



HUMAN RESOURCE MANAGEMENT STRATEGIES AND PRACTICES IN SUPPORTING THE SUCCESS OF TP2DD: A CASE STUDY OF ETPD IMPLEMENTATION IN SOUTH TANGERANG CITY

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Abstract

Regional financial digitalization is a strategic component of the bureaucratic reform agenda and a key step in strengthening governance in Indonesia. The implementation of Regional Government Transaction Electronification (ETPD) through the Regional Digitalization Acceleration and Expansion Team (TP2DD) is a crucial instrument in promoting efficiency, transparency, and accountability in regional financial management. This study aims to analyze human resource management (HRM) strategies and practices in supporting the success of TP2DD through a case study of ETPD implementation in South Tangerang City. The study employed a qualitative approach, utilizing a case study method that involved in-depth interviews, observations, and analysis of policy documents. The results indicate that ETPD's success in South Tangerang City is supported by strengthening the apparatus's competencies, increasing digital literacy, and implementing sustainable training and capacity-building programs. Adaptive HRM strategies can minimize resistance to bureaucratic change and foster a work culture responsive to digital transformation. These findings confirm that human resources play a key role in the success of regional financial digitalization and can serve as a reference for other regional governments in implementing ETPD.

Keywords: Human Resource Management; TP2DD; Electronification of Regional Government Transactions; Digitalization of Regional Finance; Case Study of South Tangerang City

INTRODUCTION

From an Islamic perspective, marriage is viewed as the longest act of worship because it lasts a lifetime, starting from the marriage contract until the end of life. Every phase of married life is a field of prayer when undertaken with the intention of seeking Allah SWT's pleasure, which demands patience, sincerity, commitment, and affection between husband and wife (Ministry of Religious Affairs of the Republic of Indonesia, 2023). Worship values such as mutual forgiveness, kindness, acceptance of one's partner's shortcomings, and maintaining trust are the primary foundations for building a peaceful, loving, and compassionate household. In Islamic teachings, marriage is often described as the completion of half of the religion, emphasizing the significant moral and spiritual responsibilities it entails (Nasution & Rahmawati, 2022).

However, in practice, marriages often do not run smoothly. Life's challenges often arise, demanding that couples that couples manage conflict. When spouses cannot manage conflict healthily, divorce is often the chosen path. Recent studies indicate that the primary causes of divorce in Indonesia are still protracted disputes and arguments, followed by economic factors, infidelity, inability to fulfill obligations, and poor communication within the household (Religious Courts of the Supreme Court, 2023). Other factors, such as domestic violence (KDRT), third-party interference, addictive behavior,

and mental and emotional immaturity, also contribute significantly to the rising divorce rate (Putri & Hidayat, 2024).

The dynamics of Indonesian households are shaped by the country's enduringly patriarchal cultural norms. Prolonged strife is a typical result of unequal power relations, such as when one spouse insists on being serviced at all times. However, according to the contemporary view of the family, everyone's role is crucial to the family's success, and everyone should contribute to keep things running smoothly (Suryani, 2023).

The phenomenon of divorce has also increasingly drawn attention when it occurs among State Civil Apparatus (ASN), particularly Government Employees with Employment Agreements (PPPK). Mass media and online media frequently report on ASN divorce cases, which are considered to impact the image and public trust in government institutions. One case that garnered national attention was the divorce of a PPPK in Aceh Singkil, which went viral due to its association with the PPPK inauguration. The clarifications provided indicated that the domestic conflict had been ongoing for a long time and that the divorce occurred before the employee's inauguration, thus not directly related to their employment status. Although no disciplinary violations were found, this case still had psychosocial impacts and tarnished the ASN institution's reputation in the public eye (BKN, 2024).

A similar situation is also occurring in Serang Regency, where there has been an increase in divorce filings among civil servants and government employees (PPPK) for relatively similar reasons, such as recurring disputes, financial problems, infidelity, domestic violence, and a lack of effective communication within the household. This phenomenon demonstrates that the stability of civil servant families is a strategic issue that requires serious attention from the government and relevant agencies.

