

DIGITAL-BASED HR STRATEGY AND ITS ROLE IN BUILDING AN ADAPTIVE WORK CULTURE AT PT TASPEN



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Abstract

Various aspects of business, including human resource management (HR). Digital-based HR strategies are an urgent need for organizations to remain competitive and adaptive to change. This study aims to analyze the digital-based HR strategy implemented at PT Taspen Tanjungpinang and its role in building an adaptive work culture. Using a qualitative approach, data were collected through interviews and observations. The results of the study indicate that the implementation of technologies such as HRIS, e-learning, and digital communication platforms has increased the efficiency and effectiveness of HR management. The main challenges include employee adaptation to new technologies and budget constraints. However, adequate management support, training, and infrastructure are supporting factors for successful implementation. This study contributes to the development of digital-based HR strategies in other companies.

Keywords: Human Resources Strategy, Technology Transformation, PT Taspen Tanjungpinang

INTRODUCTION

In the ever-evolving digital era, technological transformation has affected various aspects of business, including human resource management (HR). This technological development must also be followed by developments in human resources (Nikmah et al., 2023). Digital-based HR strategies are an urgent need for organizations to remain competitive and adaptive to change. To achieve organizational goals, there are always challenges that cannot be avoided, but organizations need to have a strategy to overcome them (Budimansyah & Axel, 2024). Digitalization in HR includes the use of technology such as HR management information systems (HRIS), e-learning platforms, data analytics tools, and mobile applications to improve the efficiency and effectiveness of employee management. One of the main roles of a digital-based HR strategy is in building an adaptive work culture. An adaptive work culture is the ability of an organization to respond quickly and effectively to changes, both in terms of technology, the market, and employee demands. By utilizing technology, organizations can improve internal communication, facilitate employee training and development, and manage performance more transparently (Munawar et al., 2022).

HR development is an effort to develop technical, theoretical-conceptual, and attitudinal capabilities of HR according to the needs of the job or position carried out through education and training (Arif et al., 2022). In addition, digital-based HR strategies also encourage collaboration and innovation in the workplace. With digital communication tools such as Slack or Microsoft Teams, employees can interact and collaborate more effectively, even in a hybrid or remote work environment. This not only increases productivity but also creates an inclusive and responsive work culture to change. In a broader context, digital-based HR strategies also help organizations manage diversity and inclusion. By using technology, organizations can ensure that all employees, regardless of their location or background, have equal access to development opportunities and resources (Ghufron et al., 2024).

PT Taspem Tanjungpinang as one of the State-Owned Enterprises (BUMK) engaged in pension fund services, also needs to adopt a digital-based HR strategy to improve efficiency and build an adaptive work culture. In facing the challenges of the digital era, PT

Taspen Tanjungpinang can utilize technology to improve customer service and manage human resources more effectively. Based on the background above, the researcher is interested in knowing the digital-based Human Resources (HR) strategy implemented at PT Taspen Tanjungpinang City. Through this study, it is expected to obtain in-depth information regarding best practices and challenges faced by companies in adopting digital technology. The results of this study are expected to contribute to the development of HR strategies in other companies, as well as provide insight for PT Taspen management in improving performance and competitiveness in an increasingly competitive market.

REVIEW OF LITERATURE

Human Resources

Human Resources refers to all individuals involved in an organization, who have an important role in achieving the company's goals and vision. HR includes aspects of skills, knowledge, and experience possessed by employees, as well as the potential to develop and contribute further. According to (Nurfitriyani Anissa et al., 2024) Human resources (HR) refer to the unique ability of individuals to function as adaptive and innovative members of society and live a successful life harmoniously and sustainably within the framework of what potential wants to achieve. In essence, HR is in the form of humans who are employed in an organization as drivers, thinkers and planners to achieve the goals of the organization (Salsabilla Putri & Hendra Riofita, 2024).

In the context of an organization, human resources are considered the most valuable asset, because a company's performance and innovation are highly dependent on the quality of its workforce. Therefore, investment in human resource development is crucial to create a productive work environment and facilitate individual growth. This human resource planning is long-term and this process can also include employee transfers to other departments, termination of employment or reduction in the number of employees, adding or reducing employees in certain units (Raymond et al., 2024). In an effort to achieve this, management is needed that regulates the existence of human resources so that they can be maximized so that they not only have abundant human resources but also quality and

productive ones (Ida Farida et al., 2024). With proper management, human resources can act as the main driver to achieve competitive advantage and long-term success of the company.

