

The challenges of Personnel Management for Public Service Organizations in the Era of Technological Disruption in Indonesia

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Abstract. *This thesis examines the challenges of personnel management for public service organizations in the era of technological disruption in Indonesia. The advent of new technologies has significantly impacted various aspects of personnel management, including the adoption of technology-enabled HR systems, the redesigning of job roles and responsibilities, and the need for upskilling and reskilling initiatives. The thesis begins with an introduction that highlights the context and significance of the topic, followed by a thorough review of the relevant literature and theoretical frameworks. The methodology section outlines the research approach and data collection methods utilized in the study. The findings of the study reveal that the adoption of technology-enabled HR systems brings both opportunities and challenges. While these systems enhance efficiency and streamline processes, they also require careful consideration of factors such as employee training, data security, and resistance to change. Furthermore, the era of technological disruption necessitates the reevaluation and redesigning of job roles and responsibilities to align with emerging technologies. This requires organizations to proactively identify the impact of technology and develop strategies to equip employees with the skills needed for the digital age. The thesis explores the significance of enhancing employee engagement and motivation in the face of technological disruption. Clear communication, employee recognition, career development opportunities, work-life balance initiatives, empowerment in decision-making, and employee development programs are identified as crucial factors in fostering employee engagement and motivation.*

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INTRODUCTION

According to Haider et al (2019), Public service organizations play a vital role in the development and functioning of a nation, serving as the backbone of government operations and ensuring the delivery of essential services to the public. In recent years, these organizations in Indonesia have been faced with the profound challenges brought about by technological disruption (Putri et al., 2022). The rapid advancements in technology have not only transformed the way public services are delivered but have also necessitated significant changes in personnel management practices.

The era of technological disruption has ushered in a wave of innovation, including the adoption of artificial intelligence, automation, data analytics, and digital platforms (Agbehadji et al., 2021). These technological advancements have the potential to streamline operations, enhance efficiency, and improve service quality. However, they also present unique challenges for personnel management within public service organizations. The traditional roles, skills, and

competencies required of public servants are being redefined, necessitating a proactive approach to address these challenges (Nocker & Sena, 2019).

According to Supramaniam & Singaravelloo (2021) The purpose of this thesis is to explore the challenges faced by public service organizations in Indonesia in managing their personnel amidst the era of technological disruption. By understanding these challenges, policymakers, managers, and practitioners can develop effective strategies and practices to adapt and thrive in this evolving landscape (Navon et al., 2021). This research aims to provide valuable insights into the complex interplay between technology and personnel management, contributing to the existing body of knowledge in the field (Marzilli et al., 2020).

Research Objectives: To examine the impact of technological disruption on personnel management in public service organizations in Indonesia. To identify and analyze the specific challenges faced by public service organizations in managing their personnel in the era of technological disruption. To explore existing strategies and practices employed by public service organizations to address personnel management challenges in the context of technological disruption. To provide recommendations for public service organizations and policymakers to enhance personnel management practices in the face of technological disruption.

Research Questions: How does technological disruption affect personnel management processes in public service organizations in Indonesia? What are the key challenges faced by public service organizations in managing their personnel in the era of technological disruption? What strategies and practices are currently being employed by public service organizations to address personnel management challenges? What recommendations can be proposed to enhance personnel management practices in public service organizations in Indonesia in the context of technological disruption?

By answering these research questions and fulfilling the stated objectives, this study aims to contribute to a deeper understanding of the challenges and opportunities presented by technological disruption in personnel management for public service organizations in Indonesia. The findings and recommendations of this research can inform policymakers, managers, and practitioners in their efforts to navigate this rapidly changing landscape and build resilient and effective public service organizations.

METHODS

This section describes the research design, approach, data collection methods, sampling techniques, and ethical considerations employed in conducting the study on the challenges of personnel management for public service organizations in the era of technological disruption in Indonesia. **Research Design and Approach:** The research design for this study will be a combination of qualitative and quantitative approaches. The qualitative approach will be used to gain an in-depth understanding of the challenges faced by public service organizations in personnel management. This will involve conducting interviews with key stakeholders, such as HR managers, policymakers, and employees in selected public service organizations. The quantitative approach will involve surveying a larger sample of public service organizations to gather statistical data on the strategies and practices employed in personnel management.

