



Analysis Of Performance Improvement In Msmes In Digital Transformation Through The Role Of Human Resource Management In Mentored Partners

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ABSTRACT

This study aims to achieve several specific objectives. These objectives are to analyse the influence of Human Resource (HR) Management systems on Micro, Small, and Medium Enterprises (MSMEs) performance, evaluate the effectiveness of training on the performance of MSMEs, examine local government policy support for active HR management, and investigate the local and global factors that influence the digitally informed technological behaviour of the nurtured partners of the Cooperatives, Small and Medium Enterprises (SMEs) Office of Lubuklinggau City. As for the latter, this refers to the Lubuklinggau City partners nurtured by the Cooperatives. This research is study-based and of the qualitative approach. The findings indicate that the digital transformation of MSMEs in Lubuklinggau City is both a significant challenge and an immense opportunity. HR management strategies are an important key to optimizing the potential of MSME actors so that they can adapt and grow in the digital era. The limitations are a relatively small scope of research and a relatively short research time limit. This research contributes to providing knowledge from an academic perspective about the role of HR management strategies, efforts to improve MSME performance, and analysis of local government policies in supporting human resource management in the Fostered Partners of the Lubuklinggau City Cooperatives, Small and Medium Enterprises Office, and the performance Improvement in MSMEs in Digital Transformation through the Role of Human Resource Management in specific subject.

INTRODUCTION

The growth in Micro, Small, and Medium Enterprises (MSMEs) directly impacts the creation of new jobs and improves the economy, especially in developing areas with low levels of industrialization, helping to reduce unemployment. As cited in (Setyoko & Ranjani, 2023), strengthening the capabilities of MSMEs not only improves economic development in the area but also scales up the business operational level by creating new employment opportunities. With regard to this, product quality and innovations are critical as emphasized by Jusman & Fauziah, (2024) in their review on the use of digital payment systems by MSMEs, where they noted that distinctive local products are capable of competing at both local and international levels. Information technology constitutes a crucial pillar for improving MSMEs performance and productivity. Digital systems not only enable these businesses to manage their processes and respond to technological changes, but also ease the marketing processes. As noted strong HR leadership is essential in this regard because they build a strategic HR structure that fully capitalizes on technology. As discussed by Alyani et al., (2023), digital and good HR leadership strengthen the MSMEs, indicating that there is a strong connection between the employable skills and the performance of the enterprise.

The economic contribution of MSMEs is noteworthy; they constitute around 60% of Indonesia's Gross Domestic Product (GDP) and employ nearly 97% of the workforce. This highlights the need for their performance improvement within the scope of areas such as Lubuklinggau City, where MSMEs serve as catalysts for local economic resilience and growth. However, MSMEs need to adapt the most to the rapid changes of the digital era. Training programs specifically targeting HR development are essential for improving digital efficiency among entrepreneurs. Within Lubuklinggau City, MSMEs are registered through the local Office of Cooperatives and Small and Medium Enterprises constitute a dormant source of economic development. Their strategic guidance is essential for aiding the development of MSME, as underscored by the findings regarding the need for support institutions during the digital changeover period (Mahakittikun et al., 2020). In addition, the creation of such institutions demonstrates the effort of the government for improving MSME engagement which contributes to the overall economic recovery in the aftermath of COVID-19. There is a highlighted need for this type of research where it is pointed out that MSME are confronted with a large variety of obstacles during digital transitions which require thorough training for efficient adaptation.

In summary, the joint initiatives to focus on MSME performance through digitalization, human resource management, and institutional frameworks are crucial in augmenting the contribution of MSMEs to the economy. The innovative and technology-forward approaches of these enterprises will not only reinforce their market position, but also promote enduring economic development.

