Strategic Human Resource Management and Digital Transformation Success in Land Administration: Evidence from E-Land Services Implementation

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Abstract. The objective of this research will be to explore how strategic human resource management can be used to define the success of digital transformation in land administration, especially by adopting electronic land services. It explores the role of digital competency, training and development, incentives and job redesign in the success of implementation in a public sector environment. The research was based on a quantitative methodology, which involved 41 employees of the Regional Office of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) in the Bangka Belitung Islands Province, Indonesia. Partial Least Squares Structural Equation Modeling was used in the analysis of the data. The results show that digital competency, incentives, and job redesign positively and significantly affect implementation success, while training and development do not have a statistically significant effect. Job redesign was identified as the strongest predictor. These findings indicate that digital transformation in land administration depends not only on the adoption of digital technologies but also on strategic human resource practices that strengthen employee readiness, motivation, and work-process alignment. The study provides practical implications for public sector institutions in designing workforce strategies to improve digital land service implementation.

Keywords: Digital Transformation, Human Resource Management, Digital Competency, E-Land Services.

1 Introduction

The idea of digital transformation has become a strategic focus within public sector organizations, as it helps governments to improve efficiency, transparency, and service accessibility through the use of digital technologies. The digital transformation is particularly relevant in the land administration as land services are interconnected with the law certainty, economic activity, and quality of the public services provision in general. Nevertheless, lengthy procedures, fragmented data management, and lack of transparency remain challenges to many land administration systems, especially in the devel-

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oping countries. In response to these issues, governments have been progressively putting in place electronic land services as part of wider public sector reform. It was proved in previous studies that the digital transformation may also improve the functioning of governance and efficiency of services in case of the implementation of digital technologies in the organization processes and systems of the public services [1-3].

The past works have given a significant background to the process of digital transformation in government. Mergel et al. (2019) emphasized its increasing contribution to the transformation of the delivery of public services [1], and Tangi et al. (2021) pinpointed some primary forces and obstacles in the process of digital government transformation [4]. Verhoef et al. (2021) claimed that digital transformation cannot be understood solely in terms of using technology but as a wider organizational change process [2]. Gong & Ribiere (2021) also explained how the digital transformation is strategic at the institutional level, Bondarouk & Brewster (2016) and Strohmeier (2020) have highlighted in the context of human resource management that HRM can be of significant use in assisting the organization to adapt to digital change [5-7]. Cumulatively, these findings imply that success in digital transformation is determined by both technology and organizational aspects. Nevertheless, the empirical studies that specifically explore the role of strategic human resource management in the success of digital transformation of land administration services are still scarce. This research hence builds up on the past studies by examining the functions of digital competency, training and development, incentives, and job redesign in helping to implement e-land services in the government.

The proposed study will help analyze the role of strategic human resource management in digital transformation success in land management, specifically the introduction of electronic land services to the Regional Office of Land Affairs in Bangka Belitung Islands Province, Indonesia. In more specific terms, the research hypothesizes four dimensions of strategic HRM digital competency, training and development, incentives and job redesign as predicting variables of implementation success. In order to realize this goal, this research implements a quantitative research design, through the survey data collected among 41 employees who took part in e-land service implementation directly. The data were modeled with the help of the Partial Least Squares Structural Equation Modeling (PLS-SEM), which is suitable to investigate the relationship between two or more latent variables using an exploratory framework [8, 9].

A strength of the paper is that it is the first strategic human resource management as a determinant of the success of digital transformation in land administration services study to be carried out in an empirical manner. In contrast to most of the earlier studies, which primarily focus on technological systems, digital platforms, or the reform in institutions, this study specifically focuses on four dimensions of HRM that are digital competency, training and development, incentives, and job redesign in the implementation of e-land services in an Indonesian state agency. To this end, this research will provide a more precise state-of-the-art contribution because it demonstrates that a digital transformation in land administration must be perceived not as a technological problem but as a human resource and organizational management problem. The results will contribute to the literature on digital transformation and strategic HRM in addition to

offering practical recommendations to policymakers and government managers trying to scale up digital land services.

