

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of Digital Transformation on Human Resource Management: Empirical Study From the Department of Culture and Tourism of South Sumatera Province, Indonesia

Mayang Alya Sari¹, Hamid Halin², Fauziah Afriyani³

^{1,2,3} Department of Management, Faculty of Economics, Universitas Indo Global Mandiri, Palembang, Indonesia.

Email: 2021510050@students.uigm.ac.id¹, hamidhalin@uigm.ac.id², fauziah@uigm.ac.id³

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ABSTRACT

This study aims to analyze the influence of digital transformation on human resource management at the Department of Culture and Tourism of South Sumatra Province. Digital transformation is key to improving operational efficiency, team member productivity, and data-based decision making. The research method used is quantitative with a simple linear regression analysis technique. Data were collected through questionnaires distributed to department employees as research respondents. The study results show that digital transformation positively and significantly affects human resource management. The implementation of digital technology contributes to increasing employee work effectiveness, optimizing information systems, and managing human resources that are more adaptive to change. Thus, the department needs to continue improving its digitalization strategy through training and developing digital competencies for its employees to optimize the benefits of digital transformation.

Keywords: Digital Transformation, Human Resource Management, Efficiency, Digital Adaptation, Government Employees.

JEL Code: O33, M53, J53, H83.

I. Introduction

Management is a process of mobilizing human resources (HR) and all available means to achieve goals using resources through tasks related to management, such as planning, organizing, arranging, and moving. However, the strategy is an action plan needed to achieve goals (Rahmadyah & Aslami, 2022). One of the most important assets for every organization is HR. The company's success directly contributes to achieving goals and gaining a competitive advantage. The company must create a strong human resource management plan to ensure that employees have the skills, knowledge, and motivation to gain a competitive advantage (Suhairi et al., 2023). HR has feelings, desires, skills, knowledge, drive, strength, and efforts. Every HR potential affects the organization's efforts to achieve its goals. Every company's potential must be realized because HR is the power of humans and can be utilized by businesses to develop and operate according to plan. Employees are the most valuable company resources because they actively participate in setting plans, systems, processes, and goals the organization wants to achieve. This happens despite the company's diverse perspectives, educational backgrounds, and age ranges, which, due to a lack of loyalty, cannot achieve these

goals (Apriansyah & Afriyani, 2024). For employees to accept and use digital technology well, human resource management (HRM) must ensure they have the necessary knowledge and skills. In order to adapt to technological advances, they must also pioneer changes in the organization's culture and way of thinking. Effective HRM in the digital era helps businesses overcome the barriers presented by technological change and gain a competitive advantage (Wahyudi et al., 2023). Digital transformation is a process of fundamental change enabled by the creative application of digital technology combined with strategic influence, resources, and key capabilities. The goal is to redefine the value proposition for its stakeholders and drastically improve entities, such as industries, communities, business networks, or organizations (Pahrevi et al., 2022). People can complete work on a large scale thanks to the rapid advancement of industrial technology. This results in meeting increasing customer demands and needs. Digitalization has driven all aspects of life, including the workplace. Technology has shown many conveniences for workers' activities, especially for millennials, who find it easier to use daily (Samuel & Haeba Ramli, 2024).

Digitalization is changing all existing activities and relationships to generate new value for consumers, companies, and employees. Internal company relationships, such as relationships between business model units or activities, and external companies, such as expanding markets. Digital transformation is a significant change process involving various technologies that focus on digitalization to create value. (Ritonga et al., 2023). In the digital era, management refers to managing resources and organizations, and many businesses have concentrated on developing HR in the digital era. Facing digitalization, HR is essential. Head of the Culture and Tourism Office (Disbudpar) of South Sumatra Province, responsible to the Governor through the Regional Secretary. The South Sumatra Provincial Disbudpar is a government agency that handles various data and information related to culture and tourism. The South Sumatra Provincial Disbudpar is a government agency that handles and regulates cultural issues and tourism destination prospects in the districts or cities of South Sumatra.

Similar to other companies, some problems or phenomena occur in the Disbudpar of South Sumatra Province, namely the existence of digital transformation, digitalization requires new skills in the fields of technology and data management, many employees aged 50 years and over in the Disbudpar of South Sumatra Province are still lacking in using digital technology compared to employees aged 50 years and under, such as web-based application systems, which hinder the adoption of technology and the effectiveness of their work, for example the use of programs such as Microsoft Excel or presentation software (such as PowerPoint) can be an obstacle when compiling reports. Many reports are made manually, so the resulting reports are less informative and not timely due to the difficulty of data analysis and compiling digital-based reports. In addition, the South Sumatra Provincial Culture and Tourism Office faces difficulties in promoting tourist destinations due to the lack of employees proficient in using social media and managing content on websites, so promotional activities are not carried out optimally and are often less attractive to potential tourists. In the tourism industry, promotion through digital media is essential; if employees do not know how to use social media or manage content on their websites, promoting tourist destinations becomes less effective and can impact the number of tourists who come.

