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JL. Surya Kencana No. 1 Pamulang, South Tangerang – Banten

Tel. (021) 7412566, Fax (021) 7412491

Email : humanisproceedings@gmail.com



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Analysis of Optimizing Human Resource Management in the Era of Digital Transformation at Marshal Suryadarma Aerospace University

Khoirul Anam

*Master of Management Study Program, Marshal Suryadarma Dirgantara University,
East Jakarta, Indonesia. E-mail: 231173017@students.unsurya.ac.id*

Abstract; This research aims to analyze the optimization of human resource management (HR) in facing the Era of Digital Transformation at Dirgantara Marshal Suryadarma University (UNSURYA). UNSURYA, as a higher education institution with a focus on aerospace and technology, has special characteristics that influence HR management strategies in the digital era. The author explains UNSURYA's profile, HR management before the digital era, as well as the impact and changes caused by digital transformation. The authors identify several barriers, including inequalities in digital access and skills, changes in organizational culture, and regulatory barriers. Furthermore, the author links HR management theories, such as Maslow and Herzberg's Motivation Theory, with HR management efforts at UNSURYA. The author suggests the application of Performance Management Theory as an approach to optimizing HR management, with an emphasis on setting clear goals, developing feedback systems, training and recognition. In this overall context, UNSURYA has a great opportunity to prepare HR that is responsive to change, ready to compete, and supports the university's mission in a connected and digital era. The results of this research provide valuable insights for universities and other organizations facing similar digital transformations in an effort to optimize their HR management.

Keywords : Marshal Suryadarma Dirgantara University, HR Management, Digital Transformation Era, Motivation Theory, Performance Management Theory.

INTRODUCTION

Higher education plays a central role in a country's development. Currently, the world of higher education is experiencing a deep transformation due to advances in digital technology. This era of digital transformation is not only affecting the way writers work and interact, but also how higher education is delivered. Universities and colleges around the world are faced with new demands that must be accommodated in order to adapt to these changes. One area that is greatly affected is human resource management (HR).



Human resource management in the context of higher education has experienced significant developments in the last few decades. The conventional model of HR management which focuses more on personnel administration feels increasingly irrelevant in facing the challenges and opportunities that arise in the digital era. Digital technology impacts various aspects of higher education, including recruitment, employee development, technology-based learning, data analytics, and performance measurement.

According to Kaul (2018), digitalization has had a significant impact on the education sector, changing the way universities manage their human resources. Conventional HR management concepts, which primarily focus on personnel administration, are increasingly inadequate to face the challenges and opportunities that arise in this digital era. Digitalization has impacted many aspects of higher education, including recruitment, staff development, technology-based learning, data analytics, and performance measurement.

A number of previous studies have tried to explore various aspects of HR management in educational institutions (Smith et al., 2016; Johnson, 2020). However, most of this research places more emphasis on changes in the curriculum and the implementation of technology in teaching. HR management is often only a secondary concern in the literature.

Several recent studies, such as those conducted by Anderson and Brown (2020), have begun to highlight the importance of optimizing HR management in facing the era of digital transformation. They highlight the key role of effective HR management in enhancing the competitiveness and capacity of educational institutions in an ever-changing environment. Likewise, a study by Adams and Davis (2019) discusses changes in HR management approaches in higher education in addressing evolving needs resulting from digitalization.

A review of more recent literature also provides a strong theoretical foundation in understanding current trends in HR management. Taylor and Martinez (2021), for example, provide a deeper understanding of how innovative HR management can optimize resources in the changing higher education environment.

However, in this research, the author will explore in more depth how Marshal Suryadarma Dirgantara University optimizes their HR management in facing the era of digital transformation. As an educational institution with a strong history and vision, Marshal Suryadarma Dirgantara University is unique in the context of HR management. The main difference is that the focus is on HR management strategies in an evolving digital environment.

The problem that will be faced in this research is how optimal HR management can help Marshal Suryadarma Dirgantara University to respond to the challenges and opportunities that exist in the era of digital transformation. The initial hypothesis is that effective HR management and a focus on digitalization can improve the quality of education and operational efficiency of universities.

To answer this research question, the author will take a qualitative approach involving observation through literature studies at the Marshal Suryadarma Dirgantara University. This method will include analysis of internal and external documents of the university.

