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## The Influence of SHRM and Organizational Culture on Digital HR Transformation

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# The Influence of SHRM and Organizational Culture on Digital HR Transformation in Public Sector Agencies

SHRM & Culture in  
Public Sector Digital  
Transformation

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## ABSTRACT

The digital era demands innovative human resource management strategies and supportive organizational cultures to enhance public sector efficiency, yet their integration remains underexplored in local government contexts. This study aims to examine how strategic human resource management and organizational culture drive digital human resource management transformation in North Toraja Regency, focusing on developing an integrative model to improve bureaucratic responsiveness. A quantitative approach with a causal-associative design was employed, involving 359 civil servants selected through purposive sampling. Data were collected via questionnaires and analyzed using Structural Equation Modeling-Partial Least Squares. The findings confirm that strategic human resource management positively influences digital human resource management transformation by enhancing workforce digital capabilities. Organizational culture also significantly contributes by fostering adaptability and openness to technological change. Additionally, strategic human resource management shapes a collaborative and innovative culture, strengthening transformation efforts. These results highlight the synergy of strategic human resource management and organizational culture in advancing digital transformation in North Toraja's local government. The study concludes that aligning human resource strategies with cultural reforms is essential for effective digital transformation, offering practical insights for local governments to enhance digital competencies and bureaucratic efficiency.

**Keywords:** Digital Transformation, Organizational Culture, Public Sector, Human Resource Management.

## ABSTRAK

Era digital menuntut strategi manajemen sumber daya manusia yang inovatif dan budaya organisasi yang mendukung untuk meningkatkan efisiensi sektor publik, namun integrasinya masih kurang dieksplorasi dalam konteks pemerintah daerah. Penelitian ini bertujuan untuk mengkaji bagaimana manajemen sumber daya manusia strategis dan budaya organisasi mendorong transformasi manajemen sumber daya manusia digital di Kabupaten Toraja Utara, dengan fokus pada pengembangan model integratif untuk meningkatkan responsivitas birokrasi. Pendekatan kuantitatif dengan desain kausal-asosiatif digunakan, melibatkan 359 pegawai negeri sipil yang dipilih melalui purposive sampling. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan structural equation modeling dengan partial least squares. Temuan ini menegaskan bahwa manajemen sumber daya manusia strategis secara positif memengaruhi transformasi

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## 2 SHRM & Culture in Public Sector Digital Transformation

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manajemen sumber daya manusia digital dengan meningkatkan kapabilitas digital tenaga kerja. Budaya organisasi juga berkontribusi secara signifikan dengan mendorong kemampuan beradaptasi dan keterbukaan terhadap perubahan teknologi. Selain itu, manajemen sumber daya manusia strategis membentuk budaya kolaboratif dan inovatif, yang memperkuat upaya transformasi. Hasil ini menyoroti sinergi manajemen sumber daya manusia strategis dan budaya organisasi dalam memajukan transformasi digital di pemerintah daerah Toraja Utara. Studi ini menyimpulkan bahwa menyelaraskan strategi sumber daya manusia dengan reformasi budaya sangat penting untuk transformasi digital yang efektif, menawarkan wawasan praktis bagi pemerintah daerah untuk meningkatkan kompetensi digital dan efisiensi birokrasi.

**Kata Kunci:** Transformasi Digital, Budaya Organisasi, Sektor Publik, Manajemen Sumber Daya Manusia.

### INTRODUCTION

Management science continues to evolve in response to the dynamics of time and shifts in the strategic environment. Since the emergence of classical management theory, which emphasized efficiency and productivity, scholarly attention has gradually expanded toward human behavior, organizational culture, and more adaptive strategies for managing Human Resources (HR) (Wren & Bedeian, 2020). This paradigm shift affirms that organizational success is no longer determined solely by structure or formal procedures but also by the capacity to manage people as strategic assets capable of generating added value (Wright et al., 2001; Armstrong, 2022). Contemporary organizations, particularly in the public sector, face increasing pressure to integrate digital technologies into their operations, making human resource management a critical driver of innovation and efficiency (Vial, 2019).