Human Resource Management

Human Resource Management (HRM) is a planned and systematic process in managing, developing, and utilizing the workforce in an organization. The goal is to ensure that the organization has the right employees, with the appropriate skills and competencies to achieve the company's strategic goals. HRM includes various functions, such as recruitment, selection, training, development, performance appraisal, and Compensation (Kalogiannidis, 2021). According to (Amelyawati et al., 2023), management in this case, human resource management, can accommodate existing resources, which are then integrated to obtain maximum results to achieve company goals. Meanwhile, according to (Dr. Beni Agus Setiono & Dr. Enni Sustiyatik, 2020) HRM can be understood as a process in an organization and can also be interpreted as a policy.

In addition, HR management also includes workforce planning, employee relationship management, and organizational culture development. With the right approach, HR management can increase employee motivation and job satisfaction, which in turn has a positive impact on overall organizational productivity and performance (Al-Swidi et al., 2021). In a world that is constantly changing, HR management must be able to adapt to technological developments and market dynamics. According to (Ansari et al., 2021) through innovative strategies, HR management can create a work environment that supports collaboration, creativity, and innovation, so that organizations can achieve sustainable competitive advantage.

Human Resource Management Strategy

Digitalization-based Human Resources (HR) strategy is an approach to HR management that utilizes information and digital technology to improve the efficiency, effectiveness, and quality of workforce management in an organization. In the digital era, this strategy includes the use of various technology-based tools and systems, such as HR management software, online learning platforms, and applications for performance assessment.

Digitalization in HR management allows companies to carry out recruitment processes faster and more precisely, facilitate employee training and development through e-learning, and facilitate communication and collaboration between teams (Kayla Putri Agustono et al., 2023). In addition, analytical technology can be used to monitor and evaluate employee performance in real-time, providing better insights for decision making. By implementing a digitalization-based HR strategy, organizations can improve employee experience, speed up administrative processes, and create a work culture that is more responsive to change. According to (Muslimat, 2023) through a flexible approach, strong organizational culture, opportunities for growth, proper recognition, and open communication, job satisfaction can be increased, which in turn can improve employee retention and overall organizational performance. This not only increases productivity but also helps organizations attract and retain the best talent in an increasingly competitive market. According to (Irma Yuliani, 2023) in managing Human Resource Management so that it runs well, it is necessary to pay attention to things such as recruitment and selection, career development, performance appraisals and compensation.

RESEARCH METHOD

In this study, qualitative methods were chosen as the main approach to explore and understand the phenomena that occurred at PT Taspen in Tanjungpinang City. This method allows researchers to explore the experiences, views, and perceptions of individuals regarding the implementation of digital-based Human Resources (HR) strategies. According to (Rita Fiantika et al., 2022) Qualitative research aims to understand, find meaning behind data, find the truth, both empirical, logical and theoretical truth. In qualitative research, researchers will understand the background of the atmosphere and natural events according to what is being studied (Ultavia et al., 2023). Descriptive research aims to understand the phenomena that occur in the research object in depth and systematically (Dr. Abdul Fattah Nasution, 2023). For data collection, researchers use structured interviews and observations as the main methods. With this approach, it is hoped that research can provide an understanding and challenges faced during the process of implementing digital-based HR strategies, as well as their impact on organizational performance. The results of this study

are expected to be an important reference for the development of better HR management practices in the future, as well as contributing to the literature in this field.

RESULTS AND DISCUSSION

Recruitment and Selection

The digital recruitment and selection process at PT Taspen Tanjungpinang is a strategic step designed to attract the best talent and increase efficiency in Human Resources (HR) management. In today's digital era, companies utilize various digital platforms to disseminate job vacancy information. Through the official website and social media, PT Taspen is able to reach a wider audience, providing opportunities for prospective applicants from various backgrounds to apply. This not only increases the number of applicants, but also the quality of candidates who enter the selection process. After receiving applications, the initial selection stage is carried out using a digital-based recruitment management system. This system allows the HR team to automatically screen resumes and applicant qualifications based on predetermined criteria. In this way, the process becomes faster and more efficient, reducing the time required to review each application. The use of this technology also minimizes the possibility of human error in the screening process.