II. Literature Review and Hypothesis Development

2.1. Management

Management is the art and science of regulating how to use human resources. There are procedures involved in using additional resources effectively and efficiently to utilize human resources. Management is also defined as the art of doing things to help others. Management is considered an art, and a manager must know and master the art of proper leadership that can work in various situations. This shows that they use many personnel to complete the various tasks given to them to achieve organizational goals. Therefore, managers need to develop skills through various types of training (Jhuji et al., 2020). Management is a strategy to utilize the energy and thoughts of others to complete a task that aims to achieve a specific goal.

Management has many beautiful leadership techniques and aesthetics that direct, influence, supervise, and organize all elements that support each other to achieve these goals (Nurmadiyah, 2022) Management is the process of planning, organizing, guiding and supervising the work of members and utilizing additional resources to achieve company goals (Faujiah et al., 2023).

2.2. Human Resource Management

An organization's human resource management (HRM) is known as HRM. This method allows organizations to develop their human resources to achieve organizational goals. To achieve company goals, HRM prioritizes human resources in all its activities. HR is a significant investment for the company; without it, other production elements cannot effectively meet this goal. The role of humans in achieving these goals is vital for company founders. (Khamdari et al., 2020). Human resource management (HRM) is crucial because it maximizes employee potential through planning, recruitment, training, development, and management. Among the important elements of HRM is a successful strategy to maintain and improve employee performance. (Suhairi et al., 2023).

2.3. Digital Transformation

Digital transformation is an unavoidable event along with the increasing demand for digital technology. Digital transformation is a drastic change that utilizes existing resources, such as digital technology. Ready or not, organizations need to embrace digital transformation (Hadiono & Noor Santi, 2020). Digital transformation is a technological development that affects multiple levels of an organization. This shift requires investigating digital advances that can change business models and leveraging digital technology to improve current procedures. Digital innovation creates new digital products by combining digital technology with physical elements. Managers and industry leaders in traditional zones must now follow the trend of digital business transformation. This requires adjusting routines and organizational structures to meet the demands of the digital era (Fadillah et al., 2023). The lives of modern society are already very dependent on technology. Human life has undergone significant changes due to the rapid advancement of technology. The way humans convey information, called information technology, has continued to develop along with the development of human civilization. (Sati et al., 2023) The digital transformation process aims to improve an organization's quality by changing its characteristics using computers, communications, connections, and information technology (Kirana et al., 2023).

III. Research Method

This study uses quantitative methods in data collection because, first, the researchers establish ideas as relevant variables based on existing theories. After that, they searched for and determined the indicators, and then a questionnaire containing questions, answer choices, and assessment scores was created. This study uses two independent variables: the influencing variable (X) and the dependent variable (Y). From the existing research problems, the author uses quantitative research methods in this study, such as survey methods, to quantitatively show the tendencies of attitudes or opinions of a particular population by examining several population samples. Data collection requires the use of instruments and analysis of various types of numerical data, as well as interpreting things directly related to the tendencies in the population.

Primary data is a source of data explicitly collected to answer research questions. Questionnaires, also known as questionnaires, are used to collect initial data. The questionnaire asks participants several questions to find out what they say. It also finds out what respondents expect and which variables are measured.

This study utilized 124 South Sumatra Provincial Culture and Tourism Office employees. Each member of the population serves as a sample in this study. Thus, as many as 124 South Sumatra Provincial Culture and Tourism Office employees became the research sample. In distributing the questionnaire, the data

analysis used was the Validity and Reliability test. The classical assumption test consists of the normality test and heteroscedasticity. A simple linear regression test for hypothesis testing was performed using partial testing (T Test). The influence test consists of the determination coefficient test.

IV. Results and Discussion

4.1. Research Instrument Test

Table 1. Validity Test

Variables	Item Statement	Rcount	Rtable	Description
Digital Transformation (X1)	X1.1	0,756	0,176	Valid
	X1.2	0,765	0,176	
	X1.3	0,659	0,176	
	X1.4	0,814	0,176	
	X1.5	0,730	0,176	
	X1.6	0,547	0,176	
	X1.7	0,596	0,176	
	X1.8	0,539	0,176	
	X1.9	0,767	0,176	
	X1.10	0,803	0,176	
	X1.11	0,418	0,176	
	X1.12	0,349	0,176	
	X1.13	0,736	0,176	
	X1.14	0,749	0,176	
Human Resource Management (Y)	Y1	0,657	0,176	
	Y2	0,557	0,176	
	Y3	0,571	0,176	
	Y4	0,537	0,176	
	Y5	0,437	0,176	
	Y6	0,561	0,176	
	Y7	0,597	0,176	
	Y8	0,536	0,176	
	Y9	0,663	0,176	
	Y10	0,456	0,176	
	Y11	0,617	0,176	
	Y12	0,512	0,176	
Y13	0,568	0,176		
Y14	0,479	0,176		
Y15	0,501	0,176		
Y16	0,507	0,176		

Based on Table 1, all question items show $r \text{ count} > r \text{ table}$ at a significance level 0.05. This shows that all statement items from each indicator in this study have met validity, so they are declared valid and worthy of further testing.