In this article, the author aims to provide a deeper understanding of effective HR management practices and strategies in facing the era of digital transformation in the context of Marshal Suryadarma Dirgantara University. The expected result is to identify best practices that can become a reference for other educational institutions facing similar changes in the digital environment. In addition, it is hoped that this

article can provide a strong strategic foundation for educational institutions that want to successfully face the challenges of the digital era in human resource management.

RESEARCH METHODS

In this article, the author explains the research work procedures that the author has applied to understand effective human resource management (HR) practices and strategies in the era of digital transformation at Dirgantara Marshal Suryadarma University. The research method the author chose was a literature study, which was designed to provide an in-depth understanding of HR management practices in this university context.

In this research, the author applies a descriptive and analytical research approach. This approach allows the author to explore relevant literature and analyze it carefully to understand the concepts, theories and practices of HR management in the era of digital transformation.

According to writerbster and Watson (2002), literature study is a research method that allows researchers to investigate existing literature, evaluate previous findings, and combine results from various sources to build a comprehensive understanding of the research topic.

The data collection method in this research is literature study. The author will conduct a comprehensive and systematic search in databases of scientific journals, books, conference articles and other related sources relevant to HR management in the era of digital transformation in the context of higher education.

The author's literature search will include journals published in the last 10 years (2013-2023) to ensure that the author incorporates the latest findings relevant to the author's research topic.

The data analysis process in this literature study will involve the following steps:

- a. Literature Search: the author will conduct a literature search with relevant keywords, such as "HR management", "digital transformation era", "higher education", and so on.
- b. Literature Selection: After collecting literature, the author will carry out a strict selection to select the sources most relevant to the author's research topic.
- c. Literature Evaluation: the author will evaluate the selected literature to understand the research methodology, main findings, and relevance to the author's research topic.
- d. Literature Synthesis: the author will compile a synthesis of the literature that the author has found to identify the main findings, conceptual framework, and effective HR management practices in the era of digital transformation in higher education.

Based on the explanation above, the author has chosen the literature study method as an appropriate approach to deepen understanding of human resource management practices and strategies in the era of digital transformation at Dirgantara Marshal Suryadarma University. With this approach, the author can combine the latest findings from relevant scientific literature, thereby enabling the author to develop a comprehensive basis for understanding the research topic. Selective steps in literature selection and research methodology evaluation ensure the quality and relevance of the information the authors present. In the next chapter,



the author will describe the findings from this literature study and apply them in the context of Marshal Suryadarma Aerospace University to support the achievement of the author's research objectives.

RESULTS AND DISCUSSION

Results

Profile of Marshal Suryadama Aerospace University

Marshal Suryadarma Dirgantara University (UNSURYA) is a private university under the leadership of the Indonesian Air Force which is organized by the Adi Usaha Foundation (YASAU). UNSURYA is the only university in Jakarta that focuses on aerospace science. Founded in 1988 with the name Suryadarma Aerospace Technology Institute (ITD) then in 1989 it changed to Suryadarma Aerospace Technology College (STTD), as the campus developed, in 1999 STTD changed to Suryadarma University. In 2016, the words "Dirgantara" and "Marshal" were added so that it became "Marshal Suryadarma Aerospace University" to show its identity as a university that has specialties in the field of aerospace in accordance with its vision.

This university has a strong vision and mission in supporting education and research in the field of aviation. The determination of UNSURYA's Vision, Mission, Goals and Targets was studied from various inputs involving a number of parties such as university leaders, faculties, alumni, alumni users, experts and competent and relevant stakeholders. The following is its vision, namely "To become a Center of Excellence in aerospace higher education and a field of knowledge developed in Indonesia with outcomes ready for use in the world of work". The missions to achieve this vision include:

1. Providing superior higher education in the field of aerospace and related sciences with outcomes that are independent, characterized, professional and ready to be used in the world of work.
2. Carrying out the role of Higher Education as agents of change in the field of aerospace technology and related knowledge groups developed at UNSURYA.
3. Organizing superior, fair and sustainable governance and administration of higher education.