Table 1. Performance Indicators of the Lubuklinggau City Cooperatives, Small and Medium Enterprises office

No	Performance Indicators	Target 2020	2021	2022	Realization 2020	2021	2022
1	UKM Upgrades	133	146	161	135	150	107
2	Credit Value Distributed	8.375	8.569	8.671	240.74	243.67	245.78
3	Number of Assisted SMEs	600	605	623	72	75	76
4	The Value of MSME Working Capital	74.560	74.670	74.674	204.345	206.356	208.452

Source: Strategic Plan and Performance Accountability Report of the Lubuklinggau City Cooperatives, Small and Medium Enterprises Office, 2024

Table 1 above explains the Performance Indicators of the Lubuklinggau City Cooperatives, Small and Medium Enterprises Office, with four performance indicators, the first indicator is the number of SMEs upgraded, it can be seen that there is a decrease in performance in 2022, where the target number of SMEs is upgraded to 161 SMEs, but only 107 SMEs are upgraded. The second indicator explains the value of the credit disbursed, all the amount of credit values has increased significantly from an average of 8 (million) to 200 (million) on average, but if you look at the conditions in the field, how much of the increase can increase the contribution to GDP and the welfare of the community still needs to be studied further, especially whether the funds are optimized in terms of the use of technology, It still needs to be studied in depth.

Table 2. Performance Objectives and Targets of the Lubuklinggau City Cooperatives, Small and Medium Enterprises Office

No	Performance Indicators	Performance Conditions	
		Target	Realization
1	Increased competitiveness SME	177 Types of SMEs	161 Types of SMEs
2	Contribution of Cooperatives and SMEs to the GDP of Lubuklinggau City	6,9%	6,7%

Source: Strategic Plan and Performance Accountability Report of the Lubuklinggau City Cooperatives, Small and Medium Enterprises Office, 2024

Table 2 above explains the goals and performance targets of the Lubuklinggau City Cooperatives, Small and Medium Enterprises Office, there is a decrease in the number of items to increase the competitiveness of SMEs in 2023 where the target of SMEs that have high competitiveness is 177 SMEs, but the realization that can be achieved is only 161 SMEs, while the contribution of SMEs to the GDP is also not realized by 2%. This needs to be the attention of the Agency in the future so that it can be better.

The focus of this research is an Analysis of improving the Performance of the MSME Industry in Digital Transformation Through the Role of Human Resources Management in the Fostered Partners of the Lubuklinggau City Cooperatives, Small and Medium Enterprises Office.

LITERATURE REVIEW

Performance Enhancement Concept

To enhance organizational performance within micro, small, and medium enterprises (MSMEs), it is essential to implement a systematic approach centered on developing employee competencies through specific training programs. This approach is supported by Rachmawati, (2024), which highlights that improving managerial and communication competencies greatly strengthens the performance of MSMEs. Additionally, Herawati et al., (2023) stress the importance of effective communication, especially in the area of digital marketing, for business growth. Such training, which focuses on defined employee challenges and contexts, improves the skills of individuals and the operational performance of MSMEs as a whole (D. Rachmawati et al., 2023; Herawati et al., 2023).

Furthermore, the importance of effective leadership in enhancing organizational performance is critical. As noted in the study conducted by Kurniawati in 2021, there is a need for leaders to embrace motivational adaptive leadership styles that galvanize inspiration, foster motivation, and mitigate conflicts. Leaders providing a vision and direction enhances

engagement and productivity as well as operational efficiency. Integration of technology in the current dynamic business world is especially important for MSMEs striving to boost performance. The strategic adoption of technology, such as the automation of routine tasks and the analysis of data in real time, streamlines operational MSMEs and enhances internal communication, thus expediting decision-making (Riyadi et al., 2023; Tarso, 2024).

In this manner, the application of integrated information systems acts as a change catalyst which enhances operational effectiveness and improves the pace of decision-making (Suryawardani et al., 2021). Studies show that properly implemented digital marketing strategies are crucial elements for sustainability performance in MSMEs. As a case in point, the embracing of digital marketing and e-commerce by MSMEs has increased their reach and market share considerably. Focused digital marketing, including content marketing, social media marketing, and search engine optimization have proven effective in advancing competitive advantage for MSMEs, especially during the COVID-19 pandemic (Kussujaniatun et al., 2022; Pranata et al., 2024; Slamet et al., 2021).

In conclusion, promoting entrepreneurial competencies in digital marketing as well as effective leadership are the most important strategies within the context of the modern business challenges. The need for MSMEs to adopt digital technologies and alter their organizational structures goes beyond being advantageous to a prerequisite in order to survive within the competitive international market (Muis et al., 2022; Adhimursandi et al., 2024; Rahman & Mardiana, 2024). In this regard, the combination of digital leadership and employee training frameworks are fundamental to MSMEs' resilience and sustainability in the 21st century economy (Andika et al., 2021; Solekah et al., 2023; Razak, 2023).