The digital era has brought fundamental changes in how organizations operate, interact, and deliver services (Fenech, 2022). In the public sector, digitalization is reflected in e-government initiatives, digital service delivery, and the implementation of smart governance emphasizing information openness, citizen participation, and service responsiveness (Heeks, 2006). These demands are particularly relevant for Indonesian local governments, where decentralization policies encourage innovation in governance. Within this context, North Toraja Regency faces both challenges and opportunities in adopting digital transformation to improve public service quality amid its distinctive social and cultural settings. The integration of technologies, such as artificial intelligence and digital platforms, further accelerates the need for adaptive HR strategies to support these changes (Kaplan & Haenlein, 2019).

Nevertheless, technological infrastructure alone does not guarantee successful digital transformation. Human resources remain the decisive factor in determining the effectiveness of digital innovation. According to Prasetyo and Haun (2021), weaknesses in Indonesian local bureaucracies, such as low digital literacy among civil servants and resistance to change, hinder effective digitalization. Similarly, Rokhman (2011) notes that rigid hierarchical cultures and limited technological adoption pose significant barriers to e-government implementation in developing countries like Indonesia. These studies highlight a critical research gap: while technological and structural aspects of digital transformation are widely explored, the interplay between Strategic Human Resource Management (SHRM) and organizational culture in facilitating digital HR transformation in local government contexts, particularly in regions like North Toraja with unique socio-cultural dynamics, remains underexplored. This gap underscores the need for an integrative approach that aligns HR strategies with cultural reforms to drive digital transformation.

Strategic human resource management emerges as a conceptual framework to address these challenges, emphasizing alignment between organizational strategy and HR policies (Wright et al., 2001). Through SHRM, local governments can design digital-based recruitment systems, enhance technological competencies, and implement electronic

2 performance management. This systematic approach facilitates digital capacity-building and smoother adaptation to technological change. However, the literature underscores that SHRM cannot achieve its full potential without a supportive organizational culture (Denison, 1990). An innovative, open, and collaborative culture fosters acceptance of change, whereas rigid bureaucratic norms risk becoming major obstacles.

4 This study aims to address the research gap by formulating and empirically testing an integrative model that links SHRM and organizational culture to enhance digital HR management transformation in local government institutions, specifically in North Toraja Regency. To achieve this, the study pursues four objectives: first, to identify SHRM practices relevant for digital transformation in North Toraja, including digital recruitment, competency development, and electronic performance management; second, to examine cultural dimensions that support change, such as innovation, adaptability, and collaboration; third, to develop an integrative model linking SHRM and culture to digital HR transformation outcomes; and fourth, to empirically test this model through a quantitative approach in local government institutions. By focusing on North Toraja's unique bureaucratic and cultural context, this research seeks to contribute both theoretically, by extending SHRM and organizational culture frameworks, and practically, by offering actionable strategies for local governments to foster digital competencies and innovative cultures.

13 This study contributes to expanding SHRM literature by incorporating organizational culture as a determinant of digital transformation success in the public sector. It also enriches cultural studies by examining how local bureaucratic norms adapt to digitalization demands. The findings are expected to assist local governments in designing adaptive HRM strategies, strengthening digital competencies among civil servants, and fostering innovative organizational cultures. The novelty of this study lies in its integrative model linking SHRM and organizational culture to support digital HR management transformation in local public sectors.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### SHRM and Digital HR Management Transformation

6 The relationships between Strategic Human Resource Management (SHRM), organizational culture, and digital HR transformation are central to this study. According to Ulrich and Dulebohn (2015), SHRM practices, such as competency-based recruitment and electronic performance systems, directly enhance digital transformation by equipping employees with the necessary skills and tools. Studies show that SHRM fosters workforce readiness for digitalization, particularly in public sector contexts where technological adoption is critical (Marler & Parry, 2016; Strohmeier, 2020). For instance, digital performance evaluation systems streamline HR processes and improve accountability, directly contributing to transformation outcomes (Kehoe & Wright, 2013).

19 The adoption of SHRM practices is increasingly recognized as a critical enabler of digital HR transformation (Kismono et al., 2024; Suparman et al., 2024). Nastase et al. (2025) argue that technology-enabled SHRM, including continuous reskilling, digital performance systems, people analytics, and digital recruitment, redefines HR's role and serves as a strategic bridge between emerging technologies and human capital, thus enabling organizations to transform and sustain competitive advantage. Recent studies by Supriyadi (2024) show that the integration of Human Resource Management Information Systems/Electronic Human Resource Management (HRIS/e-HRM) and digital HRM transformation significantly improves the operational efficiency and effectiveness of HR processes, including decision-making, performance appraisal, and talent management. Recent quantitative research by Ruiz et al. (2024) also demonstrates that a digital HR strategy explicitly incorporating digitalization into HR practices positively impacts overall organizational performance, supporting the hypothesis that SHRM contributes to digital HR management transformation. Thus, when organizations implement SHRM that is aligned with digitalization, including investment in digital systems, employee

training, and strategic policies for transformation, improvements in the efficiency, productivity, and effectiveness of the HR function are expected.