2 Literature Review

2.1 Digital Transformation and Strategic Human Resource Management

Digital transformation is becoming a strategic consideration by organizations aiming to enhance efficiency, promote innovation and deepen service quality by integrating digital technologies into their processes. In the context of governmental agencies, digital transformation is often linked to the introduction of digital technologies that introduce efficiency in the administration, enhance transparency, and expand access of the population to governmental services [2, 3]. Nevertheless, the digital transformation can not be limited to a simple technological shift. It is also a broader type of change in an organization which necessitates a change in management practices, structural arrangements and human resource competencies.

The effectiveness of digital transformation in organizations is not only predetermined by the access to digital technologies but also by the capacities of the organizations to foster and sustain technological change through the development of internal competencies [10, 11]. Previous research establishes that digital transformation initiatives require substantial organizational readiness, that is, the skills of organizational personnel, continuous organizational learning, and favorable management habits [12, 13]. The lack of proper human resource capacity could offer enormous challenges to the firms in its implementation and effective use of digital technologies.

Strategic human resource management is a relevant issue in the manner in which organizations adjust to technological change. It presupposes guaranteeing that organizational goals are aligned with human resource policies to contribute to more successful performance and strengthen competitiveness [6]. Such strategies are effective in building employee capacity, facilitating organizational learning, and fostering innovation in transforming into a digital organization [7]. Strategic HRM supports the digital transformation process by supporting talent development, sustained learning, development of leadership abilities and reorganizing work systems to support flexibility and teamwork.

According to recent studies, the success of digital transformation depends largely on an organization's capacity to foster lifelong learning, effectively manage talent complexities, and incentivize employees to develop digital and intrapreneurial skills. These competencies are deemed crucial for the ongoing maintenance and support of transformation activities throughout time [14, 15]. Within this regard, human resource management cannot be considered as an administrative task only. Instead, it presupposes a strategic role in helping organizations to develop organizational and human competencies that could achieve the smooth implementation and sustenance of technology transformation.

Those organizations that are able to combine HRM practices with digital transformation efforts also usually achieve higher levels of workforce readiness and are better able to leverage digital technologies [16]. Past research shows that HRM practices such

as competency development, training programs, incentive programs and job redesign are important determinants of effectiveness of digital transformation initiatives [2, 5]. By applying these methods, the companies will be able to acquire the required set of competencies to adopt digital technology and adjust to rapidly evolving technological environments.

The human resource management turns into a crucial issue in public institutions since digital transformation tends to require changes in the working processes within an organization, as well as the working habits of employees themselves. By applying appropriate HRM approaches, the public organizations will be able to increase the levels of worker preparedness, facilitate the organizational change, and facilitate the overall effectiveness of digital government initiatives [17]. Recent studies show that digital skills of government workers, as well as other future-oriented skills are critical in defining how well they are prepared to meet the demands of the dynamic work environment. This observation underscores the significance of HRM interventions, especially the ones associated with training and competency development, to facilitate positive outcomes of digital transformation. Digital transformation within the public sector cannot solely be made possible by investing in technologies; it also requires organizational assistance in terms of leadership, continuous education, and change-centered management behaviors that will allow employees to adjust to new technologies and working practices [18].

2.2 Human Resource Practices and Digital Transformation Success: Hypothesis Development

According to the previous studies, different human resource practices are significant in influencing the success of digital transformation. Always named as major influences in this process are digital competency, training and development, incentives, and job redesign. The practices are deemed critical since they determine how much employees can comprehend, embrace and utilize digital technologies in a productive manner.

Digital competency may be considered the collection of knowledge and skills that are necessary to operate digital technologies in the organizational processes effectively [19, 20]. Individuals with strong digital competencies better understand digital systems, adapt to the changing technologies, and encourage the innovations of digital technology in their organizations [21]. Digital competency is a highly crucial type of human capital, which helps in organizational innovation and competitiveness as looked at in strategic HRM [6]. Previous studies indicate that the digital capabilities of employees are vital in the success of digital transformation processes [2, 5]. Based on this view, digital competency is presupposed to have a positive impact on the success of digital transformation.