Digital Transformation Concept

The integration of digital technologies into an organization's workflow brings about a profound change in how an organization functions, which simultaneously restructures its business models as well as its processes. Such a transformation not only aligns with the operational efficiencies as a team and innovates a company's products and services, but, above all, resonates with the ever changing and demanding market trends. The implementation of a digital-based information and management system in the academic space is crucial to streamline the services offered for the learning activities, thus driving creativity as well as servicing innovation. Fachridian et al. point out that there is an immediate urgency for educational institutions to adopt such systems in order to compete in and with the digitally driven world we live in, as well as to remain relevant. Additionally, an organizational culture that embraces technological advancements as well as promotes innovation is crucial in ensuring that an organization has the desired successful digital transformation.

Moreover, the integration of advanced technology requires a cultural shift and restructuring to the entire organization. Studies have indicated that the relationship of digital transformation and organization culture is interdependent, in that successful transformation is always associated with culture adaptational practices that are supportive of digital initiatives (Nuryadin, 2022). My optical objectives and their aims are interrelated of organizational change to reduce mechanistic rigidity. As a conclusion digit a transformation is both an operation and a strategic change that requires deploy of technology to transform culture and enhance organizational capabilities. Such digit a transformation coupled with focus on efficiency and creativity can create a competitive divide within the organization.

The Aspect of HR Training in the Sales Digitalization Transformation

Sales systems, in view of the digital transformation, are foundational to the management and automation of business-to-customer relationships. They encompass the traditional functions of prospecting and negotiation, as well as the sophisticated customer relationship management (CRM) systems and business analytics that augment sales. These

changes are inextricably linked to the emergence of digitalization and significantly alter how organizations execute their sales processes. Contemporary sales systems are increasingly being integrated with advanced technologies such as big data analytics and machine learning.

In the context of today's digital arena, the implementation of effective sales systems requires well-planned HR training programs. The training ensures personnel are skilled in management information systems, data analysis, and current sales technologies. These competencies are important, as the success of sales digitalization transformation is more than the readiness of HR to deploy employees to various systems; it requires ensuring employees have the necessary technology-related competencies, communication skills, and pragmatic social skills.

Each category of sales systems poses different difficulties and areas of learning for organizations. For example, the breadth and complexity comprehensive training of human resources and soft skills is essential for sales procedures in the e-commerce sphere. In addition, the adaptation and skills of the sales staff, which is basic in today's digital world, can be enhanced through novel training methods, especially online ones. The success of human resource interventions, such as the training and development programs, is impacted by the sales systems' complexity, which calls for specially designed robust skill development programs.

As these sales systems highlight, human resource management needs to be integrated with sales functions critically impacts the training and development programs for sales professionals. Creating conditions for sales teams to incessantly adapt and learn pivot towards technological change will assist the companies to cope with the rising tide of digital consumers in today's fierce marketplace (Prasanti et al., 2019).

METHODS

The current research adopts a qualitative approach, which is most useful for understanding social phenomena from the participants' perspectives and for investigating meanings and experiences in context (Hearld & Rathert, 2021). Data collection occurs in the environment representative of the phenomena, making it impossible to manipulate variables in a way that disrupts the authenticity of participants' responses (Falcón, 2020). This qualitative research aims to uncover participants' subjective meanings and richly describe the social situation or phenomenon being studied (Permata & Mukhlis, 2023). To enhance the qualitative aspect, this research utilizes a more comprehensive method of data collection that integrates interviews, observations, and document scrutiny. These methods allow scholars to gather rich and complex data that can serve as a foundation for subsequent theory building (Islam et al., 2021). The research is conducted with twelve informants from different types of Micro, Small, and Medium Enterprises (MSMEs) in Lubuklinggau, which enhances the local business context (Vandermause et al., 2024).

In addition, analyzing qualitative data is regarded as multifaceted and incorporates several critical elements of its description to achieve a deep grasp of the phenomena under analysis. Typically, this approach is inductive and thematic, progressing from the data gathered to the leaner and conclusive analyses which are repeatedly crafted (Pearse, 2021; Mwita, 2022). In this study, the analytical framework as set forth by Miles and Huberman has been used, which provides a step-by-step approach to analyzing qualitative data without losing the meaning of the participants' responses (Finn et al., 2022). In closing, this study illustrates the implementation of qualitative methods to investigate juxtaposed sociocultural issues and makes an important contribution towards the understanding of MSMEs in the local setting of Lubuklinggau. By attending to the narratives of the participants and strengthening the methods used, the study seeks to produce more relevant and wider in scope, practical concepts in research (Hearld & Rathert, 2021; Zarestky, 2022).