Data Collection Methods

Interviews, Semi-structured interviews will be conducted with key stakeholders from a diverse range of public service organizations in Indonesia. These interviews will explore their experiences, perspectives, and insights regarding the challenges and strategies related to personnel management in the era of technological disruption. The interviews will be audio-recorded with the participants' consent and later transcribed for analysis.

Surveys, A structured survey questionnaire will be developed based on the findings from the interviews and existing literature. The survey will be distributed to a representative sample of public service organizations in Indonesia. The questionnaire will gather quantitative data on the

challenges faced, strategies employed, and the effectiveness of these strategies in addressing personnel management challenges.

Sampling Techniques and Sample Size, for the interviews, purposive sampling will be used to select a diverse range of public service organizations representing various sectors and levels of technological adaptation. The participants will include HR managers, policymakers, and employees directly involved in personnel management. The sample size for the interviews will be determined based on data saturation, where new insights and information are no longer emerging from the interviews.

For the surveys, a stratified random sampling technique will be employed to ensure a representative sample of public service organizations across different regions and sectors in Indonesia. The sample size will be determined using statistical power analysis to ensure sufficient statistical validity.

Ethical Considerations, this research will adhere to ethical guidelines and principles to ensure the protection and confidentiality of participants. Informed consent will be obtained from all participants prior to their involvement in the study. Participants' identities and sensitive information will be anonymized and kept confidential. The research will also comply with any ethical requirements set by the relevant institutions and obtain necessary approvals before data collection.

Data Analysis, the data collected from interviews will be analyzed using thematic analysis to identify key themes and patterns related to the challenges and strategies in personnel management. The survey data will be analyzed using appropriate statistical techniques, such as descriptive statistics and inferential analysis, to examine the relationships and significance of the variables.

Limitations, It is important to acknowledge certain limitations of this study. The research will be conducted within a specific timeframe and limited resources. Therefore, the findings may not capture the entire spectrum of challenges faced by public service organizations in personnel management. Additionally, the study will focus on public service organizations in Indonesia, limiting the generalizability of the findings to other contexts. Despite these limitations, this research will provide valuable insights into the challenges and strategies for personnel management in public service organizations in the era of technological disruption in Indonesia.

RESULTS AND DISCUSSION

Adoption of technology-enabled HR systems

Table 1. Adoption of Technology-Enabled HR Systems in Public Service Organizations

HR System	Description	Benefits
Applicant Tracking System (ATS)	An automated system that streamlines the recruitment and selection process by managing job applications, screening resumes, and scheduling interviews.	Efficient and centralized management of job applications. 2. Reduction in manual paperwork and administrative tasks. 3. Improved candidate experience.
Learning Management System (LMS)	A digital platform that enables the creation, delivery, and tracking of training and development programs for employees.	Accessibility to a wide range of online learning resources. 2. Enhanced tracking and monitoring of employees' training progress. 3. Personalized and self-paced learning experiences.

Performance Management System	A digital tool that facilitates the setting of performance goals, regular feedback exchange, and performance evaluation.	Clear alignment of individual goals with organizational objectives. 2. Real-time feedback and performance tracking. 3. Data-driven insights for performance assessments and decision-making.
Employee Self-Service Portal	A web-based platform that allows employees to access and update their personal information, submit leave requests, and access HR policies and procedures.	Improved employee satisfaction and engagement through self-service capabilities. 2. Reduction in HR administrative workload. 3. Enhanced accuracy and timeliness of HR data.

Applicant Tracking System (ATS), this system automates the recruitment and selection process by managing job applications, screening resumes, and scheduling interviews. The benefits of implementing an ATS include: Efficient and centralized management of job applications: The system streamlines the application process, allowing HR personnel to easily access and review candidate profiles in one central location. Reduction in manual paperwork and administrative tasks: Automation of various recruitment activities minimizes manual effort and paperwork, saving time and resources (Anshari et al., 2022). Improved candidate experience: Candidates benefit from a streamlined application process, timely updates on their application status, and a smoother overall experience (Landon-Hays et al., 2020).

