

THE ROLE OF HUMAN RESOURCE MANAGEMENT IN INCREASING THE WORK PRODUCTIVITY OF PT KREASI DIGITAL UNIKAYA COMPANY

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Abstract

Based on the rapid development of technology and communication, digital transformation is an absolute necessity for various business sectors to remain competitive in the industrial era 4.0. Digital agencies, as strategic partners, play an important role in helping businesses to increase their presence in the digital world through innovation and efficiency in managing human resources (HR). PT Kreasi Digital Unikaya, a digital agency in Bali, faces various challenges in implementing human resource management (HRM), including employee competency and performance management. This research aims to analyse the implementation of HRM in improving employee performance as well as identify the obstacles faced during the process. The research method used is descriptive qualitative with data collection techniques through interviews. The results showed that HRM at PT Kreasi Digital Unikaya covers six main aspects: human resource development, selfdevelopment, promotion, quality, timeliness of work, and interpersonal impact. However, there are some challenges, such as the lack of awareness of employees to develop themselves, the absence of promotions, and delays in completing tasks. On the other hand, job satisfaction and interpersonal collaboration were noted to be high. This research suggests enhancing training programmes, developing performance-based promotion policies, and managing working time more effectively to support the company's productivity and competitiveness.

Keywords: Digital Agency, Human Resource Management, Productivity

Introduction

In the rapid development of technology and communication, digital transformation is an absolute necessity for various business sectors (Ali, 2020, p. 55). The presence of a digital agency as a strategic partner in supporting companies to take advantage of opportunities in the digital era is very relevant. Digital agencies play a role in helping businesses increase their online presence through effective marketing strategies, creative design, and digital-based technology (Indrawati, 2023, p. 172).

One of the companies engaged in this field is PT Kreasi Digital Unikaya, a digital agency located in Denpasar, Bali. The company offers a range of services such as digital marketing, website development, and graphic design designed to help clients optimise their business performance. As part of the creative economy ecosystem in Bali, PT. Kreasi Digital Unikaya prioritises innovation, creativity, and efficient resource management to provide the best service to its clients.

However, challenges in the world of digital agencies are not only limited to market competition and technological developments, but also to the management of human resource management (HRM) (Sucianti, 2021, p. 115). In this context, effective HRM management is very important because a competent and productive workforce is the company's main asset (Nurramadhania, 2023). With good HRM, companies can support productivity, improve service quality, and achieve their long-term goals. Conversely, suboptimal HRM management can cause various problems such as low productivity, high employee turnover rates, and decreased company competitiveness (Amelyawati, 2023).

In addition, in the era of industry 4.0, managing human resources in the digital agency sector has its own complexities. Employees are not only required to have qualified technical expertise in the field of information technology and creative design, but also the ability to adapt to changing trends and highly dynamic market needs. Therefore, the implementation of an integrated HRM strategy is one of the key factors to maintain the stability and sustainability of the company's business (Prasetio, 2021, p. 87).

Based on this background, the problem formulation includes:

1. What are the human resource management practices implemented at PT Kreasi Digital Unikaya?
2. What are the key activities in HRM that have a significant influence on the success of the company, such as competency development, work motivation, and performance management?

3. Based on existing HRM activities, are there any challenges faced in implementing HRM management strategies at PT Kreasi Digital Unikaya?

Through this research, it is hoped that it can provide a comprehensive picture of how PT Kreasi Digital Unikaya manages its HRM as an effort to increase work productivity while supporting the company's success in facing the challenges of the digital era.

Methods

This research is descriptive qualitative, which is a data analysis method used to describe a phenomenon based on facts found in the field (Citriadin, 2020, p. 5). This research was conducted in Denpasar City, while the object of research is the party under study, namely 6 samples of employees as respondents at PT Kreasi Digital Unikaya. The data collection technique used in this research is interviews. An interview is a search for information carried out by asking questions to respondents (sources of information) who are respondents in this study (Prawiyogi, 2021).

The data analysis used in this research uses a qualitative approach, namely by collecting or describing data from the field which is useful for providing an overview of the research and as a discussion of the research results. The data used is the result of collection from field research which is compared with the theoretical basis obtained from library materials to be able to solve existing problems and then compiled into a research result in order to produce a new conclusion (Fadli, 2021).

The interview process is carried out by asking questions to the director to find out the role of human resource management that has been carried out in the company and also the activities of each human resource management that has been carried out. After that, asking the frequency of these activities to respondents or employees to find out what obstacles occur in the company (Pabalik, 2019).

Results and Discussion

1. Human Resource Development

Table 1. Tabulation of Respondents' Answers Regarding Workshop Frequency

No	Description	Frequency	Percentage
1	Ever	4	66,67
2	Never	2	33,33
Total		6	100,0

Source: Data processed by researchers (2024)

Based on table 1, it can be seen that the frequency of respondents who have attended workshops is 4 people (66.67%) and respondents who have never attended workshops are 2 people (33.33%).

2. Self-Development

Table 2. Tabulation of Respondents' Answers Regarding Efforts to Develop Yourself by Learning Independently in the Form of Taking Classes to Improve Skills Online

No	Description	Frequency	Percentage
1	Yes Always Try	0	0
2	Never	6	100
Total		6	100

Source: Data processed by researchers (2024)

Based on table 2 that respondents never try to develop themselves by learning independently in the form of taking classes to improve skills online, namely 6 people said never (100%).