RESULTS

The following is explained the identity of the respondents who are the research informants in this study:

Phase 1 Interview

Table 3. Identity of Informant Phase 1

Informant	Identity	Education	UKM Name's	UKM Type's	UKM Long Standing's	Interview Time
1	Lida	Magister	Long Coffee	SME Coffee Powder	7 Years	July 1, 2025, 4:00 p.m. WIB
2	Vetty	Bachelor's degree	Violetta Bucket	Floris SME	4 Years	July 1, 2025, 4:00 p.m. WIB
3	Nova	Bachelor's degree	Qkiss Kitchen	Trendy Snack SME	7 Years	July 1, 2025, 4:00 p.m. WIB
4	Maria	Diploma	M'Ecotik	Textile Fashion SME	5 Years	July 2, 2025, 4:00 p.m. WIB
5	Sari Rama	Bachelor's degree	Uwings Story	Handicraft Small Business	5 Years	July 2, 2025, 4:00 p.m. WIB
6	Retno	Bachelor's degree	Our decor	Services	7 Years	July 2, 2025, 4:00 p.m. WIB

Source: Interview, 2025

The table above explains the identity of the informants, for the first stage, 6 informants representing each type of MSMEs are experienced and sustainable (business time is more than 2 years).

Phase 2 Interview

Table 4. Identity of Informant Phase 2

Informant	Identity	Education	UKM Name's	UKM Type's	UKM Long Standing's	Interview Time
1	Ririn	Bachelor's degree	the Prince's Kitchen	Small Business Bakery	7 Years	July 3, 2025, 4:00 p.m. WIB
2	Novianti	Bachelor's degree	MC kitchen	Culinary	2 Years	July 3, 2025, 4:00 p.m. WIB
3	Roza Anita	Bachelor's degree	Zika Snack	Snacks	2 Years	July 3, 2025, 4:00 p.m. WIB
4	Selby	Bachelor's degree	Daily meals	Souvenirs	4 Years	July 4, 2025, 4:00 p.m. WIB
5	Valen	Bachelor's degree	Valen Tailor	Tailor	5 Years	July 4, 2025, 4:00 p.m. WIB
6	Popi	Bachelor's degree	Nana's Kitchen	Culinary	1 Years	July 4, 2025, 4:00 p.m. WIB

Source: Interview, 2025

The table above explains the identity of the informants for the second stage, 6 informants representing each type of MSMEs are experienced and sustainable (business time is at least 1 year).

DISCUSSION

The role of HR management strategies in improving the performance of MSMEs in the era of digital transformation in the Fostered Partners of the Lubuklinggau City Cooperatives, Small and Medium Enterprises Office

The Office of Cooperatives and Small and Medium Enterprises of Lubuklinggau City provides micro, small and medium enterprises (MSMEs) with a variety of training programs aimed at increasing their abilities and skills. The training programs offered include managerial and marketing seminars, finance courses, and workshops on various skills, including cake and batik making. The training programs offered reflect the dedication of the agency in to human resource development for MSMEs (Sutrisno, 2023). It has been observed, however, that the Office of Cooperatives and Small and Medium Enterprises of Lubuklinggau City does not offer training on a regular basis. Concerns have been noted regarding the training provided for the certification process, and in particular, the marketing and management support offered for the training (Wulandari et al., 2024). This reinforces the need for the agency to enhance their mentorship for MSMEs partners. Strong mentoring is vital in the promotion of individual management in the organized systems (Suryawardani et al., 2021).

The role of human resources management strategies becomes critical in enhancing the performance of micro, small, and medium enterprises (MSMEs) in the context of digital transformation. There is still the issue of low digital literacy, funding issues, and resistance to change. In relation to removing these issues, some of the barriers, strategic approaches of staged training and sensitization initiatives on the importance of digital platforms to all MSME stakeholders could prove beneficial. These interventions could improve the MSMEs' responsiveness to changing market conditions and technology (Rahman & Mardiana, 2024). The focus of the strategies could prove to be very helpful for the Lubuklinggau City Cooperatives, Small and Medium Enterprises Office, thus enabling the MSMEs to be more resilient and competitive in the face of rapid digital transformation. This contributes to, within the region, enhanced economic stability and growth, in turn, targeted all-inclusive growth through capacity building interventions (Hamdani et al., 2023).