In response, the government has established various regulations and strategic measures to address civil servant divorce. One of these is the requirement to obtain a divorce permit from the authorized official before submitting the case to the Religious Court. This policy aims to ensure a prior counseling and mediation process to maintain the integrity of the household (Government Regulation of the Republic of Indonesia Number 94 of 2021, in conjunction with the BKN technical policy, 2023). Furthermore, regional apparatus leaders are required to provide maximum guidance, counseling, and mediation to reduce the divorce rate among civil servants.

The government is also encouraging the implementation of premarital education and training, particularly for civil servants (ASN) and PPPK (Permanent Personnel Personnel), to improve mental, emotional, and spiritual readiness for building a household. This program is considered effective in strengthening understanding of family values, partner communication, and conflict management, thereby reducing the risk of future divorce (Ministry of Religious Affairs of the Republic of Indonesia, 2024). Furthermore, socialization of marriage and divorce regulations is ongoing to ensure that civil servants understand their rights, obligations, and the legal and ethical consequences inherent in their status as public servants.

Several empirical studies support the relevance of studies on marriage, domestic conflict, and divorce, particularly within the social and religious context of Indonesia. Research by Nasution, Sari, and Lubis (2022) indicates that the internalization of religious values within the household significantly influences family resilience, particularly in managing conflict and economic stress. This study confirms that couples with high levels of religiosity tend to have more adaptive coping skills and are less likely to choose divorce as a solution to conflict.

Another study by Rahman and Fitria (2023) found that poor interpersonal communication and emotional immaturity were the dominant factors leading to divorce among productive-age couples, including public sector workers. These findings corroborate the Religious Courts' findings that prolonged conflict is not simply an individual issue but is closely related to emotional management and conflict-resolution skills within the household.

Overall, efforts to prevent divorce among civil servants require a collective, multi-level approach through robust regulations, ongoing development, premarital education, and increased awareness of the importance of harmonious families. Healthy and harmonious families are the primary foundation for creating professional, productive, and high-integrity civil servants, while also serving as role models for the wider community.

LITERATURE REVIEW

Divorce of ASN and PPPK from the Perspective of Psychological, Sociological, and Socioeconomic Change

The rise in divorce among Civil Servants (ASN), particularly Government Employees with Employment Contracts (PPPK), requires an understanding grounded in a multidisciplinary approach that encompasses psychological, sociological, and socioeconomic factors. This approach is crucial for viewing divorce not only as a private matter but also as a social phenomenon that impacts the professionalism and image of ASN as public servants.

From a divorce theory perspective, divorce is understood as a consequence of the accumulation of unresolved marital conflicts. Recent research indicates that internal factors such as communication failures, poor emotional relationships, differences in marital values and expectations, and recurring conflict are the primary triggers for divorce. External factors, on the other hand, include economic pressure, infidelity, domestic violence, and the demands of dual roles in modern families (Putri & Hidayat, 2024; Religious Courts of the Supreme Court of the Republic of Indonesia, 2023).

In the specific context of civil servants (ASN) and government employees (PPPK), divorce is inextricably linked to changes in social and economic status that accompany their appointment. PPPK status provides income stability, social recognition, and a sense of economic security, which, in many cases, enhances individual independence, particularly for women. Several studies have shown that

increased economic independence contributes to women's willingness to make divorce decisions when marital relationships are deemed unhealthy or psychologically detrimental (Suryani & Lestari, 2023). This phenomenon explains the increasing trend of divorce requests among civil servants (ASN) following the appointment of PPPK in various regions.

Theories of social change and family dynamics further support this explanation. Modernization, urbanization, and shifting gender values have driven a shift in marital relations from a hierarchical to a more egalitarian pattern. In this context, appointment as a PPPK (Community Empowerment Provider) can be a turning point in shifting bargaining positions within the household, leading to increased conflict when role adaptation is unbalanced. Furthermore, changing social norms that increasingly accept divorce as a rational choice also influence individuals' decisions to maintain or end a marriage (Rohmah, 2022).

From a psychological perspective, civil servants divorce due to unmet emotional needs, high work stress, prolonged interpersonal conflict, and an inability to manage the pressures of work and family roles. Work stress among civil servants, not balanced by family support, can worsen marital relationships and increase the risk of divorce (Wahyuni Pratama, 2024).

