

# Interoperability Business Process Contending Cultural Barrier to Prepare Competitive Human Resources

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**Abstract**--Human resources are a comparative advantage possessed by Indonesia. However, a large number of human resource has not been accompanied by adequate quality to face the dynamics and complexity of the strategic environment, science and technology development, and Industrial revolution 4.0. In realizing competitive human resources, a comprehensive and integral interoperability business process is needed between various national government institutions therefor synergy will be established and breaking down all cultural barriers to raise high quality human resources. On the other hand cultural barriers strongly affect organizational change that is contended the interoperability business process so that the preparation of superior human resources runs slowly. This research uses qualitative research methods with literature study. The results show that superior human resources can be emerged by transforming role of each institutions orchestrated on the basis of information and technology within creative cooperation. Indicators of human resources prepared by the state to create high quality human resources require synergy between government agencies. Leading sector must be appointed by the government by establishing supra organization above ministry so that the realization of high quality human resources is in accordance with the indicators or criteria needed so that the preparation of human resources can be done in a measurable and sustainable manner in projecting demographic bonus in the future .

**Key words**--human resource, policy, interoperability business process, creative cooperation, cultural barrier.

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## I. INTRODUCTION

Indonesia is the fourth most populous country in the world, therefor Indonesia has a large comparative advantage in the demographic aspects. Based on the Intercensal Population Survey (SUPAS) in 2015 - as part of the research of population projection from 2015-2045- it is predicted that Indonesia population will reach 269.6 million in 2020, consisting of 135.34 million male and 134.27 female. A total of 185.34 million people is in the productive age group (15-64 years). In other words, Indonesia will reach the era of demographic bonuses with a population large number of productive than unproductive age group. Indonesia is very interested in reaching the demographic bonus that will be experienced in 2030 to 2045. In that period, it is estimated that 70 percent of Indonesia's population is a population of productive age. At the same time, some members of the G-20 such as Japan and several European countries experienced aging population.[1] This condition is the opposite of demographic bonus that will be experienced by Indonesia.

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Indonesia's economic growth reached 5.3 percent in 2019 and able to create jobs for 2.98 million people and reduce the Open Unemployment Rate up to 5.34 percent. Beside the reducing Open Unemployment Rate, Indonesia's Human Development Index (HDI) also increased by 0.82 to 71.39 percent. [2] Globally, Indonesia has quality of life ranking on the 111th out of 189 countries according to the UN's HDI report in 2019. The HDI ranking is calculated using three categories namely health, education, and income. Indonesia's gross national income per capita is around US \$ 11.256 or 157 million Rupiahs per head. On the other hand, the average Indonesian school year is 8 years, with expected school years at the age of 12.9 years.

Large number human resource is in fact not in line with the competencies needed to meet the demographic bonus. The Government of Indonesia continues to be committed in increasing the flexibility and inclusiveness of workers who are in the productive age so they can continue to compete at the global level, and adapt to changing of work patterns quickly. The world is changing and getting faster in line with the development of communication and information technology. Accompanied by a big leap in the era Industrial Revolution 4.0, the world is increasingly interconnected and borderless.[3] With the acceleration that is happening due to technological advances, the world is in an era of disruption. The consequence of this era according to Kasali (2017) is adaptive or will be crushed by the technological advancements that are progressing rapidly.[4]

When associated with Indonesia's large number of human resources with lack of sufficient level of quality, the empower human resource productivity is a large "homework" to be carried out synergistically by the government and civil society. The McKinsey Global Institute predicts that Indonesia will become the fourth most powerful economy in the world if a successful demographic bonus is prepared early. With three main indications in achieving HDI that can compete at the global level such as health, education, and income, the preparation of human resources must be done early by the government and the community. Technology is being used widely can be applied to develop interoperability business processes so that human resources meet the excellence criteria required to compete at the global level. The transformation of Indonesian human resources must be done by developing skills and skill recognition. In these two aspects, what is needed is not only knowledge, but also requires compatibility with the skills in accordance with the interests or profession that is and will be cultivated.

