

Optimizing the Human Resource Management Function in Improving Employee Performance in the Digital Era at PT Bahana Swara Asembagus

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Abstract

This study aims to analyze the optimization of the human resource management (HRDM) function in improving employee performance in the digital era at PT Bahana Swara Asembagus, focusing on the implementation of the HRM function, optimization efforts, and obstacles faced. The research uses a descriptive qualitative approach with data collection techniques through interviews, observations, and documentation, and is analyzed using data reduction, data presentation, and conclusion drawing with validity test through triangulation. The results show that the implementation of the HR function—including HR planning, training and development, and performance assessment—has been running but is still dominated by conventional approaches and has not been digitally integrated. Optimization efforts are carried out through the use of technology in work operations, improving employee digital competence, and using digital communication media, although it is still partial. The main obstacles include the limitations of technological infrastructure, low digital literacy, resistance to change, and the absence of a structured training system. This research emphasizes that optimizing human resources in the digital era requires a holistic and integrated approach between technology, human resource development, and organizational culture to improve employee performance in a sustainable manner.

Keywords:

Human resource management; Employee performance; Digital transformation; HR optimization; Digital era.

1. INTRODUCTION

The development of digital technology has significantly changed organizational work patterns and management in various sectors (Winulyo et al., 2023). Digital transformation encourages companies to adjust their work systems to be more adaptive, efficient, and technology-based. This happens because digitalization allows for the automation of work processes as well as faster and more accurate data integration in decision-making (Sangapan et al., 2025). This phenomenon is strengthened by the increasing use of digital platforms, information systems, and internet-based technology in modern organizational activities. Thus, changes towards the digital era require organizations to make strategic adjustments to remain able to survive and compete (Afkari et al., 2022).

Digital changes also have a direct impact on the management of human resources (HR) in organizations. Employees are no longer only required to have conventional technical skills, but also the ability to adapt to digital technology and work systems (Ariadi et al., 2025). This is due to the increasing need for organizations for a workforce that is able to innovate, collaborate digitally, and utilize technology in completing work (Saidin et al., 2023). Various phenomena show that low employee digital literacy is still an obstacle in improving organizational performance. Therefore, human resource management in the digital era is a key factor in determining organizational success (Putri et al., 2022).

PT Bahana Swara Asembagus as a private radio broadcasting company also faces the challenge of digital transformation in human resource management. Changes in people's behavior in accessing information that have shifted to digital platforms require companies to adapt not only to broadcast technology, but also to the quality and competence of employees (Lestari et al., 2023). However, in practice, the implementation of the human resource management function in this company is not fully optimal, especially in terms of digital-based performance assessment, employee competency development, and the use of technology in human resource management. This condition shows that optimizing the function of MSDM is still an important need to improve employee performance. Thus, PT Bahana Swara Asembagus becomes a relevant locus to study these problems (Gerson et al., 2025).

Theoretically, human resource management (HRDM) has a strategic role in improving employee performance through planning, training and development, and performance appraisal functions (Zhang & Chen, 2024) (Gornostaeva, 2023). The literature states that the digitalization of human resources can improve the efficiency of employee management and support data-driven decision-making. In addition, the application of digital technology in MSDM is also believed to be able to increase employee productivity and work quality (Alshamrani et al., 2023). However, most previous research has focused more on the digitalization aspect in general or focused on digital marketing strategies than on HR management. Therefore, studies on the optimization of digital-based MSDM functions still need to be deepened.

Although various theories have explained the importance of digitalization in HRM, there is a gap between theoretical concepts and practice in the field. Many organizations have adopted digital technology, but have not been able to optimize all MSDM functions in an integrated manner. This is due to the limitations of digital competence, resistance to change, and the lack of a system that supports the implementation of digital-based MSDM as a whole (Albi, 2024). As a result, the potential to improve employee performance through optimizing MSDM has not been achieved to its maximum. Thus, empirical studies are needed that are able to bridge the gap between theory and practice (Sri Ispini, 2023) (Winterton & Winterton, 2020).

This research has novelty in the focus of the study that focuses on optimizing the function of MSDM in the context of private radio broadcasting companies in the digital era, which is still rarely specifically researched. In addition, this study not only examines the implementation of the MSDM function, but also identifies optimization efforts and obstacles faced in practice. The purpose of this study is to describe the implementation of the human resource management function, analyze its optimization efforts, and identify obstacles in improving employee performance in the digital era at PT Bahana Swara Asembagus. Thus, this research is expected to make a theoretical and practical contribution to the development of digital-based human resource management.