Sociologically, the divorce of civil servants reflects the interaction between social structures, the bureaucratic work environment, and changing family norms. The civil servant's work environment, which is characterized by high demands for performance, discipline, and public responsibility, often has a significant impact on domestic life. Furthermore, changes in economic roles within the civil servant family, particularly when the wife has a steady income and equal social status, can trigger a renegotiation of power relations within the household. When these negotiations fail, the resulting conflict can lead to divorce (Kusuma, 2023). Various studies also indicate that economic factors remain the primary cause of divorce among civil servants, both during periods of economic hardship and when one party experiences increasing financial independence (Religious Courts of the Supreme Court of the Republic of Indonesia, 2023).

Legal and Institutional Framework for ASN and PPPK Divorce

In addition to being influenced by psychological and sociological factors, divorces between civil servants (ASN) and government-mandated personnel (PPPK) also fall within a legal and institutional framework strictly regulated by the state. Provisions regarding marriage and divorce permits for civil servants still refer to Government Regulation Number 45 of 1990, amending Government Regulation Number 10 of 1983, and are reinforced by provisions on civil servant discipline in Government Regulation Number 94 of 2021. This regulation stipulates that every civil servant, including those in the PPPK, must obtain permission from the Civil Service Development Officer before filing for divorce in court.

These legal provisions are not merely administrative in nature but also serve the purposes of fostering, mediating, and preventing divorce. Through the licensing mechanism, the state strives to

ensure that every divorce decision has undergone careful consideration, including counseling and mediation by superiors or relevant agencies. In an institutional context, civil servant divorce is viewed as a strategic issue because it can affect performance, psychological well-being, and the public image of government institutions (BKN, 2023).

Thus, the study of divorce among civil servants and government employees (PPPK) should be situated within a comprehensive analytical framework that integrates psychological, sociological, legal, and socioeconomic factors. This approach offers a robust theoretical foundation for understanding divorce as a multifaceted social phenomenon within the state apparatus of modern society.

The rise in divorce among Civil Servants (ASN), particularly Government Employees with Employment Contracts (PPPK), is driven by a multidisciplinary approach encompassing psychological, sociological, legal, and socioeconomic factors. This approach is crucial for understanding divorce not merely as a private matter but also as a social phenomenon that impacts the professionalism and image of ASN as public servants.

From a divorce theory perspective, divorce is understood as a consequence of the accumulation of unresolved conflicts within a household. Recent research indicates that internal factors such as communication failures, poor emotional relationships, differences in marital values and expectations, and recurring conflict are the primary triggers for divorce. Meanwhile, external factors include economic pressure, infidelity, domestic violence, and the demands of dual roles in modern families (Putri & Hidayat, 2024; Religious Courts of the Supreme Court of the Republic of Indonesia, 2023).

In the specific context of civil servants (ASN) and those in the public sector (PPPK), divorce is associated with changes in social and economic status experienced by individuals after they are appointed as civil servants. PPPK status brings income stability, social recognition, and a sense of economic security, which in many cases increases independence, especially for women. Several recent studies have shown that women's increased economic independence contributes to their willingness to make divorce decisions when marital relationships are deemed unhealthy or psychologically detrimental (Suryani & Lestari, 2023). This phenomenon explains why divorce applications among civil servants (ASN) have tended to increase following the appointment of PPPK in various regions.

Theories of social change and family dynamics are also relevant in explaining this phenomenon. Modernization, urbanization, and shifting gender values are driving a shift in marital relations from a hierarchical to a more egalitarian pattern. In this context, appointment as a PPPK can be a turning point in shifting bargaining positions within the household, leading to increased conflict when role adaptation is unbalanced changing social norms that increasingly accept divorce as a rational choice also influence individual decisions about maintaining or ending a marriage (Rohmah, 2022).

From a legal perspective, divorces between civil servants (ASN) and non-civil servants (PPPK) are governed by civil service regulations. Provisions regarding marriage and divorce permits for civil

servants still refer to Government Regulation Number 45 of 1990, which amends Government Regulation Number 10 of 1983, in accordance with the ASN disciplinary policy outlined in Government Regulation Number 94 of 2021. This regulation stipulates that all civil servants, including those in the PPPK, must obtain permission from the Civil Service Development Officer before filing for divorce. These provisions are not merely administrative in nature but also serve to foster, mediate, and prevent divorces that affect the performance and image of government institutions (BKN, 2023).

