

Analysis Of Strategy For Developing HR Competencies In Facing The Era Of Digitalization At The Secretariat Of South Lampung Regional House Of Representatives

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Abstract

The development of human resource (HR) competencies is a key factor in supporting digital transformation within government institutions, including the Secretariat of the Regional House of Representatives (DPRD) of South Lampung Regency. This study aims to analyze strategies for developing HR competencies in facing the era of digitalization and to identify supporting and inhibiting factors. The research uses a qualitative approach with participatory observation methods supported by interviews and documentation studies. Data analysis is conducted using the Miles and Huberman model and reinforced with SWOT analysis. The results indicate that HR competency development is not yet optimal due to limited resources, low digital literacy, resistance to change, and infrastructure constraints. The strategies developed emphasize strengthening the digital competencies of staff, improving institutional frameworks, and enhancing technological support and an adaptive work culture.

Keywords: Human Resource Competence, Digitalization, Public Sector.

INTRODUCTION

The rapid development of digital technology has driven a transformation in the implementation of governance, including the bureaucratic work system at the regional level. Bureaucratic digitization is not only related to the utilization of information technology but also requires changes in work patterns, organizational culture, and



improvement of the human resource (HR) competencies of government officials (Cahyadi et al., 2024). Without competent and adaptive HR support, the implementation of digital technology has the potential to be suboptimal and merely administrative.

The Indonesian government, through various strategic policies, such as the implementation of the Electronic-Based Government System (SPBE), encourages central and regional agencies to accelerate digital transformation (Ayyasy & Maelani, 2024). Digitization in the public sector is expected to improve efficiency, transparency, and the quality of services to the community. However, the success of implementing these policies greatly depends on the readiness of officials to master technology and adapt to digital-based work systems (Firdaus & Kuswinarno, 2024).

In practice, local governments still face various challenges in developing human resource competencies in the digital era. Limitations in technological infrastructure, low digital literacy among officials, and resistance to change are common obstacles (Silalahi et al., 2025; Urika, 2022). In addition, the competency development programs that have been implemented tend to be general and are not yet fully oriented toward specific digital competency needs (Sulaeman, 2025). These conditions result in gaps in employee abilities and affect the suboptimal performance of organizations.

Various previous studies have shown that the development of human resource competencies plays an important role in supporting digital transformation in the public sector. However, most studies still focus on government institutions in general and have not specifically examined strategies for developing human resource competencies within the Regional People's Representative Council (DPRD) Secretariat, particularly at the regional level. Therefore, this study aims to analyze strategies for developing human resource competencies in facing the era of digitalization at the DPRD Secretariat of South Lampung Regency, as well as to identify the inhibiting and supporting factors as a basis for formulating more adaptive and contextual strategies.

OBJECTIVES

This study aims to analyze the strategy for developing human resource (HR) competencies in facing the digitalization era within the Secretariat of the Regional People's Representative Council (DPRD) of South Lampung Regency. Specifically, this study aims to identify the competency conditions of HR personnel, analyze the inhibiting and supporting factors in competency development, and formulate alternative strategies for developing HR competencies that are adaptive to the demands of bureaucratic digital transformation.



LITERATURE REIEW

Human Resource Competency Development

Human resource (HR) competency development is a systematic and continuous process aimed at enhancing the knowledge, skills, and attitudes of personnel to enable them to perform tasks effectively and professionally. Competency is understood as the fundamental characteristics of an individual that are directly related to superior performance, encompassing aspects of knowledge, skills, self-concept, personal traits, and motives (Spencer & Spencer, 1993). In the context of public organizations, HR competency development becomes a strategic factor because it is directly related to improving bureaucratic performance and the quality of public services (Sulaeman, 2025). The development of human resource competencies not only focuses on enhancing technical skills but also includes strengthening managerial competencies and work behavior of government personnel. Government officials are required to have adaptive abilities to changes in the work environment, especially in facing technological advancements and digital-based work systems (Amarullah et al., 2023). Therefore, competency development must be based on an organizational needs analysis to align with the demands of tasks and institutional objectives.

Digitalization in Government

Digitalization in government is the process of transforming bureaucratic work systems from conventional patterns to the integrated use of information and communication technology. Digitalization aims to improve efficiency, transparency, and accountability in government administration through the implementation of electronic-based systems (Villany et al., 2024). The implementation of bureaucratic digitalization is realized through e-government policies and the Electronic-Based Government System (SPBE), which encourages changes in work patterns of government officials (Ayyasy & Maelani, 2024). The success of government digitalization is greatly influenced by the readiness of human resources as the main managers of digital systems. Officials with low digital literacy tend to have difficulties operating technology and adapting to changes in work systems, which impacts the low effectiveness of public services (Firdaus & Kuswinarno, 2024). Therefore, strengthening the digital competencies of officials is an important prerequisite in supporting bureaucratic transformation in the digital era.