Meanwhile, the use of the internet in improving skills and recognition in interoperability requires electronic devices connecting between one entity with other entities so that the empowerment of human resources can be implemented effectively. The effectiveness of policies by using electronic systems to transform and improve high-standard of human resources can be achieve by collaboration between institutions. In other words, the success to transform and produce high-standard of human resources collaboratively is carried out in line with the concept of electronic government (Cestari et al, 2015; Kisner and Vigoda-Gadot, 2017).[5] [6]

Electronic government in which integration, information and data sharing inter-governmental organizations. All government administration processes are well integrated, so all documents and data resources can be accessed by every single government institution as long as they are accepted by the electronic government authority. Many countries empirically have succeeded in building community empowerment based on electronic applications. Likewise, the policies implemented by the government to improve skills and recognition of human resources have started by utilizing electronic system that are connected reaching of to the

village. However, Indonesia is still in the middle level of the human development index globally. This fact shows that transformation and innovation is needed to be done by accelerating the use of electronic applications to prepare high-standard human resources in the future. In this article as a research question how Indonesia government produce high quality human resources as demography bonus? There are some challenging circumstances will arise such as digital technology, local cultures, and organizational ego for preparing high quality human resources.

## II. CONCEPTUAL FRAMEWORK

Interoperability according to Kubicek et al (2011) is "...concerned with the coordination and alignment of business processes and information architectures that span both intra- and interorganisational boundaries". [7] In other words, interoperability requires coordination within institutions and between institutions. Intra and interagency coordination is a must to synergize all elements in order to achieve competitive human resources.

Human resources competency can be determined by collaboration to establish synergy. The origin word of synergy or synergistic comes from the Greek "*synergos*", which has the meaning of working together to achieve a greater overall result than separately. The essence of synergy lies in the existence of differences in values that respect each other to build strengths together and compensate for weaknesses. Walton (1999) states that synergy is the result of a collaborative effort or co-operative effort.[8] Even Covey (1989) states that synergy is more than just working together, synergy creates better solutions or ideas and more innovations of a collaboration, known as creative cooperation.[9] Synergizing all elements can be developed by mutual understanding of each role and covering each institution's weakness to achieve common goals. As a consequence, the common goals to produce highly competitive human resources in term of quantity and level of quality must be set up first and interoperability must be orchestrated in harmony. Harmonizing the orchestra can be achieved by using the same application and integrated as well in a proper business process. Connecting all elements in a collaborative business process as a single entity will develop the same vision to produce highly competitive human resources in Indonesia.

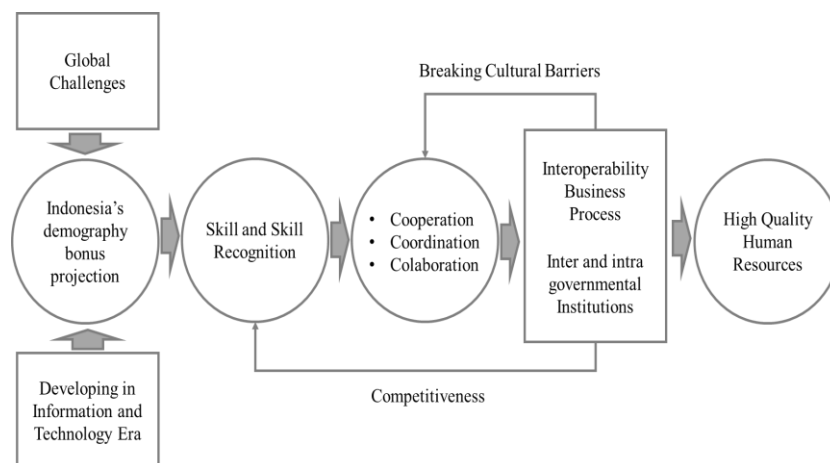
The Australian Government Information Management Office (AGIMO) states that the principles of interoperability including the application of interoperability in business / work processes are focused on connecting the whole system and initiatives work as a single body; and institutional arrangements must be agreed by all collaborating bodies (AGIMO, 2007:20).[10] Based on the opinions above, inter-agency institutions must work together collaboratively as a single body. This collaboration crosses the boundaries of each agency or institution by considering challenges and needs and how strategic responses should be carried out.