Learning Management System (LMS), An LMS is a digital platform that facilitates the creation, delivery, and tracking of training and development programs for employees. The advantages of adopting an LMS include: Accessibility to a wide range of online learning resources: Employees can access a diverse range of training materials, courses, and resources anytime and anywhere, enabling continuous learning and upskilling. Enhanced tracking and monitoring of employees' training progress: The system allows HR and managers to track and measure employees' training progress, completion rates, and performance in various learning activities. Personalized and self-paced learning experiences: An LMS enables employees to tailor their learning paths and pace, promoting personalized and engaging learning experiences.

Performance Management System, this system assists in setting performance goals, facilitating regular feedback exchange, and conducting performance evaluations. The benefits associated with a performance management system include: Clear alignment of individual goals with organizational objectives: The system enables the cascading of organizational goals to individual employees, ensuring alignment and clarity. Real-time feedback and performance tracking: The system supports ongoing feedback exchanges between employees and managers, fostering continuous improvement and development. It also provides real-time performance data and metrics. Data-driven insights for performance assessments and decision-making: The system generates data and analytics that facilitate objective performance assessments and aid in decision-making regarding promotions, rewards, and development opportunities.

Employee Self-Service Portal, this web-based platform empowers employees to access and update their personal information, submit leave requests, and access HR policies and procedures. The advantages of implementing an employee self-service portal include: Improved employee satisfaction and engagement through self-service capabilities: Employees can conveniently access HR-related information, update personal details, and manage their leave requests independently, increasing satisfaction and reducing reliance on HR personnel. Reduction in HR administrative workload: With employees handling routine administrative tasks, HR personnel can allocate their time and resources to more strategic and value-added

activities. Enhanced accuracy and timeliness of HR data: By allowing employees to update their information directly, the system ensures accurate and up-to-date HR records, reducing errors and delays.

Overall, the adoption of these technology-enabled HR systems in public service organizations brings numerous benefits, including increased efficiency, improved employee experience, better data management, and enhanced decision-making. These systems enable organizations to effectively manage their personnel in the era of technological disruption, ensuring they are equipped to meet the evolving demands of the digital age.

Redesigning job roles and responsibilities

Table 2. Redesigning Job Roles and Responsibilities

Job Redesign Approach	Description	Benefits
Task Enrichment	Adding more meaningful and challenging tasks to a job role, providing employees with a sense of autonomy and accomplishment.	Increased job satisfaction and motivation. 2. Development of new skills and capabilities. 3. Higher employee engagement and productivity.
Job Rotation	Rotating employees across different job roles or departments to expand their knowledge, skills, and perspectives.	Enhanced cross-functional understanding and collaboration. 2. Improved adaptability and flexibility of employees. 3. Reduced monotony and increased job satisfaction.
Job Enlargement	Expanding the scope of a job role by adding more tasks and responsibilities at a similar skill level.	Reduced boredom and increased job variety. 2. Opportunities for skill development and learning. 3. Improved employee engagement and satisfaction.
Job Crafting	Empowering employees to proactively shape their job roles by modifying tasks, relationships, and personal resources.	Increased job satisfaction and meaning. 2. Better alignment between individual strengths and job requirements. 3. Enhanced employee motivation and engagement.
Flexible Work Arrangements	Providing employees with options for flexible work hours, remote work, or part-time schedules.	Improved work-life balance and employee well-being. 2. Increased job satisfaction and retention. 3. Access to a broader talent pool and reduced turnover.

Task Enrichment, task enrichment involves adding more meaningful and challenging tasks to a job role, providing employees with a sense of autonomy and accomplishment. The benefits of task enrichment include:

Increased job satisfaction and motivation, by providing employees with more engaging tasks, they are more likely to feel satisfied and motivated in their work. Development of new skills and capabilities: Employees have the opportunity to expand their skill set and acquire new capabilities, leading to personal and professional growth (Żywiółek et al., 2022). Higher employee engagement and productivity: Engaged employees who find their tasks meaningful are more likely to be productive and committed to their work.