2. RESEARCH METHOD

This study uses a qualitative approach with a descriptive type. This approach was chosen because the research aims to understand in depth the phenomenon of optimizing the human resource management (HRM) function in improving employee performance in the digital era (Selviyanti et al., 2023; Sanjayyana et al., 2024). The qualitative approach allows researchers to explore the meaning, processes, and dynamics that occur in human resource management in the organizational environment. This is supported by research characteristics that do not focus on hypothesis testing, but on a contextual understanding of the phenomenon being studied (Purwanggono et al., 2025). Thus, a descriptive qualitative approach is considered appropriate to produce a comprehensive and in-depth picture (Djunaedi, 2025).

This research was carried out at PT Bahana Swara Asembagus as a research locus. The selection of the location was based on the consideration that the company is facing the challenges of digital transformation, particularly in human resource management. In addition, the company's characteristics as a private radio broadcasting medium that is beginning to adapt to digital technology make it relevant to the research focus. (Purnomo et al., 2025).

The data sources in this study consist of primary data and secondary data. Primary data is obtained directly through interaction with informants involved in HR management, such as leaders, management, and employees. Meanwhile, secondary data was obtained from company documents, scientific literature, and archives relevant to the research topic. The use of these two types of data aims to strengthen the validity of the findings through the comparison of various sources of information. Thus, the combination of primary and secondary data allows researchers to obtain a more accurate and comprehensive picture (Yulianto & Madiistriyatno, 2023).

Data collection techniques are carried out through interviews, observations, and documentation. The interview was used to dig up information in depth related to the implementation and optimization of the MSDM function. Observations are carried out to directly observe work activities and the use of digital technology in the organizational environment. Meanwhile, documentation is used to supplement the data through various official documents and company archives. These three techniques are used in an integrated manner to improve the completeness and depth of research data. Therefore, the use of triangulative techniques in data collection is an important step in this study (Budhwar et al., 2023).

The data analysis technique uses a qualitative analysis model which includes data reduction, data presentation, and conclusion drawn. Data reduction is carried out by selecting and focusing data that is relevant to the research objectives. The presentation of data is carried out in the form of a descriptive narrative to facilitate understanding of patterns and relationships between data. Furthermore, conclusions are drawn in stages by considering the consistency of the data obtained. This analysis process takes place continuously from the beginning to the end of the study. Thus, data analysis was carried out systematically to produce valid findings (Shahzad et al., 2023).

The validity of the data in this study is maintained through triangulation techniques, observation diligence, and sufficiency of references. Triangulation is done by comparing data from various sources and data collection techniques. Observation diligence is carried out to ensure the consistency and depth of information obtained in the field. In addition, the adequacy of references is used to support and strengthen the research analysis. The application of this data validity technique aims to increase the credibility and validity of research results. Thus, the results of the research can be scientifically accounted for (Siska et al., 2024).

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1. Implementation of Human Resource Management Functions

The findings of the study show that the implementation of the human resource management (HRM) function at PT Bahana Swara Asembagus has been running, but it is not fully optimized in facing the demands of the digital era. The functions of MSDM, which include human resource planning, training and development, and performance assessment, are still carried out with a conventional approach. This can be seen from the lack of an integrated digital system in human resource management, causing the workforce planning process to remain simplistic and not based on a digital competency needs analysis. As one of the HR managers stated, "We are still using traditional methods, and there is no system that can help us integrate and analyze the digital skills required for our employees" (Interview, HR Manager, PT Bahana Swara Asembagus). Thus, the implementation of the MSDM function is still in the adaptation stage towards a more modern and technology-based system.

In practice, employee training and development has not been carried out in a structured and sustainable manner in accordance with the demands of the digital era. Employees tend to learn independently in adjusting to technological developments used in company operations. For instance, one employee shared, "I had to teach myself how to use the software because there was no formal training or guidance provided" (Interview, Employee, PT Bahana Swara Asembagus). Meanwhile, the performance appraisal system is still conducted manually, which increases the risk of subjectivity in the evaluation process. As one of the managers pointed out, "Performance assessments are done manually, and there's always a possibility of bias without a digital system" (Interview, Manager, PT Bahana Swara Asembagus). Therefore, even though the HRM function has been implemented, its execution still needs to be strengthened to optimally support employee performance improvement.