Collaborating can be realized through coordination. Coordination within government units is a necessity especially in providing services to the community. Work units or separate parts in governmental organizations are divided by specializations of predetermined division of labour, and also in each work unit is a sub-system of a very large and complex governmental system. Collaborating by coordination is developed by sense of cooperation which means has an understanding of feelings / willingness to cooperate, this must be seen from the point of view of each part of the work field (not person per person) (Hasibuan, 2016:25).[11] The

easiest thing to develop coordination for collaboration by interoperability in system to improve quality of human resource skills.

The culture that develops within a workplace is a function of both the unique national cultures of the employees (Lundy and Cowling, 1996), as well as the culture that is developed within the organization (Deal and Kennedy, 1982). [12] [13] It is the belief of this article that breaking down cultural barriers need of a change by acculturation process made in the workplace and education systems to adjust in different workplaces and states. User involvement in the development of new systems decreases the level of apprehension that generally exists with organizational change because it effects a sense of control that helps to counteract the resistance to change (Coch and French, 1948; Kotter and Heskett, 1992). [14] [15] The systems, structures and processes that support knowledge-sharing and knowledge increase within an organization will be most successful when designed in conjunction with the systems, structures and processes of the organization (Hayduk, 1998). [16] Therefor, cultural barrier can be demolished by changing human competency in order to change system, structure, and process. One of the process is acculturation process. Acculturation is proposed as a multidimensional process consisting of the confluence among heritage-cultural and receiving-cultural practices, values, and identifications (Schwartz et al, 2010). [17]

In the HDI, indicators are health, education, and income of each individual which is accumulated and then compared with other countries. Furthermore, ranking is done in accordance with the achievements of each country. High quality human resources can be carried out by increasing these three aspects so that it transcends other countries. This can be started from education which accelerates the skills of the younger generation so that they are ready to compete in the future. With a large demographic bonus and a high productive age, skill upgrading is very necessary for the young generations in Indonesia, so skills and recognition can become the competitiveness of productive generation in the future. Based on the theoretical description above, the conceptual frame work is mentioned in figure 1.



**Figure 1.** Conceptual Framework

### III. METHOD

This research based on qualitative research design with an interpretive and constructive paradigm, which views social reality as something holistic / intact, complex, dynamic, full of meaning, and the relationship of symptoms is interactive or reciprocal (Sugiyono, 2016:p.210). [18] Primary data were obtained through key informants, and secondary data were obtained through documents, archives, references, records, etc. in which relating to Indonesia's demographic bonus. Data analysis was performed by Data Condensation, Data Display, and Conclusion Drawing / Verification (Miles, Huberman, and Saldana, 2014). [19] Validity and reliability of the data was done by triangulation technique.

### IV. RESULT

#### Transforming High Quality Human Resources

Transformation means a complete change in the appearance or character of something or someone, especially so that that thing or person is improved.[20] Transformation in Indonesian language is *transformasi*. *Transformasi* means changing the nature, form, and function (Indonesian Dictionary, 2008). [21] With the change in nature, it leads to a goal to be achieved, therefor transformation process has taken place. Improving the quality of human resources can change human resources competitiveness by transforming a large number of productive groups of Indonesian future generations according to demography bonus projection. Output of the transformation process is carried out to improve health, education, and income aspects in aware of pursue high HDI standards.

Enhancing health, education and income organisationally is carried out separately by each Indonesian government institution / ministry based on its function. Even though it is carried out sectoral in accordance with the policies of each Ministry / Institution, when viewed from the definition of interoperability, it is essentially as a single unit, and interoperability cannot be separated to improve coordination (Kubicek et al, 2011). As single unit, coordination is needed to improve interoperability, so that collaboration is realized by every single institution/ministry in a comprehensive and sustainable manner (Walton, 1999), within creative cooperation (Covey, 1989). Indicators has set globally by the United Nations in determining HDI, is standards to improve health, education, and income by every governmental institution. The most important thing to pursue the HDI standard, is the empowerment of human resources by improving knowledge in a creative cooperation inter and intra institutions to achieve high skills and skills are recognized from other people or other institutions nationally and globally.