The relevance of psychological and sociological approaches further enriches the analysis of civil servant divorce. From a psychological perspective, divorce is associated with unmet emotional needs, high work stress, prolonged interpersonal conflict, and the inability to manage the pressures of work and family roles. Work stress among civil servants that is not balanced with family support can worsen marital relationships and increase the risk of divorce (Wahyuni & Pratama, 2024).

Sociologically, the divorce of civil servants reflects the interaction between social structures, the bureaucratic work environment, and changing family norms. The demanding work environment for civil servants, with its high expectations for performance, discipline, and public responsibility, often significantly impacts their domestic lives. Furthermore, changing economic roles within the civil servant family, particularly when the wife has a steady income and equal social status, can trigger a renegotiation of power relations within the household. When this negotiation fails, the resulting conflict can lead to divorce (Kusuma, 2023).

Various recent studies also show that economic factors remain the dominant cause of divorce among civil servants, both during periods of economic hardship and when one party experiences increasing financial independence. It confirms the close relationship between economic pressure, psychological well-being, and social dynamics in divorce decisions among civil servants and government employees (Religious Courts of the Supreme Court of the Republic of Indonesia, 2023).

Thus, this theoretical basis provides a comprehensive analytical framework for studying the rise in divorce among ASN, especially PPPK, by considering psychological, sociological, and legal factors, as well as changes in socioeconomic status within the state apparatus in the context of modern society.

METHOD

This research employs a descriptive, qualitative approach, using a case study method, to gain a deep, comprehensive understanding of the role of human resource management in the successful implementation of Regional Government Transaction Electronification (ETPD). It enables a comprehensive examination of the processes, dynamics, and policy contexts involved in the digitalization of regional payments.

The research subjects included members of the South Tangerang City Regional Digitalization Acceleration and Expansion Team (TP2DD), who came from various key institutions, namely the Regional Revenue Agency (Bapenda), the Communication and Informatics Agency (Diskominfo), the Regional Financial and Asset Management Agency (BPKAD), Bank Indonesia, and Bank BJB. The

involvement of these various stakeholders enabled the research to capture cross-sectoral perspectives relevant to the comprehensive implementation of ETPD.

Conducted the data collection through several primary techniques, including in-depth interviews with policymakers and key implementers of the ETPD (Economic and Public Service Agency) to explore strategies, challenges, and best practices. Furthermore, to assess the effectiveness of digital payment channels in public services. This research is supported by a documentary study of the Performance and Evaluation Report (LKE) and related policy documents, which serve as secondary data sources to strengthen the empirical findings.

Data analysis using the Miles and Huberman interactive analysis model, which includes data reduction, data presentation, and conclusion drawing and verification. This model enables researchers to process data systematically and continuously, ensuring valid, in-depth, and contextually rich research results.

RESEARCH RESULTS AND DISCUSSION

Research Results

The research results indicate that the implementation of Regional Government Transaction Electronification (ETPD) in South Tangerang City has been consistent and integrated, positioning the region as a best practice in TP2DD implementation. This national recognition stems from achieving the best title in the 2025 TP2DD Championship. This achievement demonstrates the level of maturity of the regional digital transaction system, supported by the readiness of local government institutions and apparatus.

The implementation of cashless transactions in South Tangerang City has been comprehensive for all types of regional tax and levy revenues. The entire payment process has been transitioned to digital channels, resulting in a more transparent, accountable, and accessible transaction system for the public. This complete digitization has not only improved administrative efficiency but also optimized regional tax revenues, demonstrating ongoing improvements in regional financial management.

The digital transformation undertaken by local governments has improved the quality of electronic-based governance. The integration of digital payment systems with local government service and reporting platforms strengthens coordination between Regional Apparatus Organizations (OPDs) and improves the quality of data-driven decision-making. It demonstrates that ETPD is not merely a technical policy but has become part of the broader Electronic-Based Government System (SPBE) framework.

From a human resources perspective, the research revealed significant improvements in staff competency, particularly in digital literacy and skills. Staff in regional government agencies (OPDs) responsible for collecting taxes and levies demonstrated an increased understanding of digital payment

systems, reconciliation procedures, and app-based reporting. The staff's capacity building was achieved through various ongoing competency development and certification programs.