Efforts to Improve MSME Performance through HR Training in Preparing MSMEs to Carry Out Digital Transformation at the Fostered Partners of the Lubuklinggau City Cooperatives, Small and Medium Enterprises Office

Within the scope of fostering Small and Medium Enterprises (SMEs) in Indonesia, the function of the Lubuklinggau City Cooperatives and Small and Medium Enterprises Office is pivotal. This office undertakes active supportive measures to improve the functioning and accessible markets of Micro, Small, and Medium Enterprises (MSMEs). These efforts include ongoing coaching, socialization regarding available market prospects, entrepreneurship and technology training, as well as provided equipment to improve production capabilities (Hendra et al., 2022; Hilmi et al., 2022). These efforts enhance the capabilities, skills of the MSMEs as well as nurture entrepreneurial culture in the community.

Additionally, the Office's collaboration with stakeholders such as BPOM, local banks, and entrepreneurs from modern retail outlets is indispensable for the thorough progression of MSMEs (Wulandari et al., 2024; Majid et al., 2022). This collaboration is instrumental toward the realization of several goals, particularly the implementation of advanced research and promotional activities through hotels and organized exhibitions, which greatly enhance the visibility and market reach of MSMEs. Through the development of a networking system among stakeholders, MSMEs improve their access to marketing resources and financial capital, thus improving their operational sustainability within a competitive market (Suryawardani et al., 2021; Nurhasanah et al., 2023).

For MSMEs, the effective implementation of digital marketing is critical, especially pertaining to the socio-economic conditions following the pandemic. Focused training on marketing via the internet has demonstrably enhanced the sales potential of MSMEs because it improves their visibility and engagement online (Kussujaniatun et al., 2022; M. Rachmawati, 2024). The use of e-commerce facilitates direct interaction between MSMEs and consumers from different regions, which overcomes the spatial barriers that once impeded the growth of these businesses (Wahyudin et al., 2022). This change in approach highlights the critical need for relative technological skills and expertise, particularly for the continued growth and survival of MSMEs in a digitally dominated marketplace (M. Rachmawati, 2024; Ramadhanti et al., 2024).

In conclusion, the initiatives undertaken by the Office of Cooperatives and SMEs of Lubuklinggau City serve as a model for improving the performance and sustainability of local MSMEs. With the combination of direct and indirect local support, collaboration among stakeholders, and the application of relevant technologies, these initiatives help position MSMEs to better respond to market challenges and growth potential.

Local government policies in supporting human resource management to improve the performance of MSMEs during the digitization process in the Fostered Partners of the Lubuklinggau City Cooperatives, Small and Medium Enterprises Office

Reformulation of the excerpts shows an alarming issue in the amount of assistance given to MSMEs in Lubuklinggau. Micro, Small, and Medium Enterprises (MSMEs) are mostly not helped by the City Cooperatives and Small and Medium Enterprises Office. If assistance is given, it usually only involves the provision of tools, business capital, and various training programs, and in some instances, sewing machines are provided. More importantly, the aid routines provided are focused on enhancing the operational capabilities of MSMEs (Radhitya et al., 2024; Assagaf et al., 2022; Izzah & Irfany, 2024; Widiarty, 2024). Notably, such assistance is provided through direct contact, cash aid programs, and even WhatsApp broadcasts (Widiarty, 2024; Hidayat et al., 2024). Without a question, these types of assistance are vital because the effective management of human resources is essential to the digital transformation of MSMEs. Skilled human resources that are able to manage and implement the requisite technological changes offer improved operational efficiencies and greater access to digital markets (Anwar et al., 2024; Santoso et al., 2021)).

Although these studies highlight the role of human resource management and infrastructure support, there remains an insufficient level of aid in developing adaptive HR frameworks aimed at meeting technological milestones (Eris et al., 2023; Anwar et al., 2024). The Cooperative Office must serve as the catalyst and simultaneously bears an important responsibility in the provision of aid and support, which are critical to development and enduring competitive advantage in the changing environment (Widiarty, 2024; Mardianto et al., 2023; Santoso et al., 2021). The effectiveness of such support systems can be enhanced through formal evaluations performed by the Lubuklinggau City Office, which looks at the effectiveness and impact of aid provided to MSMEs (Hidayat et al., 2024; Mardianto et al., 2023). This evaluation is important to drive the success of MSMEs in achieving the desired outcomes with their assisted strategies.