Empowering human resources to be able to obtain skills is not a job "as easy as turning the palm of the hand." Skills and skill recognition must be achieved by every Indonesian young generation who are currently and projected as productive human resources in the next 1-2 decades. The skills possessed must touch aspects of the demands of professionalism in accordance with their abilities or the fields in which they are involved. The ability of individuals can encourage organizations, communities, and state in the world competitions in the future. In order to pursue the global competitiveness of Indonesian future generations, government shall develop coordination, collaboration, dan creative-cooperation by interoperability business process. Therefore, the same standard to achieve must be agreed inter and intra related institutions in the governmental structure.

Interoperability business process is an effort to improve the transformation process young generations as potential human resources on an ongoing basis with programs and indicators that focus on improving skills through formal, non-formal and informal education. However, the informal educations shall be doubled its effort to produce creativity and innovations complementing formal and nonformal educations sectors (Covey, 1989) and enhancing willingness to cooperate as well (Hasibuan, 2016). Human resource skills improvements need continuous collaboration between government and civil society in interoperability business processes connected with the whole system by open applications for youth. It means, society, especially young generations, as an object as well as a subject of increasing productivity of Indonesia human resources.

Interoperability Business Process Inter and Intra Governmental Institutions. Government is the primary element in empowering human resources by breaking down cultural barriers in which deteriorated of Indonesia youth to be productive, creative, and innovative (Lundy and Cowling, 1996; Deal and Kennedy, 1982). Large number of young generations in the next 1-2 decades shall be managed by cooperation and collaboration of intern and intra governmental institutions and develop a new culture of highly creative and innovative within creative cooperation. In the Indonesia's governmental structure, some ministries and institutions are involved such as: The Ministry of Home Affairs, Ministry of Youth and Sports, Ministry of Social Affairs, and the Ministry of Women's Empowerment, National Industry, and the Province and District leaders. The interoperability business process between ministries / institutions shall be arranged by central authority of technology and information. Centrality in this field means that all institutions and ministries is being connected and execute the focuses on the ease of encouraging the participation of young generation at the center and in the regions by using various service applications or user driven which is provided by the Ministries / Institutions to improve skills according to their work fields. According to Coch and French (1948) and Kotter and Heskett (1992) involvement of each part in the state can eliminate the resistance to change. The ease of using various applications accelerating to improve skills by various forms of educations and vocations, trainings, seminars, practice, etc. Conjunction in various elements is a mandatory to achieve success (Hayduk, 1998). Those can be a useful tool to transform the personal abilities of each individual young generation. Furthermore, with the interoperability business process of various activities and institutions integrated as well as recognized, guaranteed, and approved between institutions so that human resources have competitive "selling points". It means such as certificate of qualification is prepared to symphonize capability and capacity of young generation with global standard.

The government has a full role in improving the quality of human resources, so the young generations have the competitiveness to fight regionally and globally. The role of each Ministry / Institution, both intra and inter organizational process must foster a spirit of creative cooperation. Creative cooperation can create high competency of human resources. By interoperability business process, the weaknesses of each Ministry / Institution will be covered by the strengths of other Ministry / Institution. Preparation of high quality human resources is not solely the duty and obligation of the Indonesia Ministry of National Education or the Ministry of Research and Higher Education, but also the duties and obligations of the Ministry of Youth and Sports, Local Government, Ministry of Social Affairs, and others. This means that cooperation between Ministry / Institution is a must. This requires a system of interoperability business process between inter and intra Ministry / Institution entities so that each entity integrated to create high quality young generations in a sustainable and comprehensive manner in developing and preparing productivity, creativity, and innovation.

