

Analysis of Human Resource Development in The Era of Digital Transformation: A Case Study at The Regional Secretariat of Southeast Sulawesi Province

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ABSTRACT

This study aims to analyze human resource development in the era of digital transformation at the Secretariat of the Provincial Government of Southeast Sulawesi. The research method employed is descriptive with a qualitative approach. Data collection was conducted using observation, interviews, and documentation techniques. The researcher used source triangulation to validate the research data. Data analysis in this study involved three components: data reduction, data presentation, and drawing conclusions. The research findings indicate that: (1) The Secretariat of the Provincial Government of Southeast Sulawesi has effectively implemented human resource development in the era of digital transformation. The development of human resources in the digital transformation era at the Secretariat of the Provincial Government of Southeast Sulawesi is a positive step in enhancing organizational performance. (2) The factors that hinder or obstruct human resource development in the digital transformation era at the Secretariat of the Provincial Government of Southeast Sulawesi include time constraints and challenges in adapting to new technologies. (3) Strategies to overcome these obstacles in human resource development in the digital transformation era at the Secretariat of the Provincial Government of Southeast Sulawesi include periodic training, online courses, practical workshops, mentoring and collaboration, direct application, and feedback as well as evaluation.

Keywords: Human Resource Development and Digital Transformation

I. INTRODUCTION

In an age of rapid digital transformation, every organization, including government agencies, is expected to have a human resource (HR) capable of rapidly adapting to technological developments. These ideal conditions require employees to have high digital skills and adequate digital literacy, so that they can work efficiently and productively. Besides technical skills, the ability to innovate and create creative ideas is also a must. These innovations and creativity are expected to improve the performance and quality of public services, make services more responsive to the needs of society and able to compete in the digital age.

In addition, the information security aspect is becoming crucial in ensuring data and information protection from an increasingly complex range of digital threats. Officers must have an in-depth understanding of best practices in cybersecurity and be able to implement the necessary measures to protect sensitive information. This includes the use of the latest security technology, awareness of potential threats and the implementation of strict security policies. Thus, government agencies can not only increase efficiency and productivity through digital transformation, but can also ensure that the data and information they manage remains secure and protected from existing threats.

However, the realities on the ground show that the Regional Secretariat of Southeast Sulawesi Province (Setda Prov. Sultra) still faces various challenges in developing SDM in the era of digital transformation. Many of the staff who do not have adequate digital skills and digital literacy amongst the staff are still low. These conditions result in the use of technology to support efficiency and unoptimal productivity of work. Officers who are less skilled in digital technology tend to find it difficult to perform tasks that require such capabilities, thereby reducing the overall performance of the agency.

Information security threats are also still a major concern at Setda Prov. Sultra. The failure to protect data and information from an increasingly complex array of digital threats can pose a huge risk to the authorities. To overcome this, more serious efforts are needed to raise the awareness and skills of cybersecurity-related officials. Measures such as regular training, the implementation of strict security policies and the use of state-of-the-art security

technology should be given priority. Thus, despite facing various challenges, Setda Prov. Sultra can continue to strive to develop SDMs that are able to cope with the digital age better.

To overcome the gap between ideal and actual conditions, a comprehensive and sustainable SDM development strategy is needed. One of the concepts offered by Kurniawan (2022) is the improvement of digital skills through structured and continuous training programmes and workshops. These programmes should be designed to respond to the specific needs of staff at various levels, ensuring that each individual acquires knowledge and skills relevant to their duties. In addition, according to Basri et al., (2023) efforts are needed to improve digital literacy by providing learning and training resources that are easily accessible to all staff. This can include e-learning, online tutorials and access to digital educational materials that are accessible anytime and anywhere.

Implementing technology that supports efficiency and productivity is also an important part of this strategy. According to Saputra et al., (2023) the use of project management applications, digital collaboration tools and effective communication platforms can help employees work more efficiently and organizedly. By providing these tools, government agencies can encourage more collaborative and transparent working practices, increase productivity, and reduce unnecessary bureaucracy. Furthermore, continuous support and updating of technology should be a priority to ensure that employees always have access to the latest tools and systems that can help them in performing their daily duties better.

The SDM development strategy in the era of digital transformation is supported by various relevant theories. The human resource theory according to Sriwidodo & Haryanto (2010) emphasizes the importance of developing staff competencies and skills to improve organizational performance. By focusing on individual development, organizations can ensure that their SDMs are able to adapt quickly to technological developments and meet the demands of the digital age. Training, education and career development are essential components in implementing these theoretical principles, enabling employees to continue to grow and make greater contributions to the organization.

With the relevant theoretical and journal support, SDM development strategies in the era of digital transformation can be effectively implemented and evaluated. The implementation of this strategy must be planned and measured, involving all the parties involved. Concrete steps such as the preparation of results-based training programmes, the establishment of dedicated teams for innovation development and the implementation of an integrated performance evaluation system with the goal of digital transformation are key to implementing an effective SDM development strategy.

Periodic evaluations also need to be carried out to measure the success of the strategy and make the necessary improvements. By involving continuous evaluations, Setda Prov. Sultra can identify weaknesses in the strategy implementation and take timely improvement measures. These evaluations not only include quantitative results, but also involve feedback and personal experience to ensure that the SDM development strategy can be continuously adapted to the needs and developments of the organization.

Based on the theoretical background and support as well as the journals discussed, the title of this research is Human Resource Development Strategy in the Era of Digital Transformation: Case Studies at the Regional Secretariat of Southeast Sulawesi Province. This research is expected to make a meaningful contribution in developing a competent and adaptive SDM to technological change as well as supporting digital transformation in Setda Prov. Sultra. By focusing research on the specific context of the setda prov. sultra, the results are expected to provide a deeper insight and relevance for the development of SDM in the context of public service in the area.

II. LITERATURE REVIEW

To find out which parts of the research have been studied and which parts have not been revealed, prior research is required to determine the focus of research to be studied. The following is a summary of research that has been conducted by previous researchers:

Sri Hamdania Sirih (2018) on Human Resource Development Strategy at the Human Resources Development and Empowerment Agency of Majene district has focused on exploring the human resource development strategy (HRD) in the agency as well as identifying factors that hinder the development of HRD. This research uses a qualitative approach with exploratory methods and an inductive approach. The results of data analysis indicate that the BKPSDM district of Majene has implemented several SDM development strategies. One of them is improved education and training for the State Civil Appliances (ASNs) to improve their competence in their fields. In addition, other strategies include recruitment processes that focus on the selection of candidates for ASNs based on individual abilities. In addition, some factors inhibit the development of SDM in the BKPSDM district of Majene. These factors include inadequate equipment resources, treatment that does not match the background of education and capabilities, and budget constraints that hamper quality development activities of SDM.