In addition, the legal support provided by the government of Lubuklinggau City is essential for ensuring the operational continuity of MSMEs. Such protection helps curb unfair competition and creates an environment that is favorable for the longevity and development of MSMEs. Legal provisions like halal certification required by law number 33 of 2014 show the government's effort towards creating frameworks that protect the welfare of citizens as consumers while safeguarding the reputation of the producers in the market (Prawiro & Fathudin, 2023). Hence, the considerable support from outside the agency combined with sound internal MSME management techniques leads to sharp creativity, compliance, and innovative development of the halal industry system ecosystem in Lubuklinggau (Prawiro & Fathudin, 2023).

Weaknesses, opportunities, and challenges faced by MSMEs in implementing digital technology in the Fostered Partners of the Lubuklinggau City Cooperatives, Small and Medium Enterprises Office

Lubuklinggau City's Micro, Small, and Medium Enterprises (MSMEs) in particular those identified as supported partners of the Department of Cooperatives, have a number of core weaknesses. Some of these weaknesses are: insufficient business capital, poor marketing, dependence on foreign region raw materials, limited access to financial institutions, and lack of product longevity. Moreover, in terms of quality and sustainability, the assistance provided is still lacking. There is inequitable assistance distribution, especially with regard to training, technological guidance, and innovation. Moreover, the inability to innovate coupled with a lack of natural resources to aid the process is a substantial challenge facing MSMEs (Sutrisno, 2023; Munthe et al., 2022; Suwandi, 2024).

To leverage potential opportunities, MSMEs in Lubuklinggau need to analyze market trends and identify areas where they can optimally operate. Businesses in this region can strategically leverage market trends to seize potential opportunities. Analyzing and adapting business management measures and making strategic visionary changes in response to business and market shifts enables MSMEs to thrive as highlighted by Rosita et al., (2024). Enhanced collaboration among formal sectors and the hospitality industry, as well as proper management of natural resources, can refine opportunity recognition. Sutrisno, (2023), also found that business mentorship positively impacts the growth of MSMEs, underscoring the need for trained professionals in the region.

Integrating creativity and proper planning enables the Department of Cooperatives and the MSMEs in Lubuklinggau city to assist in strategically identifying workshop areas that need to be approached for optimally meeting the purpose. Gaps MSMEs need fill need proper strategic marketing planning as uncovered issues and in to fulfill unmet objectives. There are various factors that need to be creatively integrated in aiding the recognition of a potential business opportunity (Harisandi et al., 2023; Maulida et al., 2023). Enhanced strategic planning is of the essence when addressing issues of the vision misalignment, weak brand perception, limited competition, workforce rally, insufficient financial capital, and subpar time management (Harmadji et al., 2022).

The additional difficulties encountered by MSMEs span from lack of funding to facing fierce rivalry from other MSMEs and large corporations, poor marketing management, and inadequate technology application (Harmadji et al., 2022; Kartini & Wijaya, 2023). As a result, MSME-supporting institutions, the government, and the society at large need to work together to offer effective and sustainable mentoring for MSMEs so that they are able to shift and expand in this competitive economic environment (Mansur et al., 2021).

CONCLUSION

Digital transformation provides great opportunities as well as challenges for MSMEs in Indonesia, including in Lubuklinggau City. HR management strategies are an important key to optimizing the potential of MSME actors so that they can adapt and grow in the digital era. The Lubuklinggau City Cooperatives and SMEs Office has a strategic role in building an ecosystem that supports the sustainable strengthening of MSME human resources. Digital transformation is not only the demand of the times, but also a great opportunity for MSMEs to grow and develop. In facing this era, human resource training is an important pillar that must be strengthened. The Lubuklinggau City Cooperatives and SMEs Office has a strategic responsibility in designing and implementing relevant, practical, and sustainable training programs.

LIMITATION

This research has limitations. first, the scope of research is only in one area, the scope of the concept is still limited to the transformation process and has not been sustainable, and the research time is still relatively short.

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