Table 1. The Implementation of the MSDM Function

No	Aspects of MSDM	Findings Indicators	Field Evidence
1	HR Planning	Planning is not yet digital-based	There is no application-based HR planning system or data analytics
2	Training & Development	Training is unstructured	Employees learn independently regarding the use of technology
3	Performance Appraisal	Assessment is still manual	The assessment is carried out by direct supervisors without a digital system
4	Digitization of MSDM	Not yet integrated	There is no digital HR system that is used comprehensively

These findings show that the implementation of the MSDM function at PT Bahana Swara Asembagus is still in the transition stage from a conventional system to a digital-based system. This condition indicates that the company has realized the importance of human resource management, but has not been able to fully integrate technology in every HR function. Theoretically, optimizing MSDM in the digital era requires an integrated, data-based system that is able to support objective decision-making.

Limitations in the implementation of HR functions have the potential to affect the effectiveness of employee management, especially in improving performance in the digital era which demands speed, accuracy, and technological adaptation. Therefore, efforts are needed to strengthen the digitalization aspect of MSDM so that the implementation of the human resource management function can run more optimally and be able to support the continuous improvement of employee performance.

3.1.2. Efforts to Optimize the Function of MSDM in the Digital Era

The findings of the study show that PT Bahana Swara Asembagus has made various efforts to optimize the human resource management (HRM) function in response to the demands of the digital era. These efforts are reflected in the beginning of integrating digital technology into operational activities, particularly in broadcast content production, internal communication, and audience interaction through digital platforms. Conceptually, this step indicates a paradigm shift from conventional HR management to a more adaptive, flexible, and technology-based approach. Although it has not been systematically structured, this initiative demonstrates the organization's awareness of the importance of digitalization in improving employee work effectiveness. As one of the managers stated, "We are just beginning to realize the importance of integrating digital tools into our HR processes, even though it's still very early" (Interview, HR Manager, PT Bahana Swara Asembagus).

Optimizing HRM is also carried out through strengthening the individual capacity of employees in dealing with technological changes. The company provides opportunities for employees to develop digital competencies, both through self-learning and hands-on work experience (learning by doing). For instance, one employee noted, "I learned a lot by just doing the work and figuring out the tools as I went along" (Interview, Employee, PT Bahana Swara Asembagus). Additionally, efforts to improve digital-based work coordination have been made, such as using online communication media to speed up the flow of information and decision-making. However, these efforts are still partial and have not been supported by an integrated, digital-based human resource management system. Therefore, the optimization of human resources is still in the initial stage of digital transformation in human resource management.

Table 2. Findings of Efforts to Optimize the Function of MSDM in the Digital Era

No	Optimization Aspects	Findings Indicators	Empirical Evidence
1	Operational Digitalization	Utilization of digital platforms in broadcasting	Use of social media and streaming platforms for broadcast content distribution
2	Competency Development	Employee digital skills enhancement	Employees actively learn the use of editing tools, digital broadcasting, and social media
3	Organizational Communication	Digital communication system	Use of communication applications (WhatsApp, etc.) in daily work coordination
4	Technology Adaptation	Integration of technology in work	Employees are getting used to using digital devices in content production and distribution
5	Organizational Learning	Learning by doing	There is a lack of formal training, but there is a learning process based on work experience

These findings indicate that efforts to optimize the MSDM function at PT Bahana Swara Asembagus have led to digital transformation, although it is still at the embryonic stage and has not been systematically institutionalized. Theoretically, digital-based HR optimization should be supported by an integrated system, such as the Human Resource Information System (HRIS), as well as a structured competency development program. However, in the context of this study, optimization occurs more at the level of operational practices and individual initiatives, rather than at the level of organizational strategic policies.

These conditions show that there is a gap between empirical practice and the ideal framework in the digital MSDM literature. Nevertheless, the efforts that have been made provide a positive indication of the organization's readiness to face the digital era. Experiential adaptation that occurs in employees is the initial capital in building a more comprehensive digital HR system. Therefore, further strategic steps are needed in the form of strengthening the system, increasing digital literacy in a structured manner, and integrating technology in all MSDM functions so that optimization can have a significant impact on improving employee performance.

3.1.3. Obstacles in Optimizing MSDM Functions

The findings of the study show that the optimization of the human resource management (HRM) function at PT Bahana Swara Asembagus faces a number of structural and cultural obstacles. The main obstacle lies in the limitations of technological infrastructure that has not fully supported the implementation of digital-based MSDM systems in an integrated manner. This condition causes HR management processes, such as performance assessments and workforce planning, to be carried out manually and less efficiently. As one of the HR managers explained, "We are still managing everything manually because the digital system has not been implemented comprehensively" (Interview, HR Manager, PT Bahana Swara Asembagus). These limitations hinder the organization's digital transformation process, as optimizing MSDM requires adequate and sustainable technology system support. Thus, the infrastructure aspect is a crucial factor in determining the success of MSDM digitalization.