Based on the vision and mission above, UNSURYA also has several goals to achieve, including:

1. Producing graduates who are academically competent, devoted to God Almighty, have noble character, have an entrepreneurial spirit, are professional, independent, have a work ethic, are disciplined, have insight into the latest aerospace technology so that they are able to compete and excel at the national and international levels;
2. Producing works of technological, artistic, social and cultural innovation that are capable of developing the nation's economy, building independence, based on noble cultural values that are useful and superior at national and international levels;
3. Creating a friendly, competitive, superior, high-tech higher education environment so that it is able to develop the potential of every member of the academic community;



4. Realizing higher education governance and administration that is accountable, effective, efficient, up-to-date and integrated so that it is able to compete at national and international levels.

Curriculum development at Unsurya refers to Unsurya's Vision and Mission as stated in Unsurya's 2018-2023 Strategic Plan. Optimization of education programs consists of: 1) Implementation of research-based learning, 2) Implementation of study programs according to national and international standards, 3) Implementation of program restructuring to strengthen Unsurya as a center for aerospace education towards the center of excellence of Indonesian Aviation University. Apart from that, the curriculum at Unsurya refers to the Chancellor's Decree Number: 01 of 2011. The curriculum that applies to the study program is called the operational curriculum which describes the competencies of graduates that will be produced and is always adapted to developments in science and the needs of the world of work. Curriculum reviews are carried out at least two years from the time the curriculum is implemented.

The study program carries out curriculum monitoring and evaluation based on Ministerial Decree Number: 045/2002, article 6 paragraph 2), concerning the core curriculum and Unsurya Chancellor's Decree No. 01 of 2011. Implementation of monitoring and evaluation of curriculum development involving lecturers, students, alumni, users, quality assurance units and the Chancellor's Expert Staff for Curriculum.

The operational curriculum structure in undergraduate and diploma programs at Unsurya is organized referring to applicable laws and regulations, namely MKDK (Personality and Development Courses), and MKDU (Scientific and Skills Courses). In the curriculum of all undergraduate and diploma study programs, in addition to the mandatory subjects stipulated by law, there are Religion, Indonesian Language, Pancasila and Citizenship. The curriculum at Unsurya also requires Character Building (Airman Ship) courses which aim to give students and graduates the ability to have a spirit of integrity. The postgraduate study program curriculum is adjusted to the needs of academic/professional competencies.

Human Resources Management (HR)

Human Resource Management (HR) is a strategic approach to managing the most valuable assets in an organization, namely human resources. It includes planning, recruitment, selection, training, development, performance evaluation, compensation, and employee relations management. This definition reflects the important role of HR in creating added value for the organization and in supporting the achievement of strategic goals. HR focuses not only on administrative aspects, but also on managing and developing the individuals who form the core of the organization.

According to Gary Dessler (2017), HR management is "the process of planning, organizing, directing and controlling functions involving recruitment, selection, development, payroll, termination and development of employees in an organization." This definition emphasizes the comprehensive HR approach in managing the employee life cycle in the organization.

Michael Armstrong (2017) in his book entitled "Armstrong's Handbook of Human Resource Management Practice" defines HR management as "practices involving recruitment, selection, training and development, payroll, performance management, employee relations, and change management." This definition covers

various key functions in HR management and highlights the close relationship between HR practices and organizational change management.

In the definition of Ivancevich and Matteson (1999), HR management is "planning, organizing, directing and controlling organizational members using a combination of physical, financial, information and human resources to achieve organizational goals." This definition highlights the importance of using all available resources in achieving organizational goals, with a focus on human resource management.

Based on the definition above, it can be understood that HR management is a strategic approach that involves planning, organizing, directing and controlling functions related to employees in the organization. This covers various aspects, from recruitment, selection, training, development, to performance management and organizational change. In essence, HR management focuses on optimizing the most valuable assets in an organization, namely human resources, to achieve organizational goals effectively and efficiently.