Najmatun Nahdhah (2018) on Human Resource Development Strategy and Enhancement of Competitive Advantage in Training Houses: A Case Study of Training Housing Hidayatullah Balikpapan was conducted to uncover the development strategy of SDM in increasing competitive advantages in the training houses. The quality of education in a nation is considered to be strongly determined by the quality of SDM education, so SDM development has become the main focus of educational institutions, including barracks. This research uses a qualitative approach to the case study design. Data is collected through in-depth interview techniques, participatory observations and documentation studies. The data analysis process involves data reduction, data presentation, verification, and conclusion drawing. The validity of the data is tested through the strategy of testing credibility, transferability, dependence and confirmability. The

findings of this study cover three main focuses: (1) The process of development of SDM in the Training Houses involves planning, implementation, and evaluation. Frameworking strategies, professional competence development, and career development are used to produce SDMs according to established standards. (3) Implementation of the SDM development strategy at the Hidayatullah Balikpapan Hostel covers the superior and competitive aspects of SDM, mature planning, the ability to analyze the development needs of SSM as well as improving the competitiveness of institutions.

Sidwas Muarsarsar (2022) on Human Resource Development Strategy in Improving Appliance Performance in the Department of Human Resources and Development of the District of Sarmi. The research aims to reveal the strategy applied by the Ministry of human resources and development (BKPSDM) in Sarmi district in improving the performance of the equipment. The research method used is a qualitative approach to data collection techniques through observations, interviews and documentation. The results of previous research show that the human resource development strategy in BKPSDM Sarmi district has not been performed in a maximum and effective manner. The findings covered aspects such as the lack of optimization of equipment development both formally and informally, the unoptimal improvement of equipment career through post promotion, as well as a lack of implementation of the Merit System in Officer Management. Supportive factors identified in previous research include the availability of legal protection, external support such as Corporate Social Responsibility assistance or scholarships, training and educational institutions, budget resources, human resources, and facilities. Meanwhile, the deterrent factors found include limited budgets, limited staff/human resources, limited and inadequate SDM development support facilities, weak oversight and low level of staff welfare.

III. RESEARCH METHODS

The research will use qualitative methods with an exploratory and inductive approach in analyzing the Human Resource Development Strategy in the Era of Digital Transformation at the Regional Secretariat of Southeast Sulawesi Province. A method is a way or process to understand an object that is the focus of research. The study aims to identify the relationship between SDM development strategies in the era of digital transformation and the human resource conditions in the Regional Secretariat of Southeast Sulawesi Province. The inductive approach in this research refers to the logical process that goes from empirical data to the formation of theory or generalization. Through data collection that focused and qualitative analysis, this research will identify patterns and relationships emerging from empirical data to formulate a theory relevant in the context of SDM development in the digital age.

Overall, the research will combine exploratory methods and inductive approaches to investigate the relationship between SDM development strategies and human resource conditions at the Regional Secretariat of Southeast Sulawesi Province. Thus, the study is expected to provide a deep insight and comprehensive understanding of the dynamics of development of SDM in the era of digital transformation. The object of this research is Human Resource Development Analysis (SDM) at the Regional Secretariat of Southeast Sulawesi Province in the context of the Digital Transformation Era in particular at the Bureau of Leadership Administration. The research focus will be mainly on how SDM development strategies are implemented in the face of the challenges of technological change and the fast-working environment.

The object of this research is Human Resource Development Analysis (SDM) at the Regional Secretariat of Southeast Sulawesi Province in the context of the Digital Transformation Era in particular at the Bureau of Leadership Administration. The research focus will be mainly on how SDM development strategies are implemented in the face of the challenges of technological change and the fast-working environment. The objective of the research covers two main dimensions, namely the human resources conditions (HRM) in the Regional Secretariat in particular the Bureau of Leadership Administration and the implementation of SDM development strategies in the era of digital transformation. The SDM condition becomes the first focus, including the skills, skills and digital literacy of employees. The research will involve the active participation of employees and leaders of the Regional Secretariat of Southeast Sulawesi Province in particular the Bureau of Chief Administrative Officers as well as data collection through interviews, observations and analysis of related documents. With a focus on clearly defined research objects, it is expected that the results of this research will provide in-depth insight into the development of SDM in the era of digital transformation, in the context of regional governance in Southeast Sulawesi. The informants in this study are informants who are directly involved or informants considered to have the ability and understanding of the problems that occur in terms of Human Resource Development.

Table 3.1 Informant Research

No	Informant	Jumlah
1	Head of Bureau of Administration	1 Person
2	Head of Department of Financial and Operational Administration	1 Person
3	Chief of Sub-Division of Enterprise	1 Person
4	Head of Division of Materials and Communications	1 Person
5	Head of Protocol	1 Person
6	Head of Staff of Civil Service Officers	3 Person

Source: Secretariat of the District of Southeast Sulawesi Province 2024

Through the active participation of informants covering various levels and functions in the Regional Secretariat in particular the Bureau of Leading Administration, this research is expected to gain a comprehensive view of how SDM development strategies are implemented in the face of digital transformation in the provincial governance environment.

The types of data used in this study are:

1. Quantitative Data

Quantitative data is data that is numerical and can be calculated mathematically, consisting of the number of staff in the Bureau of Chief Administrative Officers of the Regional Secretariat of Southeast Sulawesi Province. According to Sugiyono (2015) quantitative data is data in the form of numbers or expected data. (scoring). So quantitative data is data that tends to be analyzed by means of statistical methods or techniques.

2. Qualitative Data

Qualitative data, i.e. data presented in the form of verbal words rather than numbers according to Muhadjir (1996) is a process of naturalistic research that seeks a deep understanding of social phenomena naturally. Qualitative data is data that is not in the form of numbers but such as the location of research, the history of research objects and the mission vision of the Bureau of the Chief Administrative Officer of the Regional Secretariat of Southeast Sulawesi Province. Data sources are everything that can provide information about data. Based on the source, data is divided into two, namely primary data and secondary data.

1. Primary Data

Primary data is data obtained from direct interviews with informants of the Regional Secretariat of South Eastern Sulawesi Province at the Chief Administrative Bureau.

2. Secondary Data

Secondary data is data that has been processed by the Regional Secretariat of Southeast Sulawesi Province to the Bureau of Chief Administrations obtained from the report of the agency consisting of the organizational structure, general data of the organization and job descriptions.