Qualified applicants are then invited to attend an interview conducted online. The use of a video conference platform provides flexibility for both prospective employees and the HR team, reducing travel costs and time that would normally be required for a face-to-face interview. In addition, PT Taspen can use digital-based assessment tools to measure the skills and abilities of prospective applicants through online tests, which can be done anytime and anywhere. After the interview and assessment process is complete, the final decision is made based on the data collected. With this approach, PT Taspen Tanjungpinang not only ensures efficiency in the recruitment and selection process, but also ensures that the selected candidates have the skills and competencies that match the needs of the organization. Thus, a better experience for prospective applicants is created, which in turn supports the achievement of overall organizational goals and creates a high-quality team.

Development

Career development at PT Taspen Tanjungpinang is an integral part of the Human Resources (HR) strategy aimed at improving employee competency and potential. Understanding that skilled and motivated employees are valuable assets to the company, PT Taspen actively designs comprehensive development programs to support individual growth. The career development process begins with the identification of competency development needs, which are based on performance assessments and career aspirations of each individual. The HR team works closely with managers to periodically evaluate employee performance, identifying strengths and areas for improvement. With this approach, each employee receives constructive feedback that serves as the basis for planning further development steps.

PT Taspen provides various training programs and workshops designed to improve employees' technical and soft skills. These programs include leadership training, project management, and effective communication. Training is delivered by experts in their fields and utilizes digital platforms, so employees can access training materials flexibly, anytime and anywhere. This approach not only makes learning more accessible, but also encourages employees to learn independently and take responsibility for their own development. In addition to training, PT Taspen also implements an effective mentoring system. In this system, experienced employees guide newer employees, helping them adapt to the company culture and understand the work process. This not only facilitates the transfer of knowledge, but also builds a strong professional network within the organization, which can accelerate career development.

Periodic evaluations are conducted to monitor employee progress in their career development. Employees are encouraged to be active in planning their own career paths with the support of the HR team, who are ready to provide direction and advice based on individual goals and organizational needs. In this way, PT Taspen Tanjungpinang is committed to creating a work environment that supports individual growth and development. Overall, structured and continuous career development at PT Taspen not only has a positive impact on employees, but also contributes to the overall success of the organization. With investment in HR development, PT Taspen is ready to face future challenges and achieve its long-term goals.

Performance Assessment

Performance appraisal at PT Taspen Tanjungpinang is a systematic and ongoing process to evaluate employee contributions and achievements in achieving organizational goals. This process is not only intended to assess individual performance, but also to identify areas that need improvement and plan employee career development more effectively. In this context, performance appraisal becomes an important tool in ensuring that each employee can contribute optimally to the company's vision and mission. At the beginning of the year, each employee together with their superiors sets clear and measurable work goals. These goals are based on the company's vision and mission, so that each individual has a direction that is in line with the organization's strategy. Setting these goals is important, because it provides focus and motivation for employees to achieve agreed targets. During the appraisal period, employees are expected to conduct independent evaluations of their achievements and the challenges they face. This process encourages employees to be more reflective and responsible for their performance.

Performance appraisals are conducted periodically, generally every six months, through a digital-based appraisal system. This system allows for real-time data collection and facilitates more effective communication between employees and superiors. By utilizing technology, PT Taspen can monitor employee performance developments more efficiently, as well as reduce the possibility of bias in assessments. In addition, 360-degree feedback-based assessments are also implemented. In this approach, opinions from co-workers, subordinates, and superiors are used to provide a more comprehensive picture of an individual's performance. This feedback is invaluable, as it provides a broader perspective and helps employees understand how they are perceived by others in the work environment.

The results of performance appraisals are not only used to determine compensation or promotions, but also to design development programs for employees. With the information obtained from the assessment process, the HR team can design appropriate training programs to meet employee development needs. Each employee receives constructive feedback, which helps them understand their strengths and areas of improvement that need to be focused on. This creates a transparent work culture and supports professional growth. Overall, performance appraisals at PT Taspen Tanjungpinang serve as a strategic tool to encourage

high performance, increase motivation, and create a work environment that focuses on individual development and organizational success. This process is expected to help the company achieve its long-term goals more effectively, while creating a more competent and committed team. Thus, PT Taspen is not only investing in employee development, but also in the sustainability and growth of the organization as a whole.