In the HR management concept, an understanding of the theories related to the concept is required. The following are several HR management theories, including:

a. Theory X and Y by Douglas McGregor

Theory X and Y are two concepts initiated by Douglas McGregor in his book entitled "The Human Side of Enterprise" (1960). Theory X describes the traditional view of employees, which sees them as individuals who tend to be lazy, lack enthusiasm, and need to be managed closely. On the other hand, Theory Y assumes that employees have potential, can be independent, and have internal motivation to work well. In the context of HR management, understanding this theory refers to the approach towards employees. If an organization bases HR management on Theory

b. Abraham Maslow's Theory of Motivation

This theory is known as the "Hierarchy of Needs" and was put forward by Abraham Maslow in his paper entitled "A Theory of Human Motivation" (1943). This theory states that individuals have a series of needs arranged in a hierarchy, starting from physical and safety needs to social needs, esteem and self-actualization. In the context of HR management, understanding this theory helps organizations to identify and understand employee needs. When organizations can meet these needs, employees tend to be more motivated and perform better (Maslow, 1943).

c. Frederick Herzberg's Motivation Theory

Herzberg's motivation theory, also known as the "K Factor (We) and H Factor (Hygiene)," is a framework proposed by Frederick Herzberg in his article entitled "One More Time: How Do You Motivate Employees?" (1968). This theory identifies two types of factors in the work environment: factors that motivate (Factor K) and factors that prevent dissatisfaction (Factor H). K factors include things like recognition, responsibility, and achievement, which can motivate employees. Factor H includes basic elements such as salary, working conditions, and interpersonal relationships. Herzberg's theory highlights the importance of understanding and fulfilling employee motivation factors to create a satisfying work environment (Herzberg, 1968).

d. Balanced Scorecard Performance Management Theory

Balanced Scorecard theory, developed by Robert S. Kaplan and David P. Norton, is an approach that emphasizes balanced performance measurement

from various perspectives. This includes finance, customers, internal processes, and learning and growth. This theory invites organizations to not only focus on financial aspects, but also measure things such as customer satisfaction, process efficiency, and innovation. In the context of HR management, the Balanced Scorecard helps organizations to measure employee performance from various points of view that are relevant to organizational goals (Kaplan & Norton, 1991).

e. Performance Management Theory Management by Objectives (MBO)

MBO theory is an approach that links individual goals with organizational goals. In an MBO framework, employees together with their managers set specific, measurable, agreed-upon, relevant, and time-bound (SMART) goals. This theory provides a clear focus and transparency in measuring employee performance. With well-defined goals, employees have a clear understanding of what is expected of them and how their performance will be assessed (Drucker, 1954).

Based on the explanation of the theories above, it can be understood that these theories provide guidance in measuring employee performance, managing change, increasing employee satisfaction and involvement, and stimulating innovation. With a deep understanding of these theories, organizations can develop effective HR management strategies.

Apart from HR management theory, there is one element that is also important to understand, namely the HR management optimization theory. The theories for optimizing HR management include:

a. Performance Management Theory

In the context of optimizing HR management, performance management theory is a strong foundation. The Balanced Scorecard by Kaplan and Norton (1992) is a very relevant framework. This theory emphasizes the importance of balanced performance measurement from various perspectives. Organizations do not only focus on financial aspects, but also measure other aspects such as customer satisfaction, process efficiency, innovation, and learning and growth. This helps organizations to have a more complete picture of their performance and how employee performance contributes to organizational goals.

b. Organizational Change Theory

Optimal HR management often involves changes in the organization. Change theories such as Lewin's Theory of Change by Kurt Lewin (1951) and the ADKAR Model (Prosci, 2006) are relevant in understanding, planning, and implementing the changes needed in HR management. Lewin put forward the concept of "Unfreeze-Change-Refreeze" which explains the stages in managing change. The ADKAR model focuses on individual aspects of change, such as awareness, desire, knowledge, ability, and empowerment.

c. Employee Satisfaction and Engagement Theory

These theories are relevant in the context of HR management optimization because understanding the factors that influence employee satisfaction and engagement is key. Job Satisfaction Theories, such as the concepts of "Disconfirmation Theory" and the "Kano Model," help in understanding how the discrepancy between employees' expectations and the reality of their jobs affects satisfaction. On the other hand, employee engagement theories, such as "Psychological Engagement Theory" and "Social Equipment Theory," help in understanding the factors that encourage employees to contribute actively in their work



d. Innovation Theory and Organizational Learning

In the era of digital transformation, innovation and organizational learning are key. Organizational Learning Theories, such as the concepts of “Single-Loop Learning” and “Double-Loop Learning,” assist organizations in understanding how they can learn from experience and continuously adapt to change. Organizational innovation theory discusses how organizations can encourage and manage innovation in their HR management.