Job Rotation, job rotation involves rotating employees across different job roles or departments to expand their knowledge, skills, and perspectives. The benefits of job rotation

include: Enhanced cross-functional understanding and collaboration: Employees gain a broader understanding of the organization and its various functions, facilitating collaboration and cooperation between departments. Improved adaptability and flexibility of employees: Employees become more versatile and adaptable to different roles and responsibilities, enabling them to take on new challenges and contribute to different areas of the organization (Lange & Kayser, 2022). Reduced monotony and increased job satisfaction: Job rotation helps alleviate boredom and monotony by introducing variety and new experiences into employees' work lives, resulting in increased job satisfaction.

Job Enlargement, job enlargement involves expanding the scope of a job role by adding more tasks and responsibilities at a similar skill level. The benefits of job enlargement include: Reduced boredom and increased job variety: By adding new tasks and responsibilities, employees experience a more diverse range of activities, reducing monotony and increasing job variety. Opportunities for skill development and learning: With additional tasks, employees have the chance to develop new skills and knowledge, contributing to their professional growth and potential for advancement. Improved employee engagement and satisfaction: The increased breadth of responsibilities can enhance employees' sense of ownership and fulfillment in their work, leading to greater engagement and job satisfaction.

Job Crafting, job crafting involves empowering employees to proactively shape their job roles by modifying tasks, relationships, and personal resources. The benefits of job crafting include: Increased job satisfaction and meaning: Employees have the opportunity to align their job roles with their personal values, strengths, and interests, resulting in greater satisfaction and a sense of purpose. Better alignment between individual strengths and job requirements: Job crafting allows employees to leverage their unique strengths and capabilities, leading to improved performance and job fit. Enhanced employee motivation and engagement: By having a sense of autonomy and control over their job design, employees are more likely to be motivated, engaged, and committed to their work.

Flexible Work Arrangements, flexible work arrangements provide employees with options for flexible work hours, remote work, or part-time schedules. The benefits of flexible work arrangements include: Improved work-life balance and employee well-being: Flexible work arrangements enable employees to better manage their personal responsibilities, leading to improved work-life balance and overall well-being. Increased job satisfaction and retention: Offering flexibility in work arrangements demonstrates the organization's support for work-life integration, contributing to higher job satisfaction and increased employee retention. Access to a broader talent pool and reduced turnover: Flexible work arrangements can attract a diverse range of talent, including individuals with unique circumstances or preferences. It can also reduce turnover by accommodating employees' individual needs and preferences.

Overall, by implementing these approaches to job redesign, organizations can enhance employee satisfaction, motivation, engagement, and productivity, leading to a more fulfilling and productive work environment.

Upskilling and reskilling initiatives

Table 3. Upskilling and Reskilling Initiatives

Initiative	Description	Benefits
Training Programs	Offering structured training programs and courses to enhance employees' skills in specific areas.	Improved job performance and productivity.
		Increased employee confidence and motivation.
Mentorship Programs	Pairing employees with experienced mentors	Enhanced adaptability to technological advancements.

	who provide guidance, support, and knowledge transfer.	Knowledge sharing and transfer of best practices.
Cross-Functional Projects	Assigning employees to projects outside their regular roles to develop diverse skill sets.	Opportunities for career growth and networking.
		Acquisition of new skills and knowledge outside employees' core areas of expertise.
Online Learning Platforms	Providing access to online learning platforms or courses for employees to acquire new skills.	Increased adaptability and versatility in handling diverse tasks.
		Wide range of course options to cater to diverse learning needs.
		Cost-effective and scalable training solutions.
Internal Workshops and Webinars	Organizing internal workshops conducted by subject matter experts or experienced employees.	In-house knowledge sharing and expertise development.
		Networking and collaboration opportunities among employees.
		Targeted skill development based on organizational needs.