The author obtains data that corresponds to the focus of the research through the collection of data by field research. As for data collection techniques, namely:

1. Observation

The author performs a direct observation of the research objects at the location where he works in this case at the Bureau of Chief Administrative Officers of the Regional Secretariat of Southeast Sulawesi Province. An effective way to use the observation method is to supplement it with an observation format or blank as an instrument. The structured format contains items about the event or behavior described will occur.

2. Interview

The author is the interviewer who conducts the interview by asking the source face to face and the informant can provide the information required by the researcher and the investigator makes a record of the statement submitted by that informant. Based on this understanding, in this study, interviews were conducted with the Head of the Chief Administrative Bureau, Head of Financial and Operational Administration Division, Chief of the Sub-Division of Enterprise of the Bureau, the head of the Materials and Communications Division of the Leadership, the Leader of the Protocol Division and the Staff of Civil State Officers.

3. Documentation

According to Arikunto (2010) the method of documentation is to search for data about things or variables such as notes, transcripts, books, newspapers, magazines, inscriptions, minutes of meetings, agendas and so on. In using documentation techniques, the author collects secondary data obtained by collecting and studying various written documents as reference and comparison materials.

Triangulation in credibility testing is meant to be the verification of data from different sources in different ways and at different times. Thus, there is a triangulation of the source, triangulation of the data collection and time techniques. In this study the author only uses triangulasi of data sources and triangulum of data collection techniques to obtain valid data.

In order to obtain valid data, then in this study the author uses triangulation of sources. Triangulation is used to test the credibility of data carried out by checking the data that has been obtained through several sources, to be analyzed by the researchers, thus producing conclusions that are already a membercheck with the data source. In addition to conducting interviews with data sources, researchers conduct participant observations such as written documents, archives, historical documents, official records, personal notes or writings and pictures or photos. With such observations, they will produce different evidence or data, which will subsequently give an insight on the phenomenon being studied.

The next step after the data collection phase is completed is data analysis. According to Nazir (2014) data analysis is grouping, creating a sequence, manipulating and removing data so that it is easy to read. This research uses qualitative data analysis, Techniques for analyzing data, such as data reduction, data presentation and conclusion drawings.

The operational definition on the title SDM Development Strategy in the Era of Digital Transformation Case Studies at the Regional Secretariat of Southeast Sulawesi Province can be described as follows:

1. Human Resource Development Strategy (HRD) is a method or approach used to improve the skills, knowledge, and capacity of staff in the Regional Secretariat of Southeast Sulawesi Province in the face of digital change.

Participation in digital training, level of mastering of information technology, implementation of new skills in the context of employment.

2. The era of digital transformation, which is a period of adoption and integration of digital technologies to improve efficiency, productivity and quality of services.
3. Regional Secretariat of Southeast Sulawesi Province, i.e. in-depth research involving the collection of data directly from the regional secretariat of South East Sulawesi Province to analyse the implementation of SDM development strategies in the era of digital transformation. Interviews with staff, policy analysis and internal documentation, evaluation of strategy implementation results.

With clear operational definitions, research can be conducted more focused, and the data obtained can provide concrete insights related to the development of SDM in the context of digital transformation in the Regional Secretariat of Southeast Sulawesi Province.

IV. RESULT AND DISSCUSSION

4.1 Results

4.1.1 Description Research Results

In an age of rapid digital transformation, every organization, including government agencies, is expected to have a human resource (HR) capable of rapidly adapting to technological developments. These ideal conditions require employees to have high digital skills and adequate digital literacy, so that they can work efficiently and productively. Besides technical skills, the ability to innovate and create creative ideas is also a must. These innovations and creativity are expected to improve the performance and quality of public services, make services more responsive to the needs of society and able to compete in the digital age.

According to Saputra et al., (2023) the use of project management applications, digital collaboration tools and effective communication platforms can help employees work more efficiently and organizedly. By providing these tools, government agencies can encourage more collaborative and transparent working practices, increase productivity, and reduce unnecessary bureaucracy. Furthermore, continuous support and updating of technology should be a priority to ensure that employees always have access to the latest tools and systems that can help them in performing their daily duties better.

The SDM development strategy in the era of digital transformation is supported by various relevant theories. The human resource theory according to Sriwidodo & Haryanto (2010) emphasizes the importance of developing staff competencies and skills to improve organizational performance. By focusing on individual development, organizations can ensure that their SDMs are able to adapt quickly to technological developments and meet the demands of the digital age. Training, education and career development are essential components in implementing these theoretical principles, enabling employees to continue to grow and make greater contributions to the organization.

To see how the development of human resources in the era of digital transformation case studies at the Regional Secretariat of Southeast Sulawesi Province, this study uses 5 (five) key indicators namely improved digital skills, increased digital literacy, improved efficiency and productivity, innovation and creative ideas as well as improved information security as follows:

1. Enhancing Digital Skills

Enhancing digital skills in this research is defined as a continuous process that involves the development, updating, and enhancement of a person's competence in using digital technology. Here's the results of an interview with an informant from the Chief of the Bureau of Leadership Administration on the improvement of digital skills:

"As Head of the Administrative Chief Office of the Regional Secretariat of Southeast Sulawesi Province, digital skills are essential in everyday tasks. With the advancement of technology, the ability to use digital tools and platforms not only facilitates administrative work, but also improves efficiency and accuracy in the completion of tasks." Digital skills enable us to manage data, communicate more effectively, and make decisions faster and more accurate. In the context of government, this means better public service and responsiveness to the needs of the community." (Interview, August 01 2024).

The above interviews show that digital skills are key to improving efficiency, accuracy, and responsiveness in carrying out government duties, which ultimately contribute to improved public service quality. The next interview was with the Chief Informant of the Department of Financial Administration and Operations Leadership, who stated that:

"As Head of Financial and Operational Administration Head of the Regional Secretariat of Southeast Sulawesi Province, over the past year, I have undergone a number of digital training courses, including training on digital financial data management, the use of technology-based budget planning applications, and training on cybersecurity to protect critical data and information. These courses are very helpful in improving the efficiency and security of financial and administrative operations in our working environment." (Interview, August 02 2024).

The conclusion from the above interview is that participation in various digital training courses over the past year has not only improved the efficiency and operational security of financial and administrative operations, but also contributed significantly to the development of human resources. These trainings strengthen digital competence and technical knowledge, which ultimately improve the quality of work and team readiness to face the technological

challenges of the future. The above is supported by what an informant from the head of the Bureau's Business Subdivision said:

"These exercises are very effective in improving my skills. I feel more confident in using a variety of digital applications and systems, which in turn increases efficiency in everyday tasks. Besides, training on cybersecurity helps me be more alert and proactive in protecting critical data and information. Overall, this training contributes significantly to improving the quality of work and supporting the achievement of the organization's goals." (Interview, August 05 2024).