By understanding these theories, organizations can develop effective HR management strategies, focus on holistic performance measurement, appropriate change management, increase employee satisfaction and engagement, and encourage innovation in a dynamic work environment.

Era of Digital Transformation

The Digital Transformation Era, according to the MIT Sloan Management Review (2015), is a period in which organizations and businesses experience profound changes supported by the application of digital technology. This transformation includes a revolution in business models, processes, products, services and customer experiences. In this context, companies seek to renew themselves in innovative ways and change the way they operate, create better added value, and respond to market changes more efficiently

According to the World Economic Forum (writerF), digital transformation is a fundamental change in businesses and organizations inspired by the application of digital technology. The goal of this transformation is to create new value, achieve better growth, and increase efficiency in business processes. Digital technology enables organizations to innovate and respond quickly, creating new opportunities to compete and develop (2016).

Gartner (2018) defines digital transformation as changes that occur in traditional business models through the application of digital technology. Organizations leverage this technology to optimize their operations, increase efficiency, and create significant added value for customers and business partners. Digital transformation helps organizations to become more responsive and adaptive to market changes.

According to McKinsey & Company (2018), digital transformation is a holistic change in business that is supported by digital technology. This includes changes in organizational culture, strategy, processes, and business models. This transformation aims to achieve higher efficiency, provide added value for stakeholders, and enable the organization to innovate better.

Deloitte (2016) states that digital transformation is a significant change in the way organizations operate and provide value to customers through the application of advanced digital technology. This transformation spans all aspects of the organization, from culture to strategy, and involves changes in processes and business models to achieve larger goals.

Capgemini (2017) describes digital transformation as a significant shift in the way organizations operate and deliver value to customers. This happens through the application of advanced digital technology. This transformation encourages organizations to adapt and innovate in facing the challenges and opportunities that arise in the digital era.

Forrester Research (2019) defines digital transformation as the use of digital technology to create better experiences for customers, advance innovation, and achieve competitive advantage. This transformation includes changes in various



aspects of the business, from business models to processes, to achieve better results and create added value.

Each of the definitions above highlights the complexity and significance of the Digital Transformation Era in influencing businesses and organizations globally. Digital transformation involves holistic and comprehensive changes that drive companies to innovate and adapt quickly in a technology-driven era.

In its development, the Digital Transformation Era creates various opportunities that enable individuals and groups to increase their respective achievements. The following are some of the advantages of the existence of the Digital Transformation Era, including:

a. Increased Operational Efficiency

The Digital Transformation Era allows organizations to increase operational efficiency by automating business processes. This reduces the potential for human error and speeds response times. McKinsey & Company (2019) highlights the importance of digital transformation in creating more efficient operations.

b. Access to Information Faster and Easier

Digital technology, especially the internet and mobile devices, provides instant access to data and information. This allows individuals and organizations to access information quickly, supporting better decision making. Deloitte (2019) describes how digital technology is changing the way we interact with data.

c. New Product and Service Development

Digital transformation creates opportunities for organizations to create new, more innovative products and services. This enables business growth and development. Gartner (2018) highlights the role of technology in creating product and service innovation.

d. Improved Customer Service Quality

Digital technology allows organizations to improve their customer service. This includes data-driven customer service, more responsive customer support, and better customer experiences. Capgemini (2017) emphasizes the importance of digital transformation in improving relationships with customers.

e. Reduction of Operational Costs

Automation, mobile devices, and cloud technology help organizations reduce operational costs. This includes reducing physical infrastructure costs, travel costs, and administrative costs. The World Economic Forum (2016) highlights the economic benefits of digital transformation.

f. Increased Employee Engagement

Digital technology can increase employee engagement with collaboration tools, online training, and more effective communication. This helps increase employee productivity and retention. Capgemini (2017) describes the role of technology in creating a more inclusive culture.

g. Global Market Expansion

The digital era allows organizations to reach global markets more easily through e-commerce and online platforms. This opens up new opportunities for business growth. Gartner (2018) highlights the role of technology in enabling global expansion.

Even though there are varied benefits in people's lives, it cannot be denied that the Era of Digital Transformation also raises several obstacles. These obstacles include:

1. Inequality of Technology Access

Advanced technological resources may be unequally available, creating inequities in access to digital benefits. Underrepresented groups can be left behind. According to the World Economic Forum (2016), digital inequality is a serious problem.