H1: Strategic human resource management has a positive and significant effect on digital HR management transformation.

### Organizational Culture and Digital HR Management

Organizational culture, as defined by Schein (2010), refers to shared values, beliefs, and relationships. According to Ulrich and Dulebohn (2015), SHRM practices, such as competency-based recruitment and electronic performance systems, directly enhance digital transformation by equipping employees with the necessary skills and tools. Studies show that SHRM fosters workforce readiness for digitalization, particularly in public sector contexts where technological adoption is critical (Marler & Parry, 2016; Strohmeier, 2020). For instance, digital performance evaluation systems streamline HR processes and improve accountability, directly contributing to transformation outcomes (Kehoe & Wright, 2013).

In concrete HR contexts, research by Pahlan et al. (2025) demonstrates that an adaptive organizational culture positively influences the performance of HR managers during digital transformation. Their findings imply that when organizational culture supports adaptability and digital readiness, HR units can shift from traditional, administrative roles toward more strategic, technology-enabled functions, which is central to digital HR management transformation. Additionally, broader organizational performance studies highlight that the transformation of organizational culture in the digital era enhances overall productivity, competitiveness, and capacity for innovation (Fatchurrohman et al., 2025).

Organizational culture also plays a pivotal role in digital transformation. Naranjo-Valencia et al. (2016) argue that cultures emphasizing innovation and adaptability enable organizations to adopt new technologies effectively. In public sector bureaucracies, collaborative and open cultures reduce resistance to change and support digital initiatives (Mergel, 2016). Gupta and Gupta (2019) further note that a strong organizational culture enhances the effectiveness of HR strategies by fostering employee engagement.

H2: Organizational culture has a positive and significant effect on digital HR management transformation.

### Strategic Human Resource Management and Organizational Culture

The foundation of this study lies in theories of Strategic Human Resource Management (SHRM) and organizational culture, which provide a framework for understanding digital HR transformation. According to Wright and McMahan (2011), SHRM involves aligning HR practices, such as recruitment, training, and performance evaluation, with organizational goals to enhance competitiveness. This theory emphasizes human resources as strategic assets that drive organizational success through systematic practices like workforce planning and digital-based appraisals (Paauwe & Boselie, 2005). SHRM is particularly relevant in the public sector, where aligning HR strategies with digitalization goals can improve service delivery and efficiency (Knies et al., 2024). For instance, digital recruitment systems and technology-driven training programs enable organizations to build a workforce capable of adapting to digital demands (Bondarouk & Brewster, 2016).

Additionally, SHRM shapes organizational culture by embedding values like innovation into HR practices. For example, digital training programs can cultivate a culture of adaptability (Elshifa et al., 2024). Mirzapour (2019) and Aboramadan and Kundi (2020) highlight that SHRM practices influence cultural dimensions like involvement and mission clarity, which are essential for transformation. These relationships underscore the need for an integrative approach to digital HR transformation.

H3: Strategic human resource management has a positive and significant effect on organizational culture.

The research framework integrates SHRM, organizational culture, and digital HR transformation to explain their interrelationships in local government contexts. According to Al-Kahtani et al. (2022), SHRM practices, such as workforce planning and digital training, directly influence digital HR transformation by enhancing technological capabilities. Simultaneously, organizational culture, characterized by adaptability and collaboration, supports the adoption of digital tools (Al-Ali et al., 2017). SHRM also shapes culture by fostering values that align with digital goals (Adila & Putri, 2024). This framework, depicted in Figure 1, illustrates the direct effects of SHRM on digital HR transformation and organizational culture, as well as the direct effect of organizational culture on transformation.