Compensation

Compensation at PT Taspen Tanjungpinang is designed to attract, retain, and motivate employees to give their best performance. This compensation system includes various elements, including basic salary, allowances, bonuses, and incentives that are adjusted to employee contributions and market conditions. Employee basic salaries are determined based on position, level of experience, and qualifications, taking into account industry standards to ensure competitiveness. In addition, PT Taspen provides health benefits and other benefits, such as transportation and meal allowances, which serve to support employee welfare.

Annual bonuses are also an important part of the compensation system, which are given based on individual and team performance achievements. With this, employees are motivated to achieve the targets set, so that they can contribute maximally to the organization's goals. PT Taspen also implements an incentive program that focuses on innovation and productivity improvement, rewarding employees who show initiative and outstanding results. In order to create a fair and transparent work environment, PT Taspen periodically reviews the compensation structure to ensure it is in line with market developments and employee needs. Employee feedback is also considered in this process, so that it can create a compensation system that is responsive to the expectations and needs of the workforce. With this holistic approach, PT Taspen Tanjungpinang is committed to creating a compensation system that is not only fair, but also supports career development and overall employee welfare.

Challenges and Supporting Factors in Implementing Technology in HR Management

The implementation of technology in Human Resources (HR) management at PT Taspen Tanjungpinang faces various challenges, one of which is the need for sufficient adaptation time. The change from a traditional system to a digital system requires

adjustments not only in terms of technology but also in terms of employee mentality and work culture. Many employees may be less familiar with the new technology being introduced. This can cause confusion and uncertainty in the use of digital tools, such as recruitment management systems and online training platforms. To overcome this, PT Taspen needs to provide comprehensive and supportive training so that every employee feels comfortable and confident in using new technology.

In addition, the adaptation process also requires time to adjust to existing work procedures. Employees need to understand how the new system works and how it integrates with existing processes. If not managed properly, this can cause disruptions in daily operations and reduce productivity. Another challenge is resistance to change. Some employees may be anxious or skeptical of new technology, worried about its impact on their work. Therefore, it is important for management to communicate the benefits of implementing technology, including how it can make work easier and increase efficiency. Finally, budget constraints can also be an obstacle in implementing technology. Investment in hardware and software, as well as training for employees, requires a lot of money. Therefore, PT Taspen needs to carry out careful budget planning to ensure that all aspects of technology implementation can run smoothly.

Supporting factors in the implementation of technology in Human Resources (HR) management at PT Taspen Tanjungpinang are very important to ensure the success of the transition process. First, top management support is the main key. The commitment of organizational leaders to implement new technology will encourage all employees to follow the changes. The existence of comprehensive training for employees greatly supports the adaptation process. A good training program will help employees understand and master new technology, so that they can make maximum use of it in their daily work.

Adequate technological infrastructure is also an important factor. PT Taspen needs to ensure that the hardware and software used meet standards and are able to support the company's operational needs. Creating an organizational culture that is open to change will facilitate the acceptance of new technologies. If employees feel valued and involved in the process, they will be more likely to accept innovation. Constructive feedback from employees after the use of technology can provide insight for further improvement and

development. By combining all these factors, PT Taspen Tanjungpinang can facilitate the implementation of technology in HR management effectively.

CONCLUSION

Based on the research results, it can be concluded that digital-based HR strategies have an important role in building an adaptive work culture at PT Taspen Tanjungpinang. The application of technology such as HRIS, e-learning platforms, and digital communication tools has increased efficiency in the recruitment, training, and performance appraisal processes. In addition, an inclusive and responsive work culture to change is also formed through more effective collaboration between employees. However, challenges such as resistance to change and budget constraints need to be addressed with a comprehensive approach. Management support, employee training, and adequate technology infrastructure are key factors in the successful implementation of this strategy. Overall, digital-based HR strategies not only increase organizational productivity and performance but also create a work environment that supports growth and innovation. PT Taspen Tanjungpinang can utilize these findings to strengthen the competitiveness and sustainability of the organization in the digital era.

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