2. Security and Privacy Concerns

Digital transformation creates security and privacy risks. Cyber threats and data breaches are becoming a deep problem. Organizations and individuals must invest in cybersecurity. Gartner (2018) highlights the role of security in the digital era.

3. Regulatory Challenges

The growth of digital technology is often faster than the development of relevant regulations. This creates challenges in maintaining compliance with evolving laws and regulations. According to McKinsey & Company (2019), regulation is one of the main obstacles to digital transformation.

4. Technological Uncertainty

Digital technology continues to develop rapidly, creating uncertainty about which technologies will become industry standards. Organizations must be careful in choosing the technology to adopt. Deloitte (2019) describes uncertainty in digital technology.

5. Skills Shortage

In the digital era, demand for advanced technology skills is increasing. However, there is a shortage of human resources who have these skills. Organizations need to invest in workforce training and development. Capgemini (2017) highlights the skills challenges in digital transformation.

6. Organizational Culture Change

Digital transformation often requires significant cultural change within an organization. Creating a culture that supports innovation and flexibility can be a barrier. Capgemini (2017) emphasizes the importance of culture in digital transformation.

7. The Importance of Effective Data Management

With the amount of data increasing, effective data management becomes important. Organizations need to overcome the challenges of managing, storing, and securing abundant data. Gartner (2018) describes the importance of data management in the digital era.

Based on the explanation above, it can be understood that the Digital Transformation Era brings a number of significant advantages, including increased operational efficiency, fast access to information, innovative product development, improved customer service quality, reduced operational costs, increased employee engagement, and global market expansion opportunities. However, despite these advantages, there are a number of barriers that need to be overcome, such as unequal technology access, security and privacy concerns, regulatory challenges, technological uncertainty, relevant skills shortages, required organizational culture changes, and the importance of effective data management. Organizations that can overcome these obstacles

wisely will be able to better harness the potential of the Digital Transformation Era, creating positive change in business and society as a whole.

Discussion

Analysis of UNSURYA Characteristics

Marshal Suryadarma Dirgantara University (UNSURYA) is a higher education institution that has special characteristics that have a big influence on human resource management (HR) strategies in facing the Digital Transformation Era. As a university with a long history and reputation for excellence, UNSURYA has established a strong commitment to academic excellence and the development of high-quality human resources. This is reflected in its focus on education and training in the aerospace sector, where technology and digital innovation play a central role.

UNSURYA is also known for its collaborative efforts with the aerospace industry. Located in a strategic area, UNSURYA has succeeded in building partnerships with leading aerospace companies. This collaboration opens the door for UNSURYA students to access resources, training and industry knowledge relevant to digital technology. In the process, UNSURYA has better access to the latest developments in the industry, enabling it to prepare graduates with skills that match the demands of an increasingly digitalized industry.

The Era of Digital Transformation has also changed the teaching and learning paradigm at UNSURYA. The use of technology, online platforms and digital resources is growing, enabling students to gain access to learning materials relevant to digital technology. UNSURYA continues to invest in infrastructure and training to ensure that its students and academic staff can harness the potential of digital technology in teaching, research and human resource development.

An in-depth understanding of UNSURYA's special characteristics is key in developing HR management optimization strategies in facing the Digital Transformation Era. By utilizing a commitment to academic excellence, industry partnerships, and the integration of digital technology in the education process, UNSURYA can prepare human resources that are responsive to change and ready to compete in an increasingly connected and digital world.

Analysis of UNSURYA's Obstacles in Facing the Era of Digital Transformation

In an effort to optimize human resource (HR) management at Marshal Suryadarma Dirgantara University (UNSURYA) in facing the Digital Transformation Era, several specific obstacles need to be considered in more depth. One significant obstacle is the inequality of access and mastery of digital skills among UNSURYA academic and administrative staff. The digital era requires a strong mastery of technology, including an understanding of data analysis, use of digital devices and platforms, and a strong understanding of cyber security. The success of optimizing human resources in the digital era will greatly depend on efforts to equip employees with these skills.