H1: Digital competency positively influences digital transformation success.

Additionally, incentive systems are crucial in encouraging employees to endorse organizational transformation initiatives. Rewards or compensation should be created to encourage workers to work towards the organizational goals and to work productively [22]. Proper incentive mechanisms can be used to impact and support employee atti-

tudes and proactive participation in digital initiatives in terms of motivation. Past studies suggest that incentive systems have the potential to stimulate technological innovation since they motivate employees to embrace new technologies and embrace organizational change [5, 6]. In a digital transformation process, incentives may be regarded as a major tool to encourage employees to become active in the process of adopting and implementing digital technologies.

H2: Incentives positively influence digital transformation success.

Job redesign is yet another essential organizational strategy that will help facilitate digital transformation. Digital technologies often require changes in organizational structures, the duties of employees, and work processes. Job redesign involves task and workflow reorganization with the aim of making them adaptable to the changes in technology and digital systems. According to the organization change theory, the effective implementation of new technologies in organizational activities requires the redesign of the current work process to match the organizational routines, work roles, and procedures with the requirements of technological change along with adoption of the new technologies [23, 24]. Kraus et al. (2022) and Verhoef et al. (2021) claim that digital transformation usually makes organizations re-organize the job roles and adjust the work procedures according to the needs of the digital systems [2, 12]. Such changes can contribute to enhancing operational efficiency, as well as making the integration of digital technologies smoother.

H3: Job redesign positively influences digital transformation success.

Another important HRM practice of facilitating digital transformation is training and development. These programs will enable employees to develop competencies that will help them to use digital technologies in organizations that are transitioning into technology [25, 26]. Also, these programs make employees more prepared to become accustomed to new technological conditions, as well as to organizational learning [7]. Previous studies indicate that a successful digital transformation is more likely to happen in organizations that have regular training and development programs because they enable employees to have greater capacities to utilize digital systems [12, 13]. Thus, training and development may be anticipated to positively impact digital transformation success.

H4: Training and development positively influence digital transformation success.

Based on the earlier literature, the study hypothesizes that the strategic human resource management practices are the key to success in the digital transformation of the land administration services. In this perspective, the digital transformation becomes not only dependent on the availability of technology, but also the effectiveness with which organizations prepare and handle their workforce in order to embrace the digital transformation. Digital competency, training and development, incentives, and job redesign are, therefore, expected to have a positive impact on the successful implementation of digital land services.

3 Methodology

3.1 Research Design

This study employed a quantitative research design to examine how strategic human resource management contributes to the digital transformation of land administration services. The quantitative approach was deemed to be suitable since the research was to test the connections between the hypothesized variables as well as test the hypothesized hypotheses empirically. The study was undertaken at Regional Office of the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) at Bangka Belitung Islands Province in Indonesia. This environment was chosen as the institution has been on the front line in realizing electronic land services in the bigger digital transformation agenda of the public.

3.2 Variables and Operational Definitions

There were five latent variables in this study, four exogenous and one endogenous variables. Digital competency, incentives, job redesign, and training and development were the exogenous variables and a digital transformation success, in the current study implementation success, was the endogenous variable. To measure these variables, indicators in several past researches about digital transformation and strategic human resource management were revised to guarantee conceptual relevance and suitability to the context. The operational definitions of the variables are presented in Table 1.

Table 1. Operational definitions of variables.

Variable	Type	Operational definition	Main indicators	Key references
Digital competency	Exogenous	Employees' knowledge, skills, and ability to use digital technologies effectively in performing their job responsibilities and adapting to digital work systems.	Ability to operate digital systems; understanding of digital procedures; ability to adapt to technological change	[2, 6, 20]
Incentives	Exogenous	Financial and non-financial rewards provided by the organization to encourage employees to support organizational goals and participate actively in digital transformation initiatives.	Reward for performance; motivation to support digital initiatives; recognition for contribution to change	[5, 6, 22]
Job redesign	Exogenous	Adjustments in job roles, responsibilities, and workflows to ensure alignment between work processes and the requirements of digital systems.	Changes in job tasks; alignment of workflows with digital systems; clarity of new responsibilities	[2, 12, 24]

Table 2 (Continued). Operational definitions of variables.