The conclusion from the above interview is that the training has played an important role in developing skills and confidence in the use of digital technology. It not only improves the efficiency of day-to-day work, but also strengthens the ability to maintain data security. Overall, this training has made a significant contribution to the development of human resources, improving the quality of work, and supporting the achievement of the goals of the organization. In its implementation, there are still obstacles to human resource development in the era of digital transformation associated with the improvement of digital skills. Here's the result of an interview with an informant from the Chief of the Bureau of Leadership Administration:

"The main challenge I've faced in taking digital training is time constraints. The day-to-day job responsibilities often make it difficult to fully focus on training. Additionally, adapting to new technologies can also be a challenge, especially if such training requires a deep understanding of new systems or applications. However, with good time management and support from the team, these obstacles can be overcome." (Interview, August 01 2024).

Based on the obstacles reached, then the South East Sulawesi Provincial Secretariat can do various ways to improve the digital skills of the officials who work in the South Eastern Sulawesi Provincial secretariat. One way can be done by the Regional Secretariat of South East Sulawesi Province based on the results of interviews with the informants of the Chief of the Bureau of Chief Administrations, namely:

- a. Trainer Training: Follow digital training on a regular basis to stay up-to-date with the latest technological developments.
- b. Online courses: Using e-learning platforms for courses that are specific and relevant to job needs.
- c. Practical Workshop: Conduct a practical workshop that combines theory with practical practice to facilitate the understanding and application of digital skills.
- d. Mentoring and Collaboration: Find a mentor or collaborate with a colleague who has better digital skills to share knowledge and experience.
- e. Direct Application: Apply skills learned in a project or day-to-day task to strengthen their understanding and skills.
- f. Feedback and Evaluation: Perform periodic evaluations to identify areas that need to be repaired and get feedback for further development.

By following these steps, digital skills can be continuously improved effectively.

2. The Increase of Digital Literacy

Increased digital literacy in this research is a systematic process aimed at improving the ability of individuals to understand, evaluate, and use digital technology effectively. Here are the results of an interview with an informant from the Chief of the Bureau of Leadership Administration on the improvement of digital literacy:

"The level of digital literacy among our colleagues varies. In general, many already have a basic understanding of the digital tools and applications used in everyday work. However, some still need additional support to master new technologies or more complex applications. We continue to work to improve digital literacy through scheduled training and workshops. It helps ensure that the entire team can keep up with technological developments and optimize the use of digital tools in support of their tasks and responsibilities. Periodic evaluations are also conducted to assess progress and identify additional training needs." (Interview, August 01 2024).

From the above interviews, it can be seen that the variation in the level of digital literacy amongst colleagues indicates the need for a structured approach in human resource development. Efforts to improve digital literacy through scheduled training and workshops, as well as periodic evaluations, enable the entire team to keep up with technological developments and optimize the use of digital tools. By providing additional support to those in need, organizations not only improve individual technical skills but also strengthen the overall team capacity, which ultimately supports the achievement of shared goals and improves work efficiency. The next interview was with the Chief Informant of the Department of Financial Administration and Operations Leadership, who stated that:

"Yes, in this instance there are some special programs to improve digital literacy. One of the major courses is routine digital training that covers a wide range of topics, ranging from the introduction of basic technologies to the use of more complex applications. In addition, we also organize practical workshops that focus on digital skills relevant to specific tasks. In addition to formal training, we also encourage independent learning through access to e-learning platforms and other digital resources. Internal mentoring programs are also available, where more experienced employees in digital technology help their peers in mastering new skills. The aim is to ensure that all staff have an adequate level of digital literacy to support the efficiency and efficiency of work in this agency." (Interview, August 02 2024).

The conclusion from the above interview is that the special programmes implemented in this institution to enhance digital literacy play an important role in human resource development. Through routine training, practical workshops, access to e-learning platforms, and internal mentoring programmes, the agency ensures that all staff have adequate digital skills. This comprehensive approach not only enhances individual skills in digital technology but also strengthens overall team performance, supports efficiency and effectiveness of work, and contributes to the achievement of organizational goals.

In its implementation, there are still challenges facing the understanding and use of digital technologies associated with increased digital literacy. Here's the result of an interview with an informant from the Chief of the Bureau of Leadership Administration:

"The main challenge I'm facing in understanding and using digital technology is the pace of change of technology itself. With innovation constantly evolving, there is often a need to quickly adapt to new tools and systems. Besides, the complexity of some applications or platforms can also be an obstacle, especially if it takes time to learn and master their usage. Time constraints due to day-to-day work responsibilities can also be challenging, as it is often difficult to allocate special time to explore new technologies. However, with the support of training, guidance, and teamwork, these challenges can be overcome, so that we can still make optimal use of digital technology." (Interviewed, August 01 2024).

The conclusion from the above interview was that the major challenges in understanding and using digital technologies, such as the speed of technology change and the complexity of applications, require rapid adaptability and in-depth understanding. Time constraints due to day-to-day work responsibilities add to this challenge. However, through training support, guidance, and teamwork, these challenges can be overcome. It shows the importance of sustainable human resource development, where employees are not only improved in their ability to face technological change, but also encouraged to continue learning and collaborating, thus being able to make optimal use of digital technology in support of organizational goals.

Based on the challenges faced, the Regional Secretariat of South Eastern Sulawesi Province can take various measures to improve the digital literacy of the officials working in the regional secretariat of southeastern Sulawesi province.

- a. Routine and structured training: organize regular training that is tailored to the needs of staff and the latest technological developments. This training can cover the basics of technology to the use of specialized applications that are relevant to the job.
- b. Digital Curriculum Development: Build a digital learning curriculum that covers all aspects of technology skills, from data management to cybersecurity.
- c. Practical workshops: Create workshops that combine theory and practice, so that employees can directly apply the skills they learn in everyday work situations.
- d. Access to E-learning Resources: Provides access to quality e-Learning platforms and online resources, so employees can learn independently and according to the time they have.
- e. Mentoring program: Implement a mentoring program where more experienced employees in digital technology help their peers who need guidance.
- f. Evaluation and Feedback: Perform periodic evaluations to evaluate the progress of digital literacy of employees and provide constructive feedback for further improvement.

With these measures, the agency can ensure that all staff have sufficient digital skills to support their tasks effectively.