Additionally, changing organizational culture is a significant obstacle. UNSURYA, like many other educational institutions, may face challenges in changing the existing culture. Digital transformation requires adopting a culture that supports innovation, flexibility and responsiveness to change. This



involves changes in the way of thinking and operating across the institution, which may require time and strong commitment.

Regulatory and security barriers must also be carefully addressed. The digital era brings changes in regulations related to student data protection, privacy and cyber security. UNSURYA must ensure compliance with constantly changing regulations and improve cybersecurity systems to protect sensitive data. This may require additional investment in cybersecurity infrastructure and training.

Analysis of the Relationship between HR Management Theory and UNSURYA Characteristics

The relationship between Motivation Theory, especially the theory developed by Maslow and Herzberg, with human resource management (HR) efforts at Marshal Suryadarma Dirgantara University (UNSURYA) in facing the Era of Digital Transformation can be seen from various deeper points of view.

First, Maslow's Motivation Theory understands that individuals have levels of needs that must be met to achieve higher levels of motivation. At the base of Maslow's hierarchy of needs are physical and safety needs. In the context of UNSURYA, this means ensuring academic and administrative staff have adequate economic prosperity and job security. This creates a stable foundation to motivate them to perform high. By understanding this, UNSURYA can design HR management programs that ensure staff welfare as a prerequisite for achieving academic excellence.

Second, Herzberg's Motivation Theory highlights the importance of intrinsic factors that motivate individuals in the workplace, such as achievement, recognition, and responsibility. UNSURYA, in an effort to optimize HR management, can use this theory to create an environment where staff feel valued, have significant responsibilities, and have the opportunity to achieve. In the digital era, these opportunities can be realized through the use of cutting-edge technology in teaching, research and campus administration.

The relationship between Motivation Theory and HR management at UNSURYA is important in ensuring staff involvement and motivation in facing the rapid changes brought by the Digital Transformation Era. By understanding what motivates individuals, UNSURYA can design more effective HR management strategies to meet the needs and expectations of its staff, which in turn will help achieve the qualitative and quantitative goals set by the university.

Optimizing Human Resource Management in the Era of Digital Transformation at Marshal Suryadarma Aerospace University

To optimize human resource (HR) management at Dirgantara Marshal Suryadarma University (UNSURYA) in the Digital Transformation Era, an approach based on Performance Management Theory can be used. This theory leads to efforts to achieve high individual and organizational performance through measuring, managing and developing employee performance. In the context of UNSURYA, the application of Performance Management Theory can be an effective solution for optimizing HR management in the digital era.

First, UNSURYA can start by setting clear and measurable goals for its academic and administrative staff. This involves identifying strategic goals



relevant to the university's mission, which may include academic achievement, improving the quality of teaching, productive research, and positive contributions to technological developments in the digital era. Individual and team performance measurements can be made based on the achievement of these goals.

Furthermore, UNSURYA can develop an effective feedback system and a structured performance assessment process. This allows staff to receive regular feedback on their performance, identify areas requiring improvement, and develop personal development plans. In the digital era, this also includes the use of data and performance analysis supported by technology.

Additionally, skills development and training are important components of performance management. UNSURYA can facilitate training relevant to digital technology, data analysis and innovation development. This helps staff to continuously update their skills according to the demands of the digital era, which is in line with adaptive HR management efforts.

Lastly, recognition and incentives can be used to motivate staff to achieve high performance. UNSURYA may provide awards, promotions or other incentives to individuals or teams who achieve outstanding results in support of the university's goals.

The application of Performance Management Theory provides a strong framework for measuring, managing and developing the performance of academic and administrative staff at UNSURYA. In an ever-changing digital era, this approach helps universities stay focused on achieving strategic goals, ensure effective use of technology, and motivate staff to perform at a high level in support of the university's mission.

Conclusion

UNSURYA, with its special characteristics in academic focus, industrial partnerships and digital technology, has a great opportunity to be successful in facing the Digital Transformation Era. However, barriers such as inequalities in digital access and skills, changes in organizational culture, and regulatory barriers need to be addressed. Motivation Theories (including Maslow and Herzberg) can help understand staff motivation, while the application of Performance Management Theory is an effective approach to optimizing HR management in the digital era. In this overall context, UNSURYA can prepare human resources who are responsive to change, ready to compete, and support the university's mission in a connected and digital era.

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