Interoperability Business Process Breaking down Cultural Barriers. AGIMO (2007) states that the application of interoperability in business / work processes is focused on the results. In other words, the work process is connected to the whole system and becomes a single body and has agreements between collaborating entities (AGIMO, 2007:20). In this matter, all governments intra and inter entity accepted a collaborative-indicators in business process (Covey, 1989; Schwartz et al, 2010). All business in the governmental to enrich human resources competencies agreed upon the ultimate goals to produce high quality which is need. Taking into account the competition and competency of Indonesia's demographical bonus that is predicted to occur in the next 5-10 years, the strategic response will be carried out within collaboration between ministries / institutions from an early stage. In the implementation of interoperability business processes for young generations who excel today and the next 5 to 10 years projections involving individuals and institutional entities of the central and regional governments.

The main goal of interoperability business process that is built between institutional entities in governmental stage is to develop Human Resources competencies as well as cultural barriers between entities involved. Competency according to Spencer (In Moehariono, 2014: p.5) is an underlying characteristic of a person related to the effectiveness of performance in his work or basic characteristics of individuals who have a causal relationship or as a cause and effect with the criteria used as a reference.[22] This requires a match between work and individual abilities so that the expected performance can be achieved. Suitability between individuals with their work or competency according to Palan (2007: p.5), is associated with behavior, and competence in term of skills which is a description of the task or work results.[23] Zwell (in Wibowo, 2010: p.339) revealed that there are several factors that can influence one's competency skills including expertise and experience.[24] Expertise requires experience in organizing people, communicating in front of groups, solving problems, and so on. Thus, the skills possessed by productive human resources in the future are skills in their fields accompanied by experience with the ability to communicate globally. This ability can breakdown cultural barrier in the past experience of historical background such as corruptive, collusion, and nepotism. The experience is forged with education based on mastery of skills by familiarizing the use of information and communication technology with practices carried out continuously and openly.

Young generations today are given the opportunity to carry out field practices at government and private institutions / companies. This requires government commitment to build cooperation with various parties both governmental and private sectors. This collaboration is synergized by the relevant ministries / institutions so that educational institutions can send their students to practice in accordance with their fields. Foreign companies operating in Indonesia can also provide opportunities for students to practice in the company / institution so that skills in their fields are honed and communication skills are also increasing. In this case cultural barriers will fall down the barriers of age, educational level, and language problems, and raise a new paradigm of cultural change such as innovative, creative, and productive with higher and flexible communication skill.

Demands of the competitiveness in the global stage shall be articulated within organization and between organizations. The skills to be able competing in the global level linearly with high "selling points" and widely recognized with good communication skills across cultural. To communicate well, the mastery of international language such as English, Chinese, Japan, Spanish language are an absolute prerequisite. The

International language is in accordance with the field in which human resources operate in line with destined country. For example, to be able to be a part of global player in business sector in Spain at least human resources can speak, write, and understanding culultural of Spain as well.

Then the question arises which is prioritized first? Job skills or language skills? Both of those skill is educated and practiced simultaneously. Language skills can be increased at the same time with job skills according to the field of work so human resources can achieve job competencies which are required. These ability in work and language become the government's priority through formal education to be able to develop language skills and mastery in work field simultaneously according to the interests of the students. Yuniarsih and Suwatno (2008: p.23) stated that knowledge is an information possessed by someone especially in a specific field.[25] It means that enhancing competency must also be in line with individual interests. The other side is that employment is wide open in the future. Within the circumtances of widely open field of works globally, Indonesia demographical bonus in the future with higher group of productive human resource will open a chance to be global players.

Transforming high quality human resources. Indonesia has the potential to become a leader in the era of the Southeast Asian Nations open market considering that Indonesia's population reaches 40 percent of the total population in Southeast Asia.[26] Technological advancement in the Industrial revolution 4.0 has the potential to shift the role of humans if not equipped with high competency and skills. Therefore, if Indonesia wants to win the competition both regional and global stage, developing and strengthening of human resources shall be transformed immediately. The transformation carried out to produce high quality human resources synergizes more by creating better and innovative solutions or ideas through the spirit of creative collaboration between institutions or "sense of creative cooperation".

It is undeniable that the use of internet-based applications will continue to increase in the future. Everyone today and in the future will be more connected globally. The flow of information and potential employment with all its indicators will be more open and transparent. Competition will be wide open between individuals who have competencies required. Individuals who do not have the required competencies will be eliminated naturally. In HDI, three main things that are used as a reference are income, health, and education. In developing human resource competencies the primary pillar is educational sector. Then, based on educational competencies human resources will compete to achieve suitable income as well as good living including health demand. This result cannot be seen in the short term, but will be proven in the long term.