Variable	Type	Operational definition	Main indicators	Key references
Training and development	Exogenous	Organizational efforts to improve employees' knowledge, skills, and readiness to work effectively in a digital environment through formal learning and capability development programs.	Availability of training; relevance of training content; development of digital skills	[7, 25, 26]
Implementation success	Endogenous	The extent to which electronic land services are implemented effectively in supporting service delivery, work efficiency, and digital transformation objectives in land administration.	Effectiveness of service implementation; improvement in work processes; support for digital service delivery	[1, 3, 4]

3.3 Population and Sample

The study group was the employees of the ATR/BPN Regional Office of the Bangka Belitung Islands Province engaged in the introduction of electronic land services. This study employed purposive sampling as not all employees were directly involved in digital land service processes and thus respondents who had an immediate hand in the application of e-land service use were picked. The purposive sampling was deemed appropriate since it helps the researcher to select individuals based on their suitability to the research goals [27]. The ultimate sample was made up of 41 employees who consisted of administrative, technical, supervisory as well as operational male and female employees in relation to digital land service implementation.

3.4 Data Collection Technique and Instrument

The sample of the study was the employees of the ATR/BPN Regional Office of the Bangka Belitung Islands Province engaged in the process of implementing the electronic land services. This research employed purposive sampling as not all employees were directly involved in digital land service processes to ensure that respondents were directly involved in the implementation of e-land service implementation. The adoption of purposive sampling was appropriate owing to the fact that the researcher was able to fill participants with the objectives of the research Bondarouk & Brewster (2016); Strohmeier (2020); Verhoef et al. (2021); and Vial (2019) [2, 3, 6, 7]. The sample size was 41 employees who represented administrative, technical, supervisory, and operational digital land service implementation.

3.5 Data Analysis Technique

The structured equation modeling (PLS-SEM) of smartPLS software was used to analyze the data. The reason why PLS-SEM was chosen was that the study was testing the relationships between several latent variables, which are operationalized by a number of different indicators and to test the predictor relations, as suggested in the conceptual model. Furthermore, PLS-SEM is often considered suitable in terms of exploratory research, relatively small sample sizes, and research that focuses on prediction and theory building [8, 9].

The process of analysis was done in two stages; measurement model analysis and structural model analysis. In stage one, reliability of the measurement model was evaluated through measuring the indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Outer loadings were used to gauge reliability and above a 0.70 indicator is acceptable. Cronbachs alpha and composite reliability were used to measure internal consistency reliability, and the threshold values set up to 0.70. Before convergent validity was observed, the average variance extracted (AVE) was used as the measure of validity where the score above 0.50 was considered a sufficient level of validity. The Fornell-Larcker criterion and the heterotrait-monotrait ratio (HTMT) were used to examine discriminant validity, which is consistent with best practices in the PLS-SEM [8, 28, 29].

The structural model was evaluated in the second stage that included the analysis of the path coefficients, coefficients of determination (R^2) and the outcome of testing the hypothesis. A bootstrapping, with 5,000 resamples, was employed to test the significance of the proposed relationships, and t-statistics, as well as p-values were obtained. In this process, the study involved the testing of the hypotheses on digital competency, incentives, job redesign, and training and development being important factors towards implementation success in the implementation of the electronic land services.

