



HUMAN RESOURCE MANAGEMENT STRATEGY IN FACING DIGITAL TRANSFORMATION IN INDONESIAN EDUCATIONAL AND PROFESSIONAL DEVELOPMENT INSTITUTIONS

STRATEGI PENGELOLAAN SUMBERDAYA MANUSIA DALAM MENGHADAPI TRANSFORMASI DIGITAL PADA LEMBAGA PENDIDIKAN DAN PENGEMBANGAN PROFESI INDONESIA

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Abstract

This study aims to analyze human resource management strategies in facing digital transformation at the Indonesian Institute of Education and Professional Development. Digital transformation presents a challenge for organizations in improving service quality, work effectiveness, and human resource capabilities in adapting to technological developments. Therefore, appropriate human resource management is necessary for organizations to adapt to changes in digital-based work systems. This study used a qualitative research method with a descriptive approach. The results show that human resource management strategies in facing digital transformation are implemented through training and development of employee digital competencies, work mentoring, strengthening leadership, and implementing technology-based work systems. Digital transformation has a positive impact on work effectiveness, accelerating administrative processes, facilitating communication, and improving the quality of organizational services. However, this study also found several obstacles, such as limited digital capabilities of some employees, differences in levels of technological understanding, and resistance to changing work culture from manual to digital systems.

Keywords : Strategy, Human Resource Management, Digital Transformation.



Abstrak

Penelitian ini bertujuan untuk menganalisis strategi pengelolaan sumber daya manusia dalam menghadapi transformasi digital pada Lembaga Pendidikan dan Pengembangan Profesi Indonesia. Transformasi digital menjadi tantangan bagi organisasi dalam meningkatkan kualitas pelayanan, efektivitas kerja, serta kemampuan sumber daya manusia dalam menyesuaikan diri terhadap perkembangan teknologi. Oleh karena itu, pengelolaan sumber daya manusia yang tepat diperlukan agar organisasi mampu beradaptasi dengan perubahan sistem kerja berbasis digital. Penelitian ini menggunakan metode penelitian kualitatif dengan pendekatan deskriptif. Hasil penelitian menunjukkan bahwa strategi pengelolaan sumber daya manusia dalam menghadapi transformasi digital dilakukan melalui pelatihan dan pengembangan kompetensi digital pegawai, pendampingan kerja, penguatan kepemimpinan, serta penerapan sistem kerja berbasis teknologi. Transformasi digital memberikan dampak positif terhadap efektivitas kerja, percepatan proses administrasi, kemudahan komunikasi, dan peningkatan kualitas pelayanan organisasi. Namun demikian, penelitian ini juga menemukan beberapa kendala, seperti keterbatasan kemampuan digital sebagian pegawai, perbedaan tingkat pemahaman teknologi, serta resistensi terhadap perubahan budaya kerja dari sistem manual menuju sistem digital.

Kata Kunci : Strategi, Pengelolaan Sumber Daya Manusia, Transformasi Digital.

1. INTRODUCTION

The development of digital technology in the era of globalization has brought about significant changes in various sectors of life, including education and professional development. Digital transformation has not only altered service systems and communication patterns but also impacted the way organizations manage human resources. Digitalization encourages educational institutions to adapt to technological developments to remain relevant, competitive, and able to provide effective services to the public. These changes require organizations to have appropriate human resource management strategies to face the challenges of the digital era (Sutrisno, 2019).

According to Hasibuan (2017), human resources are a key asset in an organization because organizational success is largely determined by the quality and capabilities of its workforce. In facing digital transformation, organizations require not only employees with technical competence but also employees who are able to adapt to technological changes, possess creativity, communication skills, and are prepared for digital-based work systems. Therefore, human resource management is a crucial factor in supporting the success of digital transformation in the organizational environment (Gary, 2020).

The Indonesian Institute of Education and Professional Development, as an institution engaged in education and professional development, is certainly not immune to the demands of this digital transformation. This institution is required to improve service quality and competency development through the use of digital technology. The success of digital transformation is heavily influenced by the organization's human resource management strategy. This strategy encompasses training, digital competency development, improved work discipline, adaptation to new technologies, and leadership skills in managing organizational change (Thomas M. 2019).

In reality, the implementation of digital transformation in organizations often faces various obstacles. Some employees still struggle to understand the use of digital technology due to limited skills and experience. Furthermore, differences in technological understanding among employees can lead to ineffectiveness in work performance. This situation demonstrates that digital transformation is not only about the provision of technology, but also about the readiness of human resources to utilize it optimally.

Current trends indicate that many educational and professional development institutions are beginning to implement digitalization in various work areas to improve efficiency and service quality. However, the implementation of digital transformation is often not matched by adequate human



resource readiness. Some employees still experience limitations in technology use, lack digital training, and lack the ability to keep up with developments in technology-based work systems.

In facing digital transformation, Indonesian Educational and Professional Development Institutions should have an effective and sustainable human resource management strategy. Organizations need to ensure that all employees have adequate digital competencies through training, mentoring, and technology-based work skills development.

Beyond digital competency issues, another challenge facing organizations is changing work culture. Previously manual work systems are shifting to digital systems that require speed, precision, and high adaptability. These changes often generate resistance from some employees due to discomfort with the new system. Therefore, organizations need to implement human resource management strategies that create an adaptive work environment and support the change process.

According to Rivai (2018), human resource management strategies for digital transformation also relate to efforts to improve the quality of employee training and development. Training is a crucial step in enhancing employee skills in operating digital technology and understanding new work systems. With appropriate training, employees are expected to improve their competencies and make maximum contributions to the organization. Furthermore, human resource development is necessary to create an innovative workforce ready to face ever-changing technological developments.