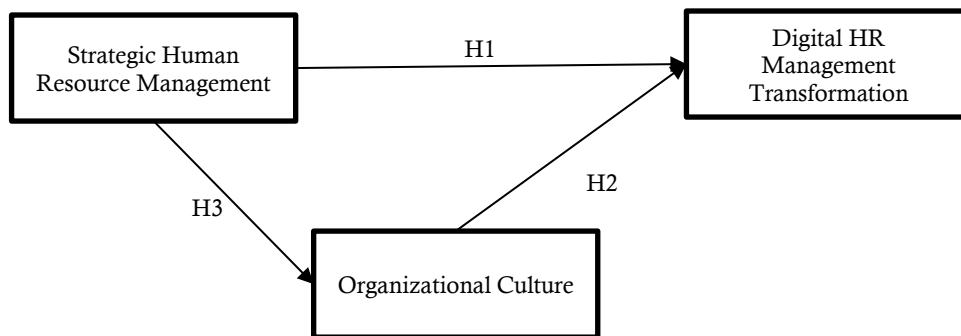


Figure 1. Research Framework

The framework is grounded in the context of North Toraja Regency, where local bureaucratic challenges, such as low digital literacy, necessitate a synergy between SHRM and culture (Prasetyo & Haun, 2021). It posits that SHRM practices, like competency-based recruitment, build a digitally capable workforce, while an innovative culture reduces resistance to change (Nawaz et al., 2024). The framework also acknowledges the influence of SHRM on culture, as strategic HR initiatives can cultivate values like adaptability (Bondarouk & Brewster, 2016). By testing this framework, the study aims to provide insights into how SHRM and organizational culture drive digital HR transformation in public sector settings, particularly in regions with unique socio-cultural dynamics like North Toraja.

**RESEARCH METHODS**

This study adopted a quantitative approach with a causal-associative design to examine the relationships among Strategic Human Resource Management (SHRM), organizational culture, and digital HR management transformation in North Toraja Regency’s local government institutions. The choice of North Toraja was driven by its ongoing bureaucratic transition, unique organizational culture, and the urgent need to implement SHRM and digital transformation to enhance HR governance. A survey method was used, employing structured questionnaires distributed purposively to civil servants in agencies responsible for public service delivery and HR management. To address potential bias, purposive sampling targeted respondents with relevant roles, but this may limit generalizability due to the exclusion of less experienced employees (Sekaran & Bougie, 2016).

The study population included 3.460 active civil servants in North Toraja, as reported by Statistics Indonesia (2023). Using Slovin’s formula with a 5% error margin, a minimum sample of 359 respondents was selected based on three criteria: holding structural or functional roles in HR decision-making, having at least three years of service, and being

2 SHRM & Culture in Public Sector Digital Transformation

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familiar with digital technologies in daily tasks. The questionnaire, adapted from validated studies, measured SHRM through indicators like workforce planning based on organizational needs, competency-based recruitment, digital training programs, and digital performance appraisals, drawing from Wright and McMahan (2011). Organizational culture was assessed using indicators such as employee participation, value alignment, adaptability to technological change, and mission clarity, based on Denison (1990). Digital HR transformation was evaluated through indicators like ICT use in HR administration, technology-based service innovation, and workforce digital readiness, adapted from Vial (2019). All items used a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) to capture perceptions (Joshi et al., 2015).

Data collection involved securing formal approval from the North Toraja government, briefing agency heads, and distributing questionnaires in print and electronic formats over one month, with reminders to ensure response completeness. Respondent anonymity and data confidentiality were maintained, and duplicate responses were eliminated during data cleaning. Data analysis used Structural Equation Modeling with Partial Least Squares (SEM-PLS) via SmartPLS 4.0, chosen for its suitability with moderate sample sizes and non-normal data distributions, as the study did not assume normality (Hair et al., 2019). The analysis included outer model evaluation (assessing validity and reliability) and inner model evaluation (testing causal paths), with significance determined at  $p < 0.05$ .

**RESULTS**

This section presents the findings from the quantitative analysis of Strategic Human Resource Management (SHRM), organizational culture, and digital HR management transformation in North Toraja Regency’s local government institutions. The study employed a survey of 359 civil servants, analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS) via SmartPLS 4.0. The results are organized into three key areas: a descriptive analysis of respondent characteristics, outer model evaluation for instrument validity and reliability, and inner model evaluation with hypothesis testing. These findings, supported by tables and a path model, provide insights into the relationships among the study’s variables and their implications for digital transformation in the public sector.

