachma, E. A. (2015). Penggunaan Aplikasi E-Surat Sisd (Sistem Informasi Kearsipan Dinamis) Dalam Pengelolaan Arsip Elektronik Untuk Mendukung E-Government Di Badan Arsip Dan Perpustakaan Kota Surabaya. *Pendidikan Administrasi Perkantoran (JPAP)*, 03(03), 1–16.
- [37] Regulations of the Supreme Audit Agency(BPK). (2023). *UU ASN*. <https://peraturan.bpk.go.id/Details/269470/uu-no-20-tahun-2023>
- [38] Rifqiati. (2022). Pengaruh kepribadian dan disiplin terhadap kinerja ASN melalui kompetensi ASN dinas pariwisata pemuda dan olahraga. *Jurnal Ilmiah Bisnis & Kewirausahaan*, 11(3), 231–238.
- [39] Sentanu, I. G. E. P. S., Tirani, Y. A., & Pradono, G. A. S. (2024). *Kolaborasi dan Analisis Stakeholder: Teori, Konsep dan Aplikasi*. Malang: UB Press.
- [40] Setyawasih, R., Rustandi, Ningsih, L. K., Sitompul, P., Dewi, S. R., Hehamahua, A., & Hutapea, B. (2023). *Human Capital Management*. Sukoharjo: Pradina Pustaka.
- [41] Siregar E. (2022). *Riset dan Seminar Sumber Daya Manusia*. CV. Widina Media Utama.
- [42] Siswanto, D. J., Tegor, Haqiqi, F., Yusmalina, & Susanto, A. (2022). Human resources management in the country's border region faces industry 4.0 and the covid-19 pandemic. *Al-Tanzim*, 6(1), 228–242.
- [43] Suaidah, Lathifah, Fadly, M., Gunawan, R. D., & Fahrizal, M. (2022). Pelatihan komputer akuntansi bagi guru dan siswa Smk N 1 Natar menggunakan aplikasi accurate. *Bulletin of Community Service Information System*, 1(1), 1–8.
- [44] Subakri, & Annizar, A. M. (2021). *Budaya Mutu Kepemimpinan Pendidikan*. Jember: IAIN Jember Press.
- [45] Sulistiono, A. A., Subijanto, J. Y., Perdana, N. S., Siswantari, Syailendra, T. R., & Sory, A. (2017). *Pengelolaan Tenaga Kependidikan: Profesi Kepala Sekolah dan Pengawas Sekolah*. Jakarta: Pusat Penelitian Kebijakan Pendidikan dan Kebudayaan.
- [46] Syafi, A., Arif Rohman Hakim, & Andri Brawijaya. (2023). Strategi Inovatif Manajemen Dan Bisnis Di Era Digital: Analisis Pengaruh Teknologi Terkini Terhadap Keberlanjutan Dan Kinerja Organisasi Innovative Management And Business Strategies In The Digital Age: An Analysis Of The Influence Of Emerging Technologies On Organisational Sustainability And Performance. *Visionida*, 9(2). <https://doi.org/https://doi.org/10.30997/jvs.v9i2.11069>
- [47] Trihapsari, C., Mujahidah, F., & Humairoh, N. (2021). Enhancement of the quality of human resources through training and development programs in schools. *Al-Tanzim*, 5(2), 145–153.
- [48] Wahyudi, A., Bhismi, M., Assyamiri, T., Al Aluf, W., Fadhillah, M. R., Yolanda, S., & Anshori, M. I. (n.d.). Dampak Transformasi Era Digital Terhadap Manajemen Sumber Daya Manusia. *Jurnal Bintang Manajemen (JUBIMA)*, 1(4), 99–111. <https://doi.org/10.55606/jubima.v1i4.2222>
- [49] Winoto, S. (2020). *Dasar-Dasar Manajemen Pendidikan*. In 2020. Yogyakarta: Bildung.

- [50] Yusuf, A. A. (2023). *Pengaruh Motivasi Kerja, kemampuan Kerja, dan Kedisiplinan terhadap Kinerja Pegawai*. Ponorogo: NEM.