Table 2. Reliability Test

Variables	Alpha Coefficient	Significance level	Description
Digital Transformation (X1)	0,896	0,60	Reliable
Human Resource Management (Y)	0,843		

It is clear from the information in Table 2 that each design meets the reliability requirements. Each Cronbach's Alpha indicates this > 0.60. As a result, each variable in this study can be considered reliable.

4.2. Data Analysis

4.2.1. Classical Assumption Test

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		standardized Residual
N		124
Normal Parameters	Mean	.0000000
	Std. Deviation	6.30899423
Most Extreme Differences	Absolute	.056
	Positive	.056
	Negative	-.055
Test Statistic		.056
Asymp. Sig. (2-tailed)		.200
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on the results of the Kolmogorov-Smirnov test listed in Table 3, the normality test value is 0.200 > 0.05. This shows that data from all variables are normally distributed.

Table 4. Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.500	2.070		4.105	.000
	Digital Transformation	-.058	.036	-.143	-1.597	.113
a. Dependent Variable: ABS_RES						

Based on Table 4, the test results with the Glejser test model on the Digital Transformation variable (X1) obtained a significance of 0.113. Thus, heteroscedasticity disturbances were not found in the regression model in this data, so this data is suitable for use as research data.

4.2.2. Linear Regression Analysis

Table 5. Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.144	3.778		7.185	.000
	Digital Transformation	.663	.066	.674	10.076	.000
a. Dependent Variable: Human Resource Management						

The results of Table 5 show that the simple linear regression equation is:

$$Y = Y + Y1Y1 + Y$$

$$Y = 27.144 + 0.663X_1 + Y$$

Based on the equation above, it is concluded that the constant 27.144 indicates that the Digital Transformation variable (X) will increase the Human Resource Management variable (Y) by 27.144. The coefficient value of Digital Transformation (X1) of 0.663 states that if Digital Transformation (X) increases by 1% then Human Resource Management (Y) will increase by 0.663% and vice versa. If Digital Transformation (X) decreases by 1% then Human Resource Management (Y) will decrease by 0.663%. This means that the Digital Transformation coefficient (X) positively and significantly affects Human Resource Management (Y).

4.2.3. Hypothesis Test

Table 6. Partial Test (t-Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.144	3.778		7.185	.000
	Digital Transformation	.663	.066	.674	10.076	.000

a. Dependent Variable: Human Resource Management

Based on Table 6, it is concluded that the influence of Digital Transformation (X) on Human Resource Management (Y) shows a t-table on Digital Transformation (X) of 1.979 and t-count of 10.076, so the comparison of t-count with t-table shows the result of 10.076 > 1.979, with sig. 0.000 < 0.05, therefore the Digital Transformation variable (X1) individually (Partially) has a positive and significant effect on Human Resource Management (Y), so that H1 is accepted.

4.2.4. Determination Coefficient Test (R²)

Table 7. Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674a	.454	.450	6.335

a. Predictors: (Constant), Digital Transformation
 b. Dependent Variable: Human Resource Management

Source: Table 7 shows the coefficient of determination (R²) value of 0.674. This means that Human Resource Management at the South Sumatra Culture and Tourism Office is influenced by 67.4% by the dependent variable in digital transformation (X). In comparison, the remaining 32.6% is influenced by variables not included in this study.

4.3. Discussion

Data analysis showed a positive regression coefficient of 0.663 with a t count for Digital Transformation (X1) of 10,076, greater than the t table of 1.979. When comparing significance values, the error rate is 5%, where the significance obtained is 0.000 < 5%. Thus, it is concluded that the Digital Transformation variable (X) positively and significantly affects Human Resource Management at the South Sumatra Provincial Culture and Tourism Office. Digital Transformation is a process of fundamental change in how organizations work by utilizing digital technology to improve efficiency, productivity, and quality of service. At the South Sumatra Provincial Culture and Tourism Office, digital transformation has brought many benefits, such as faster service, more accurate data for decision making, and opportunities for innovation in public services. However, challenges still exist, as found in the field according to Mr. Sarwono, namely the limited

technological capabilities among employees aged 50 years and over. Although challenges in technology adoption still exist, especially among more senior employees, this opens up opportunities for the development of new skills in technology and data management. With proper training and support, employees can adapt to these changes, making the digitalization process an opportunity to improve employee performance and competence. The results of this study are from Wahyudi et al. (2023), which show that digital transformation has a positive and significant impact on HR. Research by Atmaja et al. (2024) and Ritonga et al. (2023) also shows that Digital Transformation significantly impacts HR. This is by Kirana et al. (2023), which shows that a lack of understanding of technology hinders Human Resource Management.

V. Conclusion

This study aimed to determine how Digital Transformation (X) of the South Sumatra Provincial Culture and Tourism Office affects Human Resource Management (Y). The sample of this study was employees of the South Sumatra Provincial Culture and Tourism Office. Based on the research results, it can be concluded that the Digital Transformation variable (X1) has a positive and significant effect on Human Resource Management (Y) at the South Sumatra Provincial Culture and Tourism Office. This is proven by a partial test with a t-value with a t-table showing a result of $12,893 > 1.979$, with a significance of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted, meaning that there is a significant effect of Digital Transformation (X1) on Human Resource Management.

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