Human Resource Competency Development Strategy in the Digital Era

The human resource competency development strategy is a planned effort designed to enhance the capacity of personnel to be able to face the challenges of a dynamic work environment. In the era of digitalization, HR development strategies are directed at strengthening digital literacy, technological adaptability, and fostering an innovative mindset that is open to change (Fajar, 2024). This strategy includes training, development, performance evaluation, as well as continuous guidance integrated with organizational goals (Harianto, 2024). In public organizations, the success of human resource competency development strategies is greatly influenced by leadership support, organizational culture, and the availability of technological infrastructure. Without institutional commitment and a clear evaluation system, competency development programs tend not to have a significant impact on improving employee performance (Purba et al., 2025). Therefore, human resource competency development strategies must be designed contextually and oriented towards the real needs of the organization.

Obstacles to Human Resource Competency Development

The development of human resource competencies in the public sector often faces various obstacles, both internal and external. Internal obstacles include budget limitations, low motivation of personnel, and weak systems for evaluating and monitoring development programs (Sulaeman, 2025). Meanwhile, external obstacles include resistance to change, limited technological infrastructure, and digital access gaps (Silalahi et al., 2025). Resistance to change is one of the main challenges in implementing bureaucratic digital transformation. Personnel who have long been accustomed to conventional work patterns tend to show a reluctance to adapt to digital work systems (Dunan & Jericho, 2025). In addition, limitations in infrastructure and technological devices also hinder the optimization of digital-based competency development, especially in local government environments (Urika, 2022). This condition underscores that the development of human resource competencies must be accompanied by system improvements and adequate facilities support.

DISCUSSION

The research results indicate that the strategy for developing human resource (HR) competencies at the Secretariat of the Regional House of Representatives of South Lampung Regency has not been optimally implemented in supporting bureaucratic digital transformation. This condition is reflected in the still limited digital literacy of the staff,



uneven mastery of technology, and weak competency development evaluation systems. These findings are in line with the view that the success of government digitalization heavily depends on the readiness and capacity of HR as the main managers of electronic-based systems.

The human resource competency development that has been carried out so far tends to be general and not fully based on specific digital competency needs. Training programs are more oriented towards fulfilling administrative requirements rather than enhancing the technical and adaptive capacities of personnel. This reinforces previous research findings which state that the mismatch between development programs and organizational needs results in the low effectiveness of competency development in the public sector. As a consequence, personnel are not yet fully able to optimize the use of technology in supporting organizational performance.

In addition, resistance from the apparatus to changes in digital-based work systems becomes a major hindrance in the transformation process. This resistance arises from a low understanding of the benefits of digitalization, concerns about increased workload, and habitual conventional working methods. These findings indicate that human resource competency development should not only emphasize technical aspects but also address attitudes, motivation, and work culture so that the apparatus is more open to change.

The SWOT analysis conducted in this study provides a strategic overview of the organization's position in facing digitalization. The SO strategy emphasizes leveraging policy support and technology opportunities to strengthen the digital competence of personnel. The WO strategy is directed at reducing internal weaknesses through needs-based training and improvements in evaluation systems. The ST strategy focuses on enhancing the capacity of personnel to face external threats, while the WT strategy emphasizes the importance of comprehensive internal improvements so that the organization can adapt sustainably. These results indicate that a strategic approach is necessary to ensure that human resource competence development is not partial.

Conceptually, the findings of this study affirm that the development of human resource competencies is a key element in the success of bureaucratic digitalization within local government environments. The success of digital transformation is determined not only by the availability of technology but also by the readiness of personnel, institutional support, and an adaptive organizational culture. Thus, a well-planned, sustainable, and contextual HR competency development strategy becomes an



important prerequisite for realizing a bureaucracy that is effective, efficient, and responsive to the demands of the digital era.

CONCLUSION

This study concludes that the development of human resource (HR) competencies at the Secretariat of the Regional House of Representatives of South Lampung Regency has not been fully optimal in supporting bureaucratic digital transformation. Limited digital literacy among staff, resistance to change, weak program evaluation, and inadequate technological infrastructure are the main factors hindering the effectiveness of HR competency development.

SWOT analysis shows that the organization has opportunities and potential that can be utilized to strengthen the digital competencies of its personnel, but it still faces various internal weaknesses and external threats. Therefore, a planned, sustainable, and needs-based human resource competency development strategy is required, supported by institutional backing and the strengthening of an adaptive work culture. The implementation of this strategy is expected to enhance the readiness of personnel in facing digitalization and support the realization of more effective and responsive bureaucratic performance.

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