3. Increased Efficiency and Productivity

Improving efficiency and productivity in improving digital literacy is a systematic effort to optimize time, resources, and results in the learning process and application of digital literature. Here's the results of an interview with an informant from the Chief of the Executive Board on improved efficiency and productivity:

"Yes, digital technology has significantly improved my work efficiency and productivity. By using digital tools, I can manage documents and information faster and more organized. Communication with teams and others is also becoming smoother and more effective through email, instant messaging, and online collaboration platforms. In addition, digital technology makes it easier for me to perform data analysis and decision-making, because information can be accessed and processed in real-time. Using a project planning and management application also helps in monitoring the progress of tasks and ensuring that targets can be achieved on time. Overall, digital technology allows me to work more efficiently, reduce mistakes, and improve the quality of work." (Interview, August 01 2024).

The above interviews show that the use of digital technology in everyday work has significantly improved efficiency and productivity, enabling faster and more organized document management, communication, data analysis, and project planning. With real-time access to information and the ability to collaborate more effectively, digital technology helps reduce errors and improve the quality of work. Human resource development that focuses on mastering digital technology not only strengthens individual performance, but also improves the overall team capacity, supporting the achievement of organizational goals more effectively and in a timely manner. The next interview was with the Chief Informant of the Department of Financial Administration and Operations Leadership, who stated that:

"The most helpful digital tools or applications in my work are: Document Management Systems: This application makes it easier to store, manage, and search for documents efficiently, as well as facilitating team collaboration. Project

Planning and Management Apps: This tool allows me to plan, organize, and monitor projects better, so that tasks can be completed on schedule. Communication and Collaboration Systems: Communication platforms like email and instant messaging apps help in coordinating and communicating with colleagues and stakeholders in real time."(Interview, August 02 2024).

The conclusion from the above interview is that digital tools or applications such as Document Management Systems, Project Planning and Management Applications, and Communication and Collaboration Systems play a crucial role in improving the efficiency and efficiency of work. Using these tools, you can better manage documents, plan and monitor projects, and communicate with your team in real time. Human resource development that focuses on understanding and using these digital tools not only improves individual performance, but also strengthens team capabilities in achieving organizational goals more effectively and coordinately. In its implementation, there are still obstacles to the use of digital tools to increase productivity. Here's the result of an interview with an informant from the Chief of the Bureau of Leadership Administration:

"The challenges I have faced in using digital tools to increase productivity include: Learning Curve: Some digital tools require time to learn and master, which can be challenging especially if the application is complex or new to the team. Resource constraints: Not all employees have adequate access or training to use digital tools effectively, which may limit productivity potential. System Integration: Integrating various digital tools with existing systems can be complicated and requires additional effort to ensure compatibility and efficiency. Technical problems: Technical such as system errors, hardware failures, or network problems can disrupt workflows and reduce productivity. Data security: The need to ensure the security of data and information managed using digital tools, to protect against the risk of breaches or cyber-attacks." (Interview, August 01 2024).

The conclusion from the above interview is that obstacles in the use of digital tools such as learning curves, resource constraints, system integration, technical issues, and data security indicate the importance of comprehensive human resource development. Overcoming these challenges requires an approach that involves adequate training, technical support, and a strict security policy. By strengthening the digital skills of employees, ensuring adequate access and training, and facilitating smooth system integration, organizations can increase productivity and efficiency. This approach not only improves the use of digital tools but also strengthens the team's ability to cope with technical challenges and improve overall work outcomes.

Based on the obstacles encountered, then the Regional Secretariat of South Eastern Sulawesi Province can do various ways to improve efficiency through digital technology owned by the officials who work in the regional secretariat of Southeast Sulawesi Province.

- a. Scheduled Digital Training: We organize routine training to introduce and master a variety of digital tools and applications that can improve work efficiency.
- b. Implementation of Management System: We adopt a digital project and document management system to facilitate task and information management, as well as improving team coordination.
- c. Use of Collaboration Platform: We use online collaboration platform for facilitating communication and collaboration between teams more effectively and efficiently.
- d. Process Automation Program: We implement automation tools to reduce manual tasks and improve speed and accuracy in working processes.
- e. Technology Evaluation and Improvement: We periodically evaluate the digital tools used and look for ways to improve their functionality to meet existing needs and challenges.

4. Innovation and Creative Ideas

Innovation and creative ideas in digital transformation are the process of creating and implementing new solutions as well as unique approaches to leveraging digital technology in improving or changing the way operations, products, or services within an organization. Here's the results of an interview with an informant from the Chief of Leadership Administration on innovation and creative ideas:

"I often feel encouraged to create new innovations in my work. This impetus emerges from the need to continue to improve efficiency and efficiency in everyday tasks as well as to meet the ever-increasing demands in our working environment. Digital technology and the new tools we use provide an opportunity to explore new ways of completing the job, and often I look for creative solutions to overcome the challenges that exist. Besides, a working environment that supports innovation and collaboration also encourages me to keep thinking out of the habit and search for innovations that can add value to teams and organizations."(Interview, August 01 2024).

From the above interviews it is clear that the urge to create innovation in work, driven by the need to increase efficiency and meet growing demands, shows the importance of working environments that support creativity and collaboration. Digital technology and new tools enable the exploration of creative solutions, while support from the workplace strengthens the individual's ability to think innovative. Human resource development that supports innovation and provides the necessary tools and support not only improves performance and efficiency but also contributes to the achievement of organizational goals in a more creative and effective way. The next interview was with the Chief Informant of the Department of Financial Administration and Operations Leadership, who stated that:

"Yes, our agency strongly supports the development of ideas and innovations of the staff. We believe that new and innovative ideas can bring significant improvements in the efficiency and efficiency of work. To that end, we provide a variety of channels for employees to submit their ideas, such as discussion forums, brainstorming sessions, and ideas proposal systems. We also encourage staff to engage in innovative projects and provide the necessary support to implement these ideas, including additional training and the necessary resources. Our agency appreciates the creative contribution of every employee and is committed to creating an environment that supports and facilitates innovation." (Interview, August 02 2024).

The conclusion from the above interview is that the agency's support for the development of ideas and innovations of the staff, through channels such as discussion forums, brainstorming sessions, and ideas proposal systems, reflects commitment to human resource development. By encouraging involvement in innovative projects and providing the necessary training and resources, the agency not only improves the efficiency and efficiency of work but also strengthens individual creativity and contributions. An environment that supports and facilitates innovation helps employees feel appreciated and motivated, which in turn contributes to achieving the goals of the organization more effectively.