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**Table 1.** Distribution of Respondents’ Characteristics

Characteristic	Category	Frequency (n=359)	Percentage (%)
Gender	Male	201	56.0
	Female	158	44.0
Age	≤ 30 years	54	15.0
	31–45 years	147	40.9
	46–55 years	121	33.7
	> 55 years	37	10.3
Education	High School (or equivalent)	21	5.9
	Diploma (D3)	32	8.9
	Bachelor’s (S1)	214	59.6
	Master’s (S2)	92	25.6
Position	General Functional	162	45.1
	Specific Functional	127	35.4
	Structural	70	19.5
Years of Service	3–5 years	100	27.9
	6–15 years	163	45.4
	> 15 years	96	26.7

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The descriptive analysis of respondents provides a general overview of the civil servants who participated in the study, selected through purposive sampling based on criteria such as holding structural or functional positions, having at least three years of service, and using digital technologies in their work. As shown in Table 1, the sample comprised 359 respondents, with 201 males (56.0%) and 158 females (44.0%), indicating

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a balanced gender representation. The majority, 147 respondents (40.9%), were aged 31–45 years, followed by 121 respondents (33.7%) aged 46–55 years, 54 respondents (15.0%) under 30 years, and 37 respondents (10.3%) over 55 years. Educationally, 214 respondents (59.6%) held bachelor’s degrees, 92 (25.6%) had master’s degrees, 32 (8.9%) had diplomas, and 21 (5.9%) had high school education or equivalent, reflecting a highly educated workforce. Regarding job positions, 162 respondents (45.1%) were in general functional roles, 127 (35.4%) in specific functional roles, and 70 (19.5%) in structural roles. For years of service, 163 respondents (45.4%) had 6–15 years, 100 (27.9%) had 3–5 years, and 96 (26.7%) had over 15 years. These characteristics, detailed in Table 2, suggest a diverse and experienced sample, providing a strong foundation for understanding digital transformation dynamics (Statistics Indonesia, 2023). However, variations in age and education may influence digital readiness, suggesting the need for inclusive training strategies.

Table 2. Summary of Outer Model

Latent Variable	Loading Factor (≥0.70)	AVE (>0.50)	CR (>0.70)	Cronbach’s Alpha (>0.70)	Remark
SHRM	0.72–0.83	0.58	0.89	0.85	Valid & Reliable
Organizational Culture	0.74–0.84	0.60	0.91	0.88	Valid & Reliable
Digital HRM Transformation	0.75–0.86	0.62	0.92	0.89	Valid & Reliable

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The outer model evaluation assessed the validity and reliability of the research instruments, ensuring they accurately measured SHRM, organizational culture, and digital HR transformation. As presented in Table 2, all indicators achieved loading factor values between 0.72 and 0.86, exceeding the threshold of 0.70 for convergent validity. The Average Variance Extracted (AVE) values were 0.58 for SHRM, 0.60 for organizational culture, and 0.62 for digital HR transformation, all above 0.50, indicating that the latent variables explained more than half of their indicators’ variance. Reliability was confirmed with Cronbach’s Alpha values of 0.85 for SHRM, 0.88 for organizational culture, and 0.89 for digital HR transformation, and Composite Reliability (CR) values of 0.89, 0.91, and 0.92, respectively, all surpassing 0.70. To ensure robustness, data were checked for outliers, with no significant anomalies detected, supporting the reliability of the instruments (Hair et al., 2019). These results, summarized in Table 2, confirm that the instruments were valid and reliable for further analysis.

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Table 3. Summary of Inner Model

Endogenous Variable	R <sup>2</sup>	Interpretation
Organizational Culture	0.707	Strong
Digital HRM Transformation	0.721	Strong

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The inner model evaluation examined the relationships among the latent variables, focusing on predictive power and hypothesis testing. As shown in Table 3, organizational culture had an R<sup>2</sup> value of 0.707, indicating that 70.7% of its variance was explained by SHRM, while digital HR transformation had an R<sup>2</sup> value of 0.721, suggesting that 72.1% of its variance was explained by SHRM and organizational culture. These R<sup>2</sup> values indicate strong predictive power. Figure 2 visually depicts these relationships, showing path coefficients between SHRM, organizational culture, and digital HR transformation. The figure illustrates that SHRM directly influences digital HR transformation ( $\beta = 0.412$ ) and organizational culture ( $\beta = 0.562$ ), while organizational culture also directly affects digital HR transformation ( $\beta = 0.478$ ), with arrows indicating the strength and direction of these relationships. The model’s predictive relevance (Q<sup>2</sup>) further supported its robustness, ensuring the findings were reliable for hypothesis testing (Hair et al., 2019).