In addition to structural factors, obstacles also arise from the human resources aspect, especially related to the level of digital literacy and individual readiness to face change. Not all employees have the same ability to operate digital technology, so the adaptation process is uneven. As one employee stated, "I struggle with some of the new systems and tools. It's challenging when not everyone is on the same page" (Interview,

Employee, PT Bahana Swara Asembagus). On the other hand, there is a tendency to resist change, particularly among employees who are accustomed to the conventional work system. This resistance is compounded by the absence of a structured digital training program aimed at systematically improving employee competencies. Therefore, obstacles in optimizing human resources arise not only from technological limitations but also from human factors and organizational culture.

Table 3. Finding Obstacles in Optimizing MSDM Functions

No	Jenis Hambatan	Indikator Temuan	Bukti Lapangan (Empirical Evidence)
1	Infrastruktur Teknologi	Keterbatasan sistem digital	Belum tersedia sistem HR berbasis digital (HRIS) yang terintegrasi
2	Literasi Digital SDM	Kompetensi digital belum merata	Sebagian karyawan masih kesulitan menggunakan teknologi digital
3	Resistensi Perubahan	Penolakan terhadap sistem baru	Karyawan cenderung mempertahankan cara kerja konvensional
4	Sistem Pelatihan	Pelatihan belum terstruktur	Tidak adanya program pelatihan digital yang berkelanjutan
5	Integrasi Sistem	Fragmentasi penggunaan teknologi	Penggunaan teknologi masih parsial dan tidak terintegrasi

These findings show that the obstacles in optimizing MSDM in the digital era are multidimensional, including aspects of technology, human resources, and organizational systems. Theoretically, the success of digital-based HR implementation is highly dependent on infrastructure readiness, human resource competence, and integrated organizational policy support. However, in the context of this study, these three aspects have not run synergism, thus hindering the expected optimization process.

Barriers stemming from human factors, such as low digital literacy and resistance to change, show that digital transformation is not only technical, but also cultural. Therefore, the necessary approach focuses not only on the provision of technology, but also on human resource capacity development and organizational mindset changes. Thus, to achieve effective HR optimization, companies need to integrate technology strategies with HR development strategies in a sustainable manner.

3.2. Discussion

3.2.1. Implementation of Human Resource Management Functions

The results of the study show that the implementation of the human resource management function (HRM) at PT Bahana Swara Asembagus is still in the transitional phase from the conventional system to a digital-based system. This condition is in line with the view that digital transformation in HR does not occur instantly, but through adaptation stages that are influenced by the readiness of the organization and the resources it has. From a theoretical perspective, the ideal function of human resources in the digital era requires the integration of technology-based systems, such as digital workforce planning, e-training, and e-performance appraisal that are able to increase the efficiency and objectivity of human resource management (Jumadi, 2023).

However, the findings of this study show that there is a gap between the ideal concept and practice in the field. The implementation of the MSDM function which is still manual and has not been digitally integrated indicates that the organization has not fully internalized the principles of digital human resource management. This condition is also reinforced by previous research that states that many organizations, especially in the middle sector, still face limitations in adopting technology-based MSDM systems as a whole. Therefore, the implementation of human resources at PT Bahana Swara Asembagus can be categorized as the initial stage of digital transformation, where organizations already have awareness of the importance of digitalization, but have not been able to implement it systemically (Febrianto & Yaqin, 2025).

The implication of this condition is that the contribution of MSDM in improving employee performance has not been optimal. Conceptually, employee performance in the digital era is greatly influenced by the speed of access to information, clarity of the assessment system, and technological support in work. When the function of MSDM has not run optimally, the potential to improve employee performance has also not been maximized. Thus, a more comprehensive transformation is needed in the implementation of the MSDM function in order to be able to respond to the demands of the digital era (Permata et al., 2025).

3.2.2. Efforts to Optimize the Function of MSDM in the Digital Era

The findings of the study show that PT Bahana Swara Asembagus has made various efforts in optimizing the function of MSDM, although it is still partial and has not been systematically integrated. These efforts, such as the use of digital platforms in work operations, strengthening competencies through independent learning, and the use of digital communication media, reflect organizational adaptation to changes in the digital work environment. From a theoretical perspective, this step can be categorized as a form of bottom-up digital adaptation, where transformation begins from operational practices before being formalized in organizational policies (Tambunan & Pandiangan, 2024).