The most effective form of support to drive innovation based on the results of interviews with the Chief Informant of the Bureau of Leadership Administration:

"In my opinion, the most effective forms of support to drive innovation include: Facilitation of Access to Resources: Providing access to the necessary resources, such as digital tools, latest technologies, and training, so that employees can develop and implement innovative ideas. Supporting Work Environment: Create an environment that encourages experimentation and failure tolerance, where employees feel safe to submit ideas without worrying about negative impacts. System of awards and recognition: Appreciate and acknowledge innovative contributions and achievements to motivate employees to continue to innovate. Brainstorming Sessions and Discussion Forums: Hold brainstorming's and regular discussion forums where staff can share ideas and collaborate to develop new solutions. Managerial support: Ensure that managers and leaders support new ideas by providing guidance, constructive feedback, and the resources needed for implementation. Incubation and Training Program: Develop a specialized incubation or training program designed to help staff develop ideas from the conceptual stage to the implementation stage. These supports help create a dynamic innovation ecosystem, where employees feel motivated and have the tools and guidance needed to make their ideas come true." (Interview, August 01 2024).

The conclusion from the above interview is that effective support to drive innovation involves various aspects related to human resource development. Providing access to resources, creating an environment that supports experimentation, and giving appreciation and recognition for innovative contributions helps boost staff motivation and engagement. Brainstorming sessions, discussion forums, managerial support, and incubation and training programs play an important role in helping employees develop and implement their ideas. All these forms of support contribute to the development of individual skills and creativity, as well as creating a dynamic and productive innovation ecosystem, which supports the achievement of organizational goals more effectively.

An innovative idea that was subsequently implemented on the basis of interviews with the chief informant of the Department of Financial Administration and Operational Leadership:

"Yes, I once put forward an innovative idea that was then implemented. One of the most significant examples is the development of the digital document management system that we have implemented in the agency. Previously, document management was done manually, which was time-consuming and vulnerable to errors. I suggested adopting a digital-based document management system that enables efficient document storage, search, and management. The idea was pushed back by the need to improve efficiency and reduce the risk of losing documents. After submitting the proposal, we evaluate the various systems available and choose the solution that best suits our needs. The project involved training for the entire team and adjustment of work processes to integrate the new system. Implementation of this system resulted in significant improvements in operational efficiency. The process of document management has become faster and more accurate, and we can also access information more easily and quickly. This experience shows how innovative ideas, with proper support and implementation, can bring about significant positive changes in the way we work." (Interview, August 02 2024).

The conclusion from the above interview is that experience in applying and implementing a digital document management system shows how innovative ideas, with proper support and implementation, can bring significant changes in efficiency and accuracy of work. This process involves human resource development through training and work process adjustment, which enhances the team's ability to manage and leverage new technologies. This experience reflects the importance of supporting innovation and providing the necessary resources and training to improve overall operational performance and efficiency.

5. Improved information security

Enhanced information security in digital transformation is a systematic process to protect data and information from threats, leaks, and damage during the implementation and use of digital technology. Here's the results of an interview with an informant from the Chief of the Bureau of Leadership Administration on improving information security:

"Information security in a digital environment is crucial and a top priority in our work. In an era of digital transformation, where data and information are a very valuable asset, protecting information security is key training data integrity, confidentiality, and availability." (Interview, August 01 2024).

From the above interviews it is clear that training information security in a digital environment is a top priority in ensuring the integrity, confidentiality, and availability of valuable data. Human resource development plays a crucial role in information security, as employees' skills and awareness of good cybersecurity practices can prevent data breaches and protect an organization's digital assets. With proper training and in-depth understanding of information safety, employees can contribute effectively training data security and supporting the success of the overall digital transformation. The next interview was with the Chief Informant of the Department of Financial Administration and Operations Leadership, who stated that:

"Over the last few years, I have been taking a variety of information security training, including: Cybersecurity Awareness Training: This training focuses on a basic understanding of cyber security threats, best practices to protect data, and how to recognize potential cyberattacks such as phishing and malware. Information Security Risk Management Training: This training provides insight into how to identify, evaluate, and manage information security-related risks as well as develop mitigation strategies. Data Security Management Training: Teaches about methods and tools to protect sensitive data, including encryption, access control, and data privacy policies. Incident response training: Teaching procedures to follow in case of security incidents, including measures to respond, address, and report security breaches. Regulatory Compliance Training: Focus on understanding regulations and standards that apply in information security, such as the GDPR and local data protection regulations. These trainings have helped me in improving my understanding and skills in information security and ensuring that we adhere to the policies and procedures that apply to protect critical data and information." (Interview, August 02 2024).

The conclusion from the above interview is that the information security training that has been followed including cybersecurity awareness, risk management, data security management, incident response, and regulatory compliance has significantly improved understanding and skills in protecting critical data and information. Human resource development through this training ensures that staff not only understand appropriate security threats and practices but also are able to implement effective policies and procedures to maintain information security. With the skills and knowledge acquired from the training, staff can be more proactive in safeguarding data, mitigating risk, and complying with regulations, which in turn strengthen the overall organization's information security strategy. Implementation of information security practices in the workplace based on the results of interviews with informants Chief of the Bureau of Leadership Administration:

"I apply information security practices consistently in my work every day. In an increasingly complex digital environment, information security is a top priority. Here are some of the practices that I applied: Strong Password Usage: Use complex and unique passwords for a variety of systems and applications and update them periodically. Enforcement of Access Policy: Ensure that only authorized parties have access to sensitive data and critical systems, and implement strict access controls. Training and Awareness: Always follow up-to-date training on information security and apply that knowledge to protect data and systems. Phishing and Malware Prevention: Beware of suspicious emails and links, and use antivirus software and security tools to protect devices from malware threats. Data Encryption: Use encryption to protect sensitive data, both when stored and when sent over a network. Data Backup: Routine data backup to ensure that data can be restored in case of damage or loss. Security Policy Implementation: Adhere to and implement security policies and procedures that have been established by the agency to protect information and systems. By implementing these practices on a regular basis, I am trying to ensure that the data and information managed remains secure and protected from potential threats." (Interview, August 01 2024).