2 SHRM & Culture in Public Sector Digital Transformation

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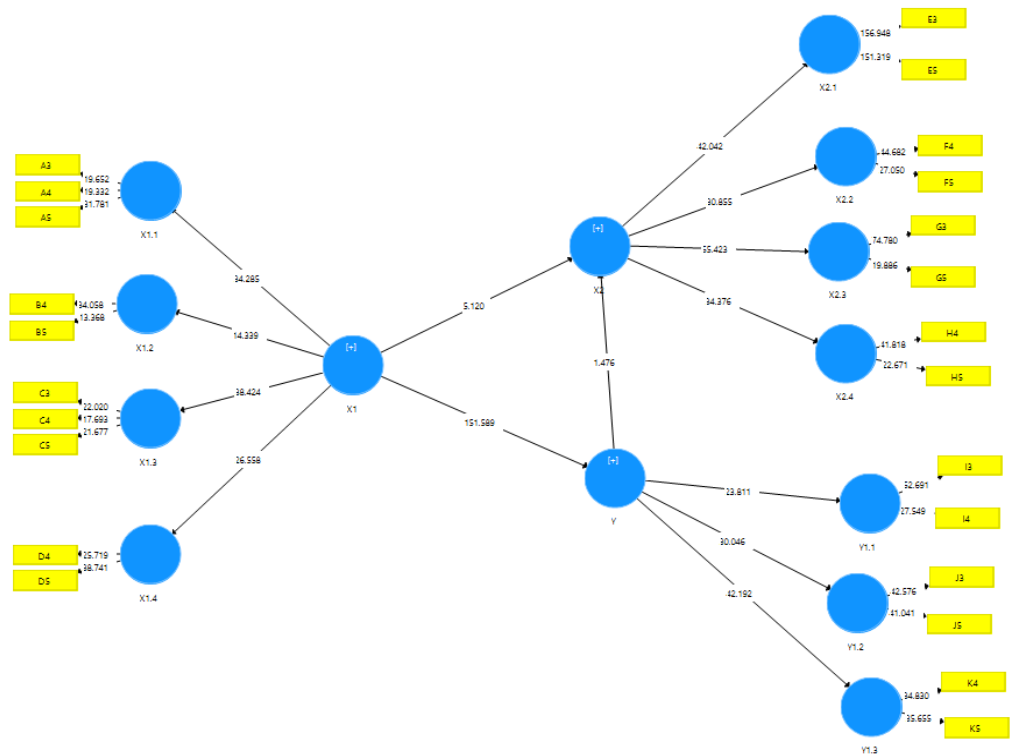


Figure 2. SEM-PLS Path Model

Table 4. Hypothesis Testing

Hypothesis	Path Tested	Path Coefficient ( $\beta$ )	T-Statistic	p-Value	Result
H1	SHRM $\rightarrow$ Digital HRM Transformation	0.412	8.21	0.000	Accepted
H2	Organizational Culture $\rightarrow$ Digital HRM Transformation	0.478	9.35	0.000	Accepted
H3	SHRM $\rightarrow$ Organizational Culture	0.562	11.04	0.000	Accepted

Hypothesis testing, presented in Table 4, evaluated the significance of the proposed relationships. The first hypothesis (H1), that SHRM has a positive and significant effect on digital HR transformation, was supported with a path coefficient ( $\beta$ ) of 0.412, a T-statistic of 8.21, and a p-value of 0.000 ( $p < 0.05$ ). The second hypothesis (H2), that organizational culture has a positive and significant effect on digital HR transformation, was also supported ( $\beta = 0.478$ ,  $T = 9.35$ ,  $p = 0.000$ ). The third hypothesis (H3), that SHRM has a positive and significant effect on organizational culture, was confirmed ( $\beta = 0.562$ ,  $T = 11.04$ ,  $p = 0.000$ ). These results, detailed in Table 4, indicate that both SHRM and organizational culture significantly drive digital HR transformation, with SHRM also shaping organizational culture. The absence of significant outliers in the SEM-PLS analysis further strengthens the confidence in these findings, suggesting that the model effectively captures the relationships in the North Toraja context.

