

ABSTRACT

This study aims to analyze technology-based human resource development at the Human Resource Development Agency (BPSDM) of the Ministry of Public Works in facing the challenges of digital transformation. This study is motivated by the low level of digital literacy among employees, limited technological competencies, and the suboptimal implementation of digital-based training systems within BPSDM. In addition, the gap in digital capabilities among employees and resistance to changes in work culture are considered key factors affecting the effectiveness of technology-based human resource development.

This research employs a qualitative approach using a case study method. Data were collected through in-depth interviews, observations, and documentation involving informants consisting of HR analysts, computer specialists, and training participants within BPSDM. The sampling technique used was purposive sampling. Data analysis was conducted using Robert K. Yin's qualitative analysis technique, including data reduction, data display, and systematic conclusion drawing.

The results indicate that technology-based human resource development at BPSDM has not been optimally implemented. The main challenges include limited digital competencies of employees, low integration of information systems, lack of continuous technology-based training, and organizational cultural barriers in adopting digital systems. Furthermore, the role of digital leadership has not been fully optimized in encouraging innovation and transformation toward a digital work system. However, there are significant opportunities for improvement through enhancing digital literacy, providing adequate technological infrastructure, and strengthening integrated technology-based training strategies.

The findings of this study provide theoretical implications for the development of technology-based human resource development concepts in the public sector, particularly within the context of government bureaucracy in Indonesia. Practically, the results are expected to serve as a reference for BPSDM of the Ministry of Public Works in formulating more adaptive, innovative, and sustainable human resource development strategies to support digital transformation and improve the performance of civil servants.

Keywords: *human resource development, technology, digital literacy, digital leadership, BPSDM*