The conclusion from the above interview was that implementing consistent information security practices such as the use of strong passwords, enforcing access policies, training and awareness, prevention of phishing and malware, data encryption, data backup, and compliance with security policies are important aspects of information security in a complex digital environment. Human resource development plays a crucial role in ensuring the effectiveness of these practices, as the skills and knowledge of staff in information security directly affects their ability to protect data and address threats. By involving staff in training and ensuring that they understand and implement appropriate security practice, organizations can strengthen information security defences and minimize possible risks. The most concerned information security threats based on the results of interviews with the chief informant of the Department of Financial Administration and Operations Leadership:

"The information security threats I'm most concerned about include: Phishing attacks: This technique is often used to steal sensitive information through emails or false messages that seem legitimate. This can result in theft of personal data and unauthorized access to the system. Ransomware: A type of malware that encrypts data and requests a ransom to restore it. Data breaches: Unauthorized access or leakage of sensitive data that can damage reputation, threaten the privacy of individuals, and violate data protection regulations. Denial of Service (DoS) attacks: Attacks that cause disruption to services by flooding systems with unauthorized traffic, thereby interfering with access to systems and services. Insider threats: Threats that come from within the organization, whether it's unsatisfied employees or who accidentally jeopardize information security. This could be access abuse or data leakage. System Vulnerability: A vulnerability in software or hardware that could be exploited by a threat perpetrator to gain unauthorized access or

corrupt the system. Concerns about these threats encourage us to constantly update security strategies, implement appropriate controls, and raise security awareness throughout the organization.” (Interview, August 02 2024).

The conclusion from the above interview is that concerns about information security threats such as phishing attacks, ransomware, data breaches, DoS attacks and threats from within organizations, and system vulnerabilities indicate the importance of human resource development in security strategies. To deal with these threats, employees need to be equipped with the right knowledge and skills through ongoing training and security awareness. By improving staff understanding and preparedness for this threat, organizations can strengthen security defenses, minimize risks, and maintain the integrity and confidentiality of data and systems. Effective human resource development is key to ensuring that information security strategies can be well implemented and responses to threats can be carried out proactively. Information security policy based on the results of interviews with the chief informant of the Bureau of Leadership Administration:

“In my opinion, the information security policy in our agency is sufficient, but there is always room for improvement. Here are some areas that can be enhanced: Policy updates: Information security policies need to be updated periodically to respond to new threats and technological developments. This includes adjusting policies to the latest regulations and industry standards. Training and Awareness: Increase the frequency and scope of information security training for all staff to ensure that they understand and comply with existing policies. Continued education on the latest threats and best practices is crucial. Risk Assessment: Perform risk assessments periodically to identify and address weaknesses in security policies and systems. It helps in adjusting policies to changing threats. Implementation of latest security technologies: Adopts the latest security technology, such as sophisticated threat detection tools and artificial intelligence-based security systems, to enhance security capabilities and response to attacks. Incident Response Procedures Enhanced: Incident response procedures are refined to ensure that we can deal with and address security breaches quickly and effectively, as well as conduct post-incident analysis to prevent similar incidents in the future. Security Monitoring and Audit: Increase the frequency and scope of security monitoring and audits to ensure that security policies and controls are properly implemented and function as they should. By continuously improving information security policies and procedures, we can better protect data and systems from threats and ensure compliance with high security standards.” (Interview, August 01 2024).

The conclusion from the above interview is that although the information security policy in your agency is adequate, there is always opportunity for improvement, especially in terms of policy updates, training and awareness, risk assessment, the application of the latest technology, improved incident response procedures, and security monitoring. Human resource development plays an important role in this process, as improved staff skills and understanding of security policies, latest threats, and advanced technology can ensure more effective policy implementation and better response to security incidents. By involving staff in ongoing training and ensuring that they have access to the necessary resources, agencies can improve data and system protection, as well as comply with high security standards.

4.2 Discussions of Research Results

In an age of rapid digital transformation, every organization, including government agencies, is expected to have a human resource (HR) capable of rapidly adapting to technological developments. These ideal conditions require employees to have high digital skills and adequate digital literacy, so that they can work efficiently and productively. Besides technical skills, the ability to innovate and create creative ideas is also a must. These innovations and creativity are expected to improve the performance and quality of public services, make services more responsive to the needs of society and able to compete in the digital age.

This strategy of human resource development in the era of digital transformation is supported by various relevant theories. The human resource theory according to Sriwidodo & Haryanto (2010) emphasizes the importance of developing staff competencies and skills to improve organizational performance. By focusing on individual development, organizations can ensure that their SDMs are able to adapt quickly to technological developments and meet the demands of the digital age. Training, education and career development are essential components in implementing these theoretical principles, enabling employees to continue to grow and make greater contributions to the organization.

To see how the development of human resources in the era of digital transformation case studies at the Regional Secretariat of Southeast Sulawesi Province, this study uses 5 (five) key indicators namely improved digital skills, increased digital literacy, improved efficiency and productivity, innovation and creative ideas as well as improved information security as follows:

4.2.1 Enhancing Digital Skills

According to research, digital skills are key to improving efficiency, accuracy, and responsiveness in performing government duties, which ultimately contribute to improved public service quality. Participation in various digital training courses over the past year has not only improved the efficiency and operational security of finance and administration, but has also contributed significantly to the development of human resources. These trainings strengthen digital competence and technical knowledge, which ultimately improve the quality of work and team readiness to face future technological challenges.

The trainings followed have played an important role in developing skills and confidence in the use of digital technology. It not only improves the efficiency of daily work, but also strengthens the ability to maintain data security.

Overall, this training has made a significant contribution to the development of human resources, improving the quality of work, and supporting the achievement of the goals of the organization.

Major obstacles to following digital training, such as time constraints and challenges in adapting to new technologies, can be overcome with effective time management and team support. Overcoming these obstacles not only allows to focus more on training, but also contributes to the development of human resources as a whole. By addressing these challenges, employees can strengthen technological skills and enhance individual capabilities, which in turn improve the quality of work and the achievement of organizational goals.

4.2.2 Enhanced digital literacy

Based on the results of the research, it can be seen that the variation in the level of digital literacy amongst colleagues indicates the need for a structured approach in human resource development. Efforts to improve digital literacy through scheduled training and workshops, as well as periodic evaluations, enable the entire team to keep up with technological developments and optimize the use of digital tools.

By providing additional support to those in need, organizations not only improve individual technical skills but also strengthen the overall team capacity, which ultimately supports the achievement of shared goals and improves work efficiency.

The special programmes implemented in this institution to enhance digital literacy play an important role in human resource development. Through routine training, practical workshops, access to e-learning platforms, and internal mentoring programmes, the agency ensures that all staff have adequate digital skills. This comprehensive approach not only enhances individual skills in digital technology but also strengthens overall team performance, supports efficiency and effectiveness of work, and contributes to the achievement of organizational goals.

The use of digital technology in various aspects of everyday work has become a key element in improving the efficiency and efficiency of administrative tasks. The integration of digital technology in document management, communication, planning, and reporting not only supports individual performance but also strengthens team collaboration. By continuously adopting and leveraging technological advances, organizations can ensure that human resource development is in line with operational needs, so that employees are able to organizational goals more optimally.