DISCUSSION

The findings confirm that Strategic Human Resource Management (SHRM) exerts a positive and significant effect on digital HR management transformation in local government institutions. According to Marler and Parry (2016), SHRM practices like workforce planning and digital performance evaluations enhance organizational readiness for technological adoption. This aligns with the resource-based view, which posits that strategically managed human resources serve as a source of competitive advantage, particularly in adapting to digital demands (Wright & Nishii, 2007; Deep,

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2 2023). The present study's focus on North Toraja's local bureaucracy highlights how digital recruitment and training programs address challenges like low digital literacy, as noted by Prasetyo and Haun (2021). However, an unexpected finding was the relatively moderate path coefficient ( $\beta = 0.412$ ) for SHRM's effect, suggesting that other factors, such as infrastructure limitations, may also influence transformation outcomes in resource-constrained settings.

33 Organizational culture significantly drives digital HR transformation, supporting the second hypothesis. According to Tseng (2010) and Xue et al. (2024), an innovative and adaptive culture fosters technological adoption by reducing resistance to change. This is particularly relevant in North Toraja, where hierarchical bureaucratic norms often impede digital initiatives (Prasetyo & Haun, 2021). The strong effect of organizational culture ( $\beta = 0.478$ ) underscores its role as a foundation for embracing digital tools, as supported by Naranjo-Valencia et al. (2016) and Yang et al. (2018), who emphasize that collaborative cultures enhance innovation. This study's findings extend this literature by showing that local cultural values, such as community-oriented norms in Toraja, can be leveraged to foster adaptability when aligned with SHRM practices.

3 The third hypothesis, that SHRM positively influences organizational culture, was also supported. According to Georgescu et al. (2024), SHRM practices like digital training cultivate a culture of involvement and adaptability. In North Toraja, competency-based recruitment and electronic appraisals have shaped a more open bureaucratic culture, as evidenced by the strong path coefficient ( $\beta = 0.562$ ). This aligns with Gupta and Gupta (2019), who argue that SHRM fosters cultural alignment with organizational goals. A limitation of this study is its cross-sectional design, which may not capture long-term cultural shifts, and its focus on North Toraja, which may limit generalizability to other regions with different cultural dynamics. These findings enrich SHRM and organizational culture frameworks by demonstrating their synergy in public sector digital transformation.

8 35 This study extends SHRM literature by integrating organizational culture as a critical factor in digital transformation, offering a model for public sector contexts. Methodologically, it validates SEM-PLS for analyzing complex relationships in bureaucracies, suggesting its use in future longitudinal studies. The findings recommend that local governments implement digital training, foster collaborative cultures, and address generational gaps to ensure inclusive transformation. These implications highlight the need for synchronized HR strategies and cultural reforms to achieve sustainable digital transformation in public sector settings like North Toraja.

## CONCLUSION

19 1 This study reaffirms that the success of digital human resource management transformation in local government institutions depends on Strategic Human Resource Management (SHRM) and a supportive organizational culture. SHRM contributes significantly through practices like competency-based workforce planning, digital training programs, and electronic performance evaluations, which build the technological capabilities of civil servants. An innovative, collaborative, and change-oriented culture further enhances these efforts by fostering openness to digital tools. In North Toraja, these findings highlight the importance of aligning HR strategies with local cultural values to drive effective digital transformation. The integrative model developed in this study demonstrates how SHRM and organizational culture work together to create a responsive and transparent bureaucracy, addressing the unique challenges of public sector digitalization.

9 The findings offer practical implications for local governments, such as implementing targeted digital literacy programs like e-HRM workshops and fostering collaborative cultures through team-based initiatives that reflect Toraja's community-oriented values. However, the study's cross-sectional design limits its ability to capture long-term changes, and its focus on North Toraja may not fully apply to other regions with different cultural dynamics. These limitations suggest caution in generalizing the results. For future research, longitudinal studies could explore how cultural shifts evolve over time, while

mixed-method approaches could provide deeper insights into the interplay of SHRM and local traditions. Expanding the scope to other Indonesian regions would also strengthen the model's applicability. These recommendations encourage local governments to pursue digital transformation as a socio-organizational process, ensuring both technological and cultural readiness for sustainable change.

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5264

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*SHRM & Culture in  
Public Sector Digital  
Transformation*

**5266**

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