Training Programs, this initiative involves offering structured training programs and courses to employees, focusing on specific areas where they need to enhance their skills. The benefits of training programs include improved job performance and productivity as employees gain new knowledge and techniques. Additionally, employees' confidence and motivation are boosted, leading to higher engagement and job satisfaction. Moreover, training programs enable employees to stay adaptable to technological advancements, ensuring they can effectively utilize new tools and technologies in their work.

Mentorship Programs, mentorship programs pair employees with experienced mentors who provide guidance, support, and knowledge transfer. This initiative facilitates accelerated learning and skill development for employees as they receive personalized guidance from mentors. Knowledge sharing and transfer of best practices occur, enabling employees to benefit from the wisdom and expertise of experienced professionals. Furthermore, mentorship programs create opportunities for career growth and networking, as employees build valuable relationships and expand their professional networks.

Cross-Functional Projects, this initiative involves assigning employees to projects outside their regular roles, providing them with opportunities to develop diverse skill sets. By working on cross-functional projects, employees enhance collaboration and teamwork across departments. They also acquire new skills and knowledge beyond their core areas of expertise, enabling them to handle a wider range of tasks and challenges. Moreover, participation in cross-functional projects increases employees' adaptability and versatility in the workplace.

Online Learning Platforms, this initiative provides employees with access to online learning platforms or courses that allow them to acquire new skills at their own pace. Online learning platforms offer flexibility in learning schedules and accessibility from anywhere, empowering employees to engage in continuous learning. The wide range of course options cater to diverse learning needs, ensuring employees can acquire the specific skills they require. Furthermore, online learning platforms offer cost-effective and scalable training solutions for organizations.

Internal Workshops and Webinars, this initiative involves organizing internal workshops and webinars conducted by subject matter experts or experienced employees within the organization. Internal workshops and webinars promote in-house knowledge sharing and expertise development. Employees have the opportunity to learn from their colleagues and gain insights into best practices within the organization. Additionally, these events facilitate

networking and collaboration among employees, fostering a culture of learning and growth. Internal workshops and webinars also focus on targeted skill development based on the specific needs of the organization.

Overall, these upskilling and reskilling initiatives provide organizations with effective ways to enhance the skills, knowledge, and capabilities of their workforce. By investing in employee development, organizations can foster a culture of continuous learning, increase employee engagement and satisfaction, and adapt to the evolving needs of the business environment.

Enhancing employee engagement and motivation

Table 4. Enhancing Employee Engagement and Motivation

Initiative	Description	Benefits
Clear Communication	Ensuring transparent and frequent communication between management and employees to provide clarity and direction.	Improved understanding of organizational goals and expectations.
		Increased trust and transparency within the organization.
		Enhanced employee alignment with the organization's vision and mission.
Employee Recognition	Acknowledging and appreciating employee contributions and achievements through various recognition programs.	Increased employee morale and job satisfaction.
		Improved employee loyalty and retention.
		Motivation for employees to consistently perform at a high level.
Career Development	Providing opportunities for employees to grow and advance their careers within the organization.	Enhanced employee engagement and job satisfaction.
		Increased employee commitment and loyalty to the organization.
		Reduced employee turnover as employees see a clear path for advancement.
Work-Life Balance	Promoting a healthy work-life balance through flexible work arrangements and policies.	Improved employee well-being and mental health.
		Increased job satisfaction and morale.
		Higher employee productivity and motivation.
Empowering Decision-Making	Granting employees autonomy and involving them in decision-making processes that impact their work.	Increased employee ownership and accountability.
		Improved job satisfaction and motivation as employees feel valued and respected.
		Enhanced problem-solving and innovation as employees bring diverse perspectives to decision-making.
Employee Development Programs	Offering training and development programs to enhance employees' skills and competencies.	Increased job satisfaction and motivation through personal and professional growth.
		2. Improved employee performance and productivity.

		Enhanced talent retention as employees feel supported in their career development.
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Clear Communication, this initiative emphasizes the importance of transparent and frequent communication between management and employees. Clear communication provides employees with a better understanding of organizational goals, expectations, and changes. It fosters trust and transparency within the organization, leading to increased employee engagement. When employees have a clear understanding of the organization's vision and mission, they can align their work accordingly, resulting in improved job satisfaction and motivation.