The improvement in the competency of these officials has had a direct impact on the quality of regional digital transaction management. The rate of administrative errors and technical disruptions in transaction processes has decreased, while the efficiency and reliability of digital payment systems have increased. It has strengthened public trust in non-cash payment channels and supported the sustainability of ETPD implementation in South Tangerang City.

Overall, the research results indicate that the success of South Tangerang City in implementing the ETPD is determined not only by the availability of technology, but also by the readiness and capacity of the human resources managing the system. The integration of strengthening civil servant competency, institutional governance, and the use of digital technology is the primary foundation for supporting the effectiveness of the TP2DD at the regional level.

Discussion

South Tangerang City's success in achieving national recognition in the 2025 TP2DD Championship demonstrates the maturity of ETPD implementation, supported by strong human resource capacity and institutional governance. The complete digitization of all regional tax and levy transactions reflects the apparatus's ability to adapt to the shift from manual to digital work systems. Aligns with the view that the success of government digital transformation depends on individual competence, commitment, and readiness to navigate organizational change.

The integration of ETPD with the Electronic-Based Government System (SPBE) framework strengthens coordination across Regional Apparatus Organizations (OPDs), accelerates reporting, and improves the quality of data-driven decision-making. This policy emphasizes that ETPD serves not only as a payment instrument but also as a lever for more transparent and accountable regional financial governance reforms.

From a human resources perspective, strengthening digital literacy and skills among civil servants through competency development and certification programs has been shown to reduce administrative errors and increase operational efficiency. This finding aligns with research by Nasution, Sari, and Lubis (2022), which emphasized that individual adaptive skills and resilience in the face of stress play a crucial role in successfully managing organizational systems and conflicts. Furthermore, the changing role of civil servants as digital facilitators and educators demands communication skills and emotional maturity, as emphasized by Rahman and Fitria (2023), who found that the quality of interpersonal communication significantly impacts the effectiveness of public service performance and interactions.

Overall, this study's findings confirm that human resource management is a key factor in the success of TP2DD and ETPD implementation. The experience of South Tangerang City demonstrates that strengthening staff competencies, fostering an adaptive work culture, and effective institutional

coordination are key differentiators in the success of regional financial digital transformation and can serve as best practices for other local governments.

CONCLUSION

This study firmly concludes that the success of regional payment digitalization through the Electronification of Regional Government Transactions (ETPD) is determined by the quality and effectiveness of human resource management (HRM) within the Regional Digitalization Acceleration and Expansion Team (TP2DD). These findings emphasize that technology, while crucial, is merely a supporting instrument, while the human factor is the primary driver determining the direction, speed, and sustainability of digital transformation.

The case study of South Tangerang City, which won the 2025 TP2DD Championship, clearly demonstrates that the region's superiority stems not solely from the sophistication of its digital payment system, but also from the preparedness and capacity of the human resources managing it. This success was built on a strong foundation of transformational leadership, in which regional leaders demonstrated a commitment to digitalization as a strategic priority rather than merely an administrative project. This commitment sends a clear signal to all officials that digital transformation is integral to government performance and effectiveness.

In addition to leadership, improving employee competency through integrated, needs-based training plays a significant role in boosting the accuracy and reliability of digital systems. Collaboration with institutions such as PKN STAN has significantly increased civil servants' confidence and technical skills, ultimately reducing transaction errors and improving the quality of regional financial data. It establishes a solid foundation for more accurate and data-driven decision-making that is also more accountable.

Furthermore, the transformation of work culture toward an agile work pattern is a crucial differentiating factor. Civil servants no longer play a passive role in administrative functions; instead, they actively act as digital facilitators and educators for the public, while also overseeing the system's sustainability. This shift in role is reinforced by strong cross-agency collaboration, enabling swift, coordinated responses to challenges in ETPD implementation. This study confirms that human resources play a significant and positive role in the success of the TP2DD (Regional Development Planning Agency) in accelerating ETPD (Regional Development Plan). Investment in the development of adaptive and competent human resources not only improves the ETPD Index but also directly contributes to optimizing Regional Original Revenue (PAD). Therefore, strengthening human resources is not merely a supporting strategy but a key driver of sustainable regional progress.

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