Transforming high quality human resources is carried out with acceleration in four main areas for the current generation to be projected as demographical bonus. First and foremost, Digital Understanding. Digital understanding means acceleration in digital skills. Digital skill acceleration is related to the skill of utilizing and developing application systems for all aspects of work fields by developing knowledge and practice through formal and informal education. This requires the realization of digital facilities in the educational and community environment. Educational in digital applications are also provided by developing skills through pictures, videos, etc. to be able to stimulate student creativity and innovation. Furthermore, appreciation of new discoveries is also facilitated by the government with financial support and certification for intellectual rights. *Secondly*, accelerating the transformation competencies. Young generations are given easy access and sufficient testing their knowledge with practice in government agencies, private companies, and state-owned companies so



that they can accustom the culture of different organizations as well as competencies required. In addition, the younger generation is given a harder and more challenging standard of competence so they are ready to compete. Thirdly, cultural transformation. The acceleration of cultural transformation is executed by implementing knowledge to the foreign companies, state-owned company, private sectors, and governmental institutions, in doing so the acculturation process occurs. Acculturation is to fully understand the phenomena that occur when individual groups have cultural differences to make first contact continuously, by making subsequent changes in the forms of an original culture or both. Cultural acculturation between local workers and foreign workers is then manifested in the attitude of carrying out work with a positive mindset, discipline, meticulous, uplifting, adaptive, innovative, creative, and resilient. Those competencies will be needed as “selling points” in regional and global competitive circumstances. In line with government policy through the industrial revolution 4.0, acceleration of acculturation process is transforming sustainably. Cultural transformation 4.0 cannot be done alone, but must integrate with all parties in the economic pillar and education atmosphere. *Fourth*, transformation cultural barrier among institutions. The importance of the involvement of many parties, especially the government, private sectors, and social community including the family, is a must in perpetuating the acceleration of these competencies. Transforming relationships between institutions is carried out with resilience or high flexibility so that it is adaptive in dealing with the change dynamics that takes place disruptively in the digital age.

Digital era also requires various infrastructure preparations, teaching staff, and human resource knowledge and skills that can be modeled in extracurricular education, vocational training, or vocational school. Building a model of education and training for this productive generation requires the existence of institutional arrangements collaboratively among ministry / agency / private sectors and social community. Thus, the leading sector in preparing competitiveness and productive human resources in the future is in the ministry dealing with education and industrial sector. This means that there is a need for a government structure in the form of a supra-ministerial organization in the form of a coordinating minister, and sub-organizations in the system of monetary organization so that the determination of indicators required to compete is measurable and sustainable in order to raise high quality of human resources.

## V. CONCLUSION

Dynamic equilibrium and digital advancement are growing bigger coloring the strategic environment. This dynamic requires competitive human resources. In the next 1-2 decades, Indonesia achieve demographic bonus in the form of a large quantity of productive human resources. The large number of productive human resources require transformation and acceleration by creative-cooperation, coordination, and collaboration intra and inter institutions. Skills and skill recognition are needed for the young generation today and in the future, so young generations study and practice simultaneously and orchestrated by governmental institutions in an interoperability and collaborative business process in order to compete in the regional and global stage. High quality human resources can be accelerated by creating interoperability business processes between ministries, institutions, company, private sector, and social community by promoting creative cooperation.

High quality human resources besides having skills, are also strengthened by the ability to communicate with capability to communicate by international language with a creative and innovative circumstance. The transformation of human resources competency is at least carried out with ready-to-use

workforce by digital application interoperability and integrated to establish skills transformation and force down cultural barriers. The same standard or competitive human resources must be at first hand to develop inter and intra agency, therefor a supra-structure above the ministries and institution must be develop by Government of Indonesia. The Supra structure then developing collaborative and integrative common goals by transforming a competitive cultural to the young generations that can develop skill and those skill recognized and needed by other entities in the global and regional stage.

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