Furthermore, organizational leadership plays a crucial role in supporting the success of digital transformation. Leaders must be able to provide direction, motivation, and support to employees so they can adapt to the changes. Good leadership can create an innovative work culture and encourage employees to be more open to the use of digital technology in their daily work (Abdulloh Umar1, Ifa Khoiria Ningrum et al. 2026).

It is understandable that digital transformation presents both challenges and opportunities for organizations to improve service quality and work effectiveness. The success of digital transformation is not only determined by the sophistication of the technology used but is also greatly influenced by the organization's human resource management strategy.

However, this study has a novelty that distinguishes it from previous research, particularly in the context of human resource management at the Indonesian Institute of Education and Professional Development, which operates in the fields of education and professional development. This study focuses on examining human resource management strategies in the face of digital transformation in educational and professional development institutions. While most previous research has focused on digital transformation in the business sector, industrial companies, or government institutions, this study specifically examines how educational and professional development organizations manage their human resources in the face of changing work systems based on digital technology. This research focuses not only on the use of digital technology but also on the readiness of human resources to face changes in organizational work culture. This study highlights that digital transformation is not only related to the application of technology but also relates to employee adaptability, work communication patterns, changes in organizational behavior, and employee mental readiness to accept new work systems.

The novelty of this research lies in its attempt to connect human resource management theory with the phenomenon of digital transformation in the context of educational and professional development organizations. This research provides the perspective that the success of digital transformation is not only determined by technological sophistication, but also by the organization's ability to manage, develop, and prepare human resources to be able to adapt to technological changes in a sustainable manner.

2. RESEARCH METHOD

This study employed a qualitative research method with a descriptive approach. According to Sugiyono (2020), qualitative research is a descriptive research method aimed at understanding social phenomena, experiences, or behavior in depth, based on non-numerical



data such as words, observations, and documents. The qualitative approach was chosen because this study aimed to deeply understand human resource management strategies in facing digital transformation at the Indonesian Professional Education and Development Institute. Through this approach, researchers can obtain a more comprehensive picture of the actual conditions, obstacles, and efforts undertaken by the organization to improve human resource readiness in the digital era (Moleong, 2019).

This descriptive research method was used to systematically describe the facts, conditions, and phenomena occurring in the field related to human resource management in facing digital transformation. This research focused not only on data collection but also on the analysis of the various information obtained to produce a deep understanding of the research object.

The data sources in this study consisted of primary and secondary data. Primary data was obtained directly through interviews with leaders, staff, and employees involved in human resource management and the implementation of digital transformation within the organization. Meanwhile, secondary data was obtained from organizational documents, activity reports, books, journals, and various literature related to human resource management and digital transformation.

3. RESULT AND DISCUSSION

Human Resource Management in Facing Digital Transformation

Based on research conducted at the Indonesian Institute for Education and Professional Development, it emerged that digital transformation has become a crucial part of organizational management systems, particularly in the areas of administration, service, work communication, and professional development. These changes were implemented as an organizational adaptation to the increasingly rapid development of information technology and the demands for improved service quality in the digital era.

The organization has implemented various human resource management strategies to support the digital transformation process. The first strategy is improving employee competency through digital training and skills development programs. Training is provided in stages to employees with the aim of improving their ability to use technological devices, digital administration applications, and online communication systems. This training program is considered crucial because not all employees have the same digital skills.

In addition to training, the organization also implements a mentoring and job coaching strategy for employees who are still experiencing difficulties using digital technology. Mentoring is provided directly by management and employees with better technological skills. Based on interviews, this strategy helps employees understand the use of digital work systems, thereby increasing the effectiveness of their work.

The research also shows that digital transformation has a positive impact on employee work effectiveness. The use of digital technology simplifies administrative processes, data management, and communication between employees. Before digital systems, most work was done manually, taking longer. However, with the implementation of digital systems, work can be completed more quickly, efficiently, and in an organized manner.

The implementation of digital transformation has a positive impact on the effectiveness and efficiency of organizational work. The use of digital technology helps accelerate administrative processes, simplify data storage, and improve the quality of communication between employees. Previously, administrative processes were carried out manually, which took longer and posed a risk of data management errors. However, with a digital system, work has become more systematic, structured, and easier to control.



Digital transformation also improves the quality of organizational services to the public and professional development participants. Information can be accessed more quickly through digital media, while administrative services become more effective and transparent. This demonstrates that the use of digital technology can enhance organizational professionalism in providing more modern services and responsiveness to community needs.

In the service sector, the implementation of digital technology also improves the quality of organizational services to the public. Information can be accessed more easily through digital media, while administrative management processes become more organized. This demonstrates that digital transformation not only impacts the internal organization but also the quality of services provided to the public and professional development participants.

Furthermore, the role of organizational leaders in navigating digital transformation is considered quite crucial. Based on research, organizational leaders strive to provide motivation, direction, and support to employees so they can adapt to changes in digital work systems. Leadership that supports innovation and employee competency development is one of the factors that contributes to the success of human resource management strategies in organizations.

4. CONCLUSION

1. Digital transformation has brought about significant changes to work systems, services, and organizational management. These changes are characterized by the use of digital technology in administrative processes, work communications, data management, and professional development services, aimed at improving the effectiveness and efficiency of the organization's work.
2. The organization's human resource management strategy is implemented through improving employee competency through digital training and skills development. Furthermore, the organization also implements a work mentoring strategy to assist employees who are still experiencing difficulties in understanding the use of digital technology.
3. The role of organizational leadership is also a crucial factor in supporting the success of digital transformation. Leadership that is able to provide motivation, direction, and support to employees has been proven to help create a work environment that is more adaptive to technological developments. Furthermore, the implementation of digital-based work evaluations also helps organizations improve employee supervision and productivity.

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