4 Results

4.1 Measurement Model Evaluation

The analysis was carried out by first assessing the measurement model to establish that the indicators were sufficiently capturing the latent constructs and then assessed the structural relationship between variables. An evaluation of the measurement model is a crucial initial step in PLS-SEM since the explanation of structural relationships relies on the quality of psychometric properties of the constructs [8]. Measurement model in the study was evaluated in terms of indicator reliability, internal consistency reliability, convergent, and discriminant validities. As indicated in Table 2, all the indicators were found to have an outer loading that is above the recommended level of 0.70 with an outer loading of between 0.817 and 0.955. These results indicate that each indicator had a satisfactory level of reliability in representing its respective construct [8].

Table 2. Indicator reliability (Outer loading).

Construct	Indicator	Loading
DC	DC1	0.817
	DC2	0.881
	DC3	0.864
IN	IN1	0.861
	IN2	0.908
	IN3	0.836
	IN4	0.890
IS	IS1	0.834
	IS2	0.882
	IS3	0.894
JR	JR1	0.865
	JR2	0.955
	JR3	0.935
TR	TR1	0.873
	TR2	0.914
	TR3	0.886

To be more specific, the indices of digital competency were between 0.817 and 0.881, incentives 0.836 to 0.908, implementation success 0.834 to 0.894, job redesign 0.865 to 0.955, and training and development 0.873 to 0.914. Given that all items were above the acceptable level, none of the indicators were dropped out of the model. This conclusion indicates that the instruments items were high in strength to assess the constructs of interest, and that aligns with accepted standards of PLS-SEM [9]. This evaluation went on to internal consistency reliability and convergent validity. The extent to which indicators given a construct are always used to measure the same construct is referred to as internal consistency reliability and the extent to which a construct can be used to explain the differences among indicators is referred to as convergent validity [8, 28].

Table 3. Construct reliability and convergent validity.

Construct	Cronbach Alpha	Composite Reliability	AVE
DC	0.815	0.890	0.731
IN	0.897	0.928	0.764
IS	0.840	0.904	0.758
JR	0.907	0.942	0.845
TR	0.871	0.921	0.794

Table 3 shows that all constructs had a satisfactory internal consistency and convergent validity. The alpha values were 0.815 to 0.907 and the values of composite reliability were 0.890 to 0.942 which is greater than the minimum of 0.70 that is required [8]. Moreover, the average variance extracted (AVE) scores spanned between 0.731 and 0.845 meaning that each construct had a higher percentage of 50 or above that explained the variance in its indicators. These results prove that the measurement model fulfilled the requirements of reliability and convergent validity criteria, indicating that the constructs were measured reliably and sufficiently reflected the targeted conceptual areas [29]. The second involved the assessment of the discriminant validity of the scales according to Fornell-Larcker criterion. This criterion suggests that the square root of the AVE of all the constructs should exceed its correlation with other constructs in the model which implies that empirically each construct is distinct, unlike the other [28].

Table 4. Discriminant validity (Fornell-larcker).

Construct	DC	IN	IS	JR	TR
DC	0.855				
IN	0.571	0.874			
IS	0.866	0.614	0.871		
JR	0.890	0.622	0.898	0.919	
TR	0.805	0.751	0.718	0.835	0.891

Findings in Table 4 demonstrate that a number of the constructs met the Fornell-Larker criterion with incentives, job redesign, and training and development being the most notable. The square roots of the AVE were greater than the correlations with other constructs in these variables, which demonstrated that the discriminant validities were tolerable. Digital competency and implementation success were however relatively highly correlated with other constructs, in particular, with job redesign. The square root of the AVE of digital competency (0.855) was smaller than its correlations with implementation success (0.866) and job redesign (0.890), the square root of the AVE of implementation success (0.871) was smaller than its correlation with job redesign (0.898). These findings indicate that the constructs were very much related and empirical in their nature, which could be indicative of overlap in definitions of employee ability, work restructuring and implementation outcomes in digital transformational contexts [2, 3]. The general measurement model was not bad, but the results of discriminant validity must be regarded with some caution and preferably complemented by HTMT assessment as suggested in recent PLS-SEM research [29].