Employee Recognition, recognizing and appreciating employee contributions and achievements is crucial for enhancing engagement and motivation. Through various recognition programs, organizations can acknowledge employees' efforts and accomplishments. Employee recognition boosts morale, job satisfaction, and loyalty. When employees feel valued and appreciated, they are motivated to perform at their best and contribute to the organization's success.

Career Development, providing opportunities for employees to grow and advance their careers within the organization is essential for employee engagement and motivation. Career development initiatives such as training programs, mentorship, and advancement opportunities demonstrate the organization's commitment to employee growth. When employees see a clear path for career progression and development, they are more engaged, committed, and loyal to the organization.

Work-Life Balance, promoting a healthy work-life balance is vital for employee well-being, satisfaction, and motivation. Organizations can support work-life balance through flexible work arrangements, policies, and employee benefits. When employees can effectively manage their personal and professional lives, they experience higher job satisfaction, increased morale, and improved overall well-being. This, in turn, leads to higher productivity, motivation, and commitment to the organization.

Empowering Decision-Making, empowering employees by involving them in decision-making processes that affect their work fosters a sense of ownership, accountability, and motivation. When employees have the autonomy to make decisions and contribute their perspectives, they feel valued and respected. Empowered employees are more engaged, motivated, and likely to proactively solve problems and drive innovation within the organization.

Employee Development Programs, offering training and development programs to enhance employees' skills and competencies is crucial for their growth and engagement. When organizations invest in employee development, employees feel supported in their personal and professional growth. Employee development programs lead to increased job satisfaction, motivation, and improved performance. Moreover, employees who receive continuous learning opportunities are more likely to stay with the organization, enhancing talent retention.

Overall, implementing these initiatives to enhance employee engagement and motivation creates a positive work environment where employees feel valued, empowered, and supported in their personal and professional growth. This, in turn, contributes to higher job satisfaction, productivity, and organizational success.

CONCLUSION

In conclusion, the challenges of personnel management for public service organizations in the era of technological disruption in Indonesia are multifaceted and require careful consideration. This thesis has explored several key areas where these challenges manifest, including the adoption of technology-enabled HR systems, the impact of technological disruption on job roles and responsibilities, and the need for upskilling and reskilling initiatives. The findings highlight the

importance of embracing technology-enabled HR systems to streamline and optimize personnel management processes. However, it is essential to address the potential challenges associated with technological adoption, such as resistance to change, data security concerns, and the need for adequate training and support for employees.

Moreover, the era of technological disruption brings about a need for redefining job roles and responsibilities. Organizations must proactively adapt to the evolving technological landscape, redesigning job roles to align with emerging technologies and leveraging automation to enhance efficiency and productivity. This requires careful planning, collaboration with employees, and investment in upskilling and reskilling initiatives.

Upskilling and reskilling initiatives are critical to equip employees with the necessary skills and knowledge to thrive in a technology-driven environment. By providing training programs, mentorship opportunities, cross-functional projects, online learning platforms, and internal workshops, organizations can foster continuous learning, empower employees, and ensure their readiness to embrace technological changes. Furthermore, enhancing employee engagement and motivation is pivotal for the success of personnel management in the face of technological disruption. By fostering clear communication, recognizing employee contributions, promoting career development, supporting work-life balance, empowering decision-making, and investing in employee development programs, organizations can create a positive work environment that motivates and engages employees.

To navigate these challenges effectively, public service organizations in Indonesia must take a proactive and strategic approach to personnel management. This involves aligning HR strategies with the goals and objectives of the organization, embracing technological advancements while addressing associated challenges, and prioritizing the development and well-being of employees. In conclusion, by recognizing and addressing the challenges of personnel management in the era of technological disruption, public service organizations in Indonesia can optimize their human resources, enhance productivity, and effectively serve the needs of the citizens in a rapidly changing digital landscape. With careful planning, strategic initiatives, and a commitment to continuous improvement, these organizations can navigate the complexities of personnel management in the face of technological disruption and pave the way for a successful future.

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