These findings reinforce the argument that MSDM optimization does not always have to start with complex systems, but can develop from individual initiative and experiential learning. This is in line with the concept of learning organization which emphasizes the importance of the continuous learning process in increasing organizational capacity. However, without structured system support, such efforts are likely to be unsustainable and difficult to measure their effectiveness.

When compared to the digital MSDM literature, the ideal optimization should involve simultaneous integration of technology, work systems, and competency development. In the context of this research, optimization is still more dominant in the technical operational aspect than in the strategic aspect. This shows that organizations are still in the early stages of building a comprehensive digital-based MSDM system. Therefore, it is necessary to strengthen at the policy and system level so that the optimization efforts that have been carried out can have a more significant impact on improving employee performance (Werdingisih, 2021).

3.2.3. Obstacles in Optimizing MSDM Functions

The findings of the study reveal that the obstacles in optimizing MSDM are multidimensional, including aspects of technology, human resources, and organizational culture. The limitation of technological infrastructure is the main obstacle that hinders the integration of digital-based MSDM systems. From a theoretical perspective, technological infrastructure is the main enabler in digital transformation, so without adequate system support, the digitalization process cannot run optimally (Aula et al., 2022).

The human resource factor is also a significant obstacle, especially related to digital literacy and resistance to change. These findings are in line with various studies that state that digital transformation often faces cultural barriers, where individuals tend to maintain old work patterns that are considered more convenient. This resistance is not only a technical issue, but also related to the psychological and cultural aspects of the organization's work.

The absence of a structured training program shows that organizations do not have a systematic human resource development strategy in the face of the digital era. In fact, in the modern MSDM literature, the development of digital competencies is a key element in supporting the success of organizational transformation. Therefore, the obstacles that occur are not only operational, but also strategic, because they are related to the direction of organizational policies in managing change (Ainiyah, 2025).

Overall, these findings confirm that optimizing human resources in the digital era cannot be done partially, but requires a holistic and integrated approach. Without synergy between technology, human resource competencies, and organizational culture, the optimization efforts carried out will not achieve maximum results. Thus, organizations need to develop digital transformation strategies that focus not only on technology, but also on strengthening human capacity and changing work culture (Asir et al., 2023).

3.2.4. Implications

The findings of this study suggest that PT Bahana Swara Asembagus must address several critical issues to optimize its HRM functions in the digital era. The primary challenge is the lack of an integrated HR Information System (HRIS), which hinders efficiency and the automation of HR processes. To overcome this, the company must invest in a comprehensive HRIS that can streamline operations and improve the accuracy of decision-making.

Another key issue is digital literacy among employees, which is insufficient to fully leverage digital tools. As a result, PT Bahana Swara Asembagus should implement structured digital training programs aimed at enhancing employees' digital skills. These programs will not only improve their ability to use digital systems but also help reduce resistance to technological change within the organization.

Finally, the study highlights the resistance to change in the company, especially among employees who are accustomed to traditional HR practices. To address this, PT Bahana Swara Asembagus needs to focus on cultural change management. By promoting a culture that embraces digital transformation, and integrating technology, training, and organizational culture shifts, the company can successfully optimize its HRM functions and ensure a smoother transition to the digital era.

4. CONCLUSION

This research reveals that the optimization of the Human Resource Management (HRM) function at PT Bahana Swara Asembagus in improving employee performance in the digital era is still in the transitional phase toward a more integrated and technology-based system. While core HRM functions, such as HR planning, training and development, and performance appraisal, have been implemented, they remain dominated by conventional approaches and lack full support from a structured digital system. However, the organization has demonstrated adaptive responses by incorporating technology into operational activities, enhancing employees' digital competencies, and using digital communication platforms, reflecting the early stages of transformation towards a more modern HRM system.

Despite these efforts, the optimization process has not yet reached its full potential due to several obstacles, including limited technology infrastructure, unequal digital literacy among employees, resistance to change, and the absence of a structured and sustainable human resource development system. These challenges confirm that optimizing HRM in the digital era requires a holistic and integrative approach. This approach should focus not only on adopting technology but also on strengthening human resource capabilities and transforming organizational culture. Specific recommendations for PT Bahana Swara Asembagus include investing in a comprehensive HR Information System (HRIS), enhancing employee digital literacy, and promoting a shift in organizational culture to embrace digital transformation. The development of a comprehensive digital HR system is crucial in driving the continuous improvement of employee performance and strengthening organizational competitiveness in an increasingly dynamic digital landscape.

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