Comprehensively, the model of measurement analysis indicated that the research satisfied the measure of indicator reliability, internal consistency reliability, and convergent validity. Though the discriminant validity was not as high with all constructs, the results were good enough to allow the evaluation of the structural model. These results are sufficient to test the hypothesized correlations between digital competency, incentives, job redesign, training and development and implementation success [8].

4.2 Structural Model Evaluation

After determining that the measurement model was adequate, the next thing was to test the structural model, to test the hypothesized explanatory power of the model and also to test the hypothesized relationships between the study variables. Assessment PLS-SEM Structural Model normally depends on the coefficient of determination (R^2), path coefficients, significance of the approximated associations as a result of bootstrapping [8, 9].

Implementation success as seen in Table 5 had an R2 of 0.856 and an adjusted R2 of 0.840. It means that the 85.6 percent variance in the success of implementation could be explained by digital competency, incentives, job redesign, and training and development. This outcome implies that the proposed model is highly explanatory in justifying the factors related to the success of digital transformation implementation of land administration services. When applied to the research topic of organizational and digital transformation, this magnitude of R 2 suggests that the variables of human resource management chosen determine the level of implementation outcome in a significant portion [4, 8].

Table 5. R-Square (Structural model).

Endogenous Variable	R^2	R^2 Adjusted
IS	0.856	0.840

The bootstrapping findings in Table 6 show that digital competency positively and significantly influenced the success of implementation ($\beta = 0.408, t = 2.409, p = 0.016$). This result confirms H1 and indicates that employees who are more digitally knowledgeable and skilled can more effectively contribute to the successfully executed electronic land services. This finding aligns with the past research that indicates that employee digital capability forms one of the crucial enablers of digital transformation as it promotes customizability, better utilization of digital systems, and increased readiness to change within the organization [2, 5, 12]. Regarding land administration, digital competency is anticipated to enhance the capacity of the employees to undertake their administrative roles, utilize digital platforms effectively and address the needs of electronic service delivery.

Table 6. Path coefficients and hypothesis testing.

Hypothesis	Relationship	Coefficient	T-Statistic	P-Value
H1	DC → IS	0.408	2.409	0.016
H2	IN → IS	0.213	1.930	0.054
H3	JR → IS	0.695	3.652	0.000
H4	TR → IS	-0.350	1.632	0.103

Incentives also were also found to positively and statistically significantly affect implementation success ($\beta = 0.213, t = 1.930, p = 0.054$), This observation suggests that

incentive strategies can motivate employees to be more engaged in digital transformation efforts and orient their action towards business purpose. Incentives in public sector organizations where the digital transformation can lead to routines changes and higher employee involvement can serve as a driving force making organizational change more committed [5, 6]. This finding aligns with previous studies indicating that incentive programs have the potential to encourage innovation, strengthen employee dedication, and encourage the effective implementation of new technologies [22, 30].

Job redesign was the best predictor of implementation success ($\beta = 0.695, t = 3.652, p = 0.000$), indicating that it supported the H3 hypothesis. This observation highlights the necessity of coordinating job duties, tasks, and operations to the needs of digital systems. Digital transformation usually necessitates the companies to update work processes and modify role designations in such a way that staff can work purposefully in novel technological set ups [12, 24]. The high impact of job redesign in this study indicates that the success of implementation of e-land services lies in not just the skills and motivation of employees but also in the degree to which the organizational working set-up is also modified to accommodate the digital processes. The outcome aligns with the prior arguments that one of the key elements of effective digital transformation is the organizational restructuring and workflow adaptation [2, 31].

In comparison, training and development did not demonstrate the statistically significant effect on the implementation success (H4 was rejected because of the $\beta = -0.350$, $t = 1.632$, $p = 0.103$), so this factor did not influence the situation. Though the anticipated outcome of training is to enhance the level of preparedness of employees towards technological change, this finding indicates that the level of operational needs might not be adequately aligned to the training programmes that have been undertaken to date. The most likely reason is that the current training sessions might have focused on general knowledge, but not practical skills in the use of digital land administration systems. It is also possible that employees have grown to gain their digital capabilities through more informal experience and everyday contact with the system than in a formal training program. The results of the present research are more or less similar to those described in earlier research indicating that training does not necessarily produce immediate or notable outcomes of the digital transformation unless it is attached directly to the organizational requirements and implemented technology works [7, 12, 26].