The major challenges in understanding and using digital technologies, such as the speed of technological change and the complexity of applications, require rapid adaptability and in-depth understanding. Time constraints due to day-to-day work responsibilities add to this challenge. However, through training support, guidance, and teamwork, these challenges can be overcome. It shows the importance of sustainable human resource development, where employees are not only improved in their ability to face technological change, but also encouraged to continue learning and collaborating, thus being able to make optimal use of digital technology in support of organizational goals.

4.2.3 The Increase of Efficiency and Productivity

Based on the results of the research, it is clear that the application of digital technology in everyday work has significantly improved efficiency and productivity, enabling faster and more organized document management, communication, data analysis, and project planning. With real-time access to information and the ability to collaborate more effectively, digital technology helps reduce errors and improve the quality of work. Human resource development that focuses on mastering digital technology not only strengthens individual performance, but also improves the overall team capacity, supporting the achievement of organizational goals more effectively and in a timely manner.

Digital tools or applications such as Document Management Systems, Project Planning and Management Applications, and Communication and Collaboration Systems play a crucial role in improving the efficiency and efficiency of work. Using these tools, you can better manage documents, plan and monitor projects, and communicate with your team in real time. Human resource development that focuses on understanding and using these digital tools not only improves individual performance, but also strengthens team capabilities in achieving organizational goals more effectively and coordinately.

Obstacles in the use of digital tools such as learning curves, resource constraints, system integration, technical issues, and data security show the importance of comprehensive human resource development. Overcoming these challenges requires an approach that involves adequate training, technical support, and a strict security policy. By strengthening the digital skills of employees, ensuring adequate access and training, and facilitating smooth system integration, organizations can increase productivity and efficiency. This approach not only improves the use of digital tools but also strengthens the team's ability to cope with technical challenges and improve overall work outcomes. Digital transformation has had a significant positive impact on team productivity by improving efficiency, collaboration, data management, work flexibility, and reducing errors. Effective application of digital technology supports human resource development by accelerating workflows, facilitating better interaction, and enabling more accurate decision-making. Through appropriate training and adaptation to new technologies, teams can make optimal use of digital tools, strengthen individual capabilities, and improve collective performance in achieving organizational goals more efficiently.

4.2.4 Innovation and Creative Ideas

Based on research results it is clear that the urge to create innovation in employment, driven by the need to improve efficiency and meet growing demands, demonstrates the importance of working environments that support creativity and collaboration. Digital technology and new tools enable the exploration of creative solutions, while support from the workplace strengthens the individual's ability to think innovative. Human resource development that

supports innovation and provides the necessary tools and support not only improves performance and efficiency but also contributes to achieving the goals of the organization in a more creative and effective way.

The agency's support for the development of ideas and innovations of officials, through channels such as discussion forums, brainstorming sessions, and ideas proposal systems, reflects commitment to human resource development. By encouraging involvement in innovative projects and providing the necessary training and resources, the agency not only improves the efficiency and efficiency of work but also strengthens individual creativity and contributions. An environment that supports and facilitates innovation helps employees feel appreciated and motivated, which in turn contributes to achieving the goals of the organization more effectively.

Effective support to drive innovation involves various aspects related to human resource development. Providing access to resources, creating an environment that supports experimentation, and giving appreciation and recognition for innovative contributions helps boost staff motivation and engagement. Brainstorming sessions, discussion forums, managerial support, as well as incubation and training programs play an important role in helping staff develop and implement their ideas. All these forms of support contribute to the development of individual skills and creativity, as well as creating a dynamic and productive innovation ecosystem, which supports the achievement of organizational goals more effectively.

4.2.5 The Improve Of information security

Based on research results, it is clear that information security in a digital environment is a top priority in ensuring the integrity, confidentiality, and availability of valuable data. Human resource development plays a crucial role in information security, as the ability and awareness of employees about good cybersecurity practices can prevent data breaches and protect an organization's digital assets. With proper training and an in-depth understanding of information security, employees can contribute effectively to data security and supporting the success of the overall digital transformation.

Information security training that has been followed including cybersecurity awareness, risk management, data security management, incident response, and regulatory compliance has significantly improved understanding and skills in protecting critical data and information. Human resource development through this training ensures that staff not only understand appropriate security threats and practices but also are able to implement effective policies and procedures to maintain information security. With the skills and knowledge acquired from training, staff can be more proactive in data protection, risk mitigation, and compliance with regulations, which in turn strengthen the overall organization's information security strategy.

Consistent implementation of information security practices such as the use of strong passwords, enforcement of access policies, training and awareness, prevention of phishing and malware, data encryption, data backup, and compliance with security policies are important aspects of data and system security in a complex digital environment. Human resource development plays a crucial role in ensuring the effectiveness of these practices, as staff skills and knowledge in information security directly affect their ability to protect data and address threats. By involving staff in training and ensuring that they understand and implement appropriate security practices, organizations can strengthen information security defenses and minimize possible risks.

Concerns about information security threats such as phishing, ransomware, data breaches, DoS attacks, threats from within organizations, and system vulnerabilities show the importance of human resource development in security strategies. To cope with these threats, officers need to be equipped with the right knowledge and skills through ongoing training and security awareness. By improving staff understanding and preparedness for these threats, organizations can strengthen security defenses, minimize risks, and maintain the integrity and confidentiality of data and systems. Effective human resource development is key to ensuring that information security strategies can be well implemented and responses to threats can be carried out proactively.

Although the information security policy in the agency is adequate, there is always opportunity for improvement, especially in terms of policy updates, training and awareness, risk assessment, the application of latest technologies, improved incident response procedures, and security monitoring. Human resource development plays an important role in this process, as improved staff skills and understanding of security policies, latest threats, and advanced technology can ensure more effective policy implementation and better response to security incidents. By involving staff in continuous training and ensuring that they have access to the necessary resources, the agencies can improve data and system protection, as well as comply with high security standards.

V. CONCLUSION

Based on the results of the research findings, the formula of problems, the purpose of research, the research hypothesis, the result of data analysis and the discussion of research results, the conclusion of this research can be presented as follows:

1. The Regional Secretariat of Southeast Sulawesi Province has implemented human resource development in the era of digital transformation well.
2. Factors that are obstacles to the development of human resources in the era of digital transformation at the Regional Secretariat of Southeast Sulawesi Province. Those factors are time constraints and challenges in adaptation to new technologies.
3. Strategies to overcome obstacles/control of the human resource development in the age of digital Transformation are conducted at the regional secretariat of South East Sulawesi Province. Regular training, online courses, practical workshops, mentoring and collaboration, direct application and feedback and evaluation.

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