Fig. 1 also depicts the structural relationships found in this research study in graphical form, showing the strength of the paths between the four strategic HRM variables and implementation success, in a relative way. The figure ratifies that the positive impact of job redesign was the strongest, then digital competency and incentives and training and development was a negative and statistically non-significant relationship. The given visual pattern supports the obtained statistical results and emphasizes the key role of the work-system alignment and employee capability to facilitate the introduction of the digital land services.

Collectively, these results imply that digital transformation in land administration cannot be deemed to be only the use of digital technology. Instead, it can be regarded as a larger organizational shift necessitating the prowess of employees, motivation, and work processes redesign to fit digital systems. Major impacts of digital competency,

incentives and job redesign reveal that the successful implementation of digital competencies and incentives and job redesign differs depending on the capability of the institutions of the country to prepare and manage their human resources during the transformation process.

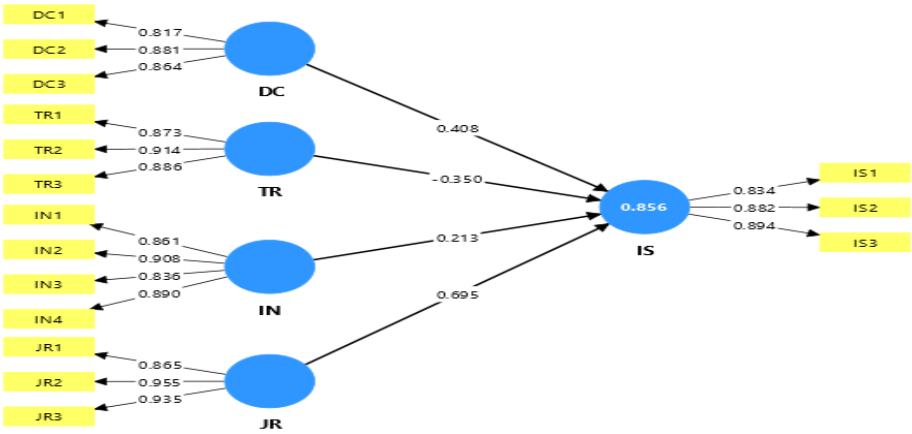

Fig. 1. Structural model results.

These results must be discussed in connection with the strategic HRM school of thought that states that technological resources are not the only factors influencing organizational performance but also the capacity of the institution to orient the human resource practices according to the strategic change goals [6, 7]. Practically, it implies that the sphere of technological infrastructure must not be the sole focus of the attention of the institutions of land administration, and it is necessary to work on employee skills and on the creation of the incentive system supporting its work and on the reconstruction of the logic of work according to the logic of the work of digital services.

5 Conclusion and Recommendation

As evidenced in this study, strategic human resource management is a major success factor in digital transformation success of land administration services especially in the adoption and implementation of electronic land services in the Bangka Belitung Islands Province ATR/BPN Regional Office. The results indicate that digital competency, incentives, and job redesign are positively and significantly related with implementation success, with job redesign appearing as the most effective one. These findings demonstrate that digital transformation in institutions of the public sector should not be considered solely as a technological shift, but also as a process in the organization that involves the strategic management of human resources. Training and development, in turn, did not demonstrate such an effect, which means that existing training programs might not be sufficiently accommodated to the practical and operational challenges of

employees in utilizing the digital land service systems. As a result of these findings, the present study proposes that the land administration institutions should focus more on enhancing their digital competence, establish rewarding systems that encourage employees to engage in digital programs, and restructure job descriptions and workflows, to align them with the needs of digital service implementation. Future studies are also urged to enlarge the scope of analysis by inclusion of more organizational variables, larger sample size, and more institutional context to understand more about the digital transformation in the public sector.

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