3. Promotion

Table 3. Tabulation of Respondents' Answers Regarding Position Promotion in the Company

No	Description	Frequency	Percentage
1	Ever	0	0
2	Never	6	100
Total		6	100

Source: Data processed by researchers (2024)

Based on table 3, it can be seen that the majority of respondents have never received a promotion from the company, this can be seen from the answers of 6 respondents, all of whom answered never (100%).

4. Quality

Table 4. Tabulation of Respondents' Answers Regarding Whether They Feel Happy with the Results of Work

No	Description	Frequency	Percentage
1	Yes Happy	6	100
2	Unhappy	0	0
Total		6	100

Source: Data processed by researchers (2024)

Based on the table above, it can be seen that all respondents said they were happy (100%) with the results of the work carried out.

5. Punctuality of Work

Table 5. Tabulation of Respondents' Answers Regarding Whether There is a Time Delay in Completing Tasks

No	Description	Frequency	Percentage
1	Ever	4	66,67
2	Never	2	33,33
Total		6	100,0

Source: Data processed by researchers (2024)

Based on the table above, it can be seen that job delays still often occur in employees, this can be seen from 6 respondents, 4 people said they had (66.67%) and 2 people said they had never (33.33%).

6. Interpersonal Impact

Table 6. Tabulation of Respondents' Answers Regarding Effective Collaboration

No	Description	Frequency	Percentage
1	Ever	6	100
2	Never	0	0
Total		6	100

Source: Data processed by researchers (2024)

Based on the results of interview data, it shows that the role of Human Resource Management at PT Kreasi Digital Unikaya is still very low, this can be seen from several roles that have been carried out:

The Role of Human Resource Development

The participation of PT Kreasi Digital Unikaya employees in attending workshops has not been maximized, namely with the frequency of attending workshops as many as 4 people (66.67%) and those who have never attended a workshop as many as 2 people (33.33%), while the workshop material followed by an employee is only limited to introductory workshops on Digital Marketing and for higher workshops only applies to leaders at the Area Manager level.

The Role of Self-Development

This activity can be pursued by learning on your own, independently or through an agency outside the organization, indicating that respondents have never developed themselves by taking online classes to improve skills. This shows that employees do not have their own awareness to seek and develop themselves. This selfdevelopment activity is very important to add insight to employees.

Role of Promotion

One of the factors that influence employees not to be promoted is due to lack of work experience, seen from the table of respondents' identity based on length of work, most of the employees have worked for less than 5 years, so this shows that the longer an employee works in that field, the more his work experience increases.

The Role of Quality

The table shows that the results of the work shown by employees are quite maximum, because they always feel happy with the results of their work. When the work results that have been achieved are good, it will ultimately bring a sense of satisfaction in an employee, even more active to get maximum results. Conversely, if employees only feel a little happy with the quality of their work, it will have a bad influence on the next task and will even affect the company's income level.

The Role of Punctuality

In the table of respondents, employees have delayed work (66.67%) and have never delayed work (33.33%) as a result, the time to complete a job has increased. Then it is certain that overtime is an option as a way out. Using time well without delaying completing a job is a devotion to the company.

The Role of Interpersonal Impact

It aims to develop individuals in the form of improved skills, knowledge and attitudes. Education, on the other hand, aims to improve work ability in a broad sense, the nature of this development is generally formal and often career-related.

Based on the results of the interview above, 6 applications of human resource management that have been carried out by PT Kreasi Digital Unikaya, namely Human Resource Development, Self-Development, Promotion, Quality, Timeliness of Work, and Interpersonal Impact.

1. Human Resource Development: Activities include training and developing employee competencies through participation in workshops.
2. Self-Development: Employees are encouraged to self-learn, such as by taking online classes to improve individual skills.
3. Promotion: The company provides promotion opportunities for employees who demonstrate high performance and dedication.
4. Quality: Focuses on satisfaction with the results of work as measured by the standards set by the company.
5. Punctuality of Work: Optimal time management is emphasized, although there are still some obstacles in the form of delays in completing tasks.
6. Interpersonal Impact: The company encourages effective collaboration among employees to achieve common goals.

There are several challenges faced by PT Kreasi Digital Unikaya, among others:

- a. The limited skill level and initiative of employees that affect productivity can be seen from the results of the table of self-development roles that have never been carried out by employees.
- b. The achievements of old employees tend to go down, because there is no opportunity for promotion, which can be seen from the results of the table of promotional roles carried out at all, there has never been a promotion offer to employees.
- c. The amount of work that is not completed according to the deadline is because in the results of the table of the role of punctuality of work there are still many employees who often delay.

Conclusions and Suggestions

This scientific work shows that the implementation of human resource management (HRM) at PT Kreasi Digital Unikaya covers six main aspects, namely human resource development, self-development, promotion, quality, timeliness of work, and interpersonal impact. However, the implementation of some aspects still faces challenges. Self-development has not been carried out by all employees, promotions are not implemented, and task delays are still common. On the other hand, job satisfaction and interpersonal collaboration have achieved good results. The main challenges faced are the limited skills and initiative of employees, the absence of motivating promotions, and the suboptimal management of working time.

To overcome the challenges, companies are advised to improve HRM training and development programs by providing access to workshops and online-based training. In addition, developing a transparent and performance-based promotion program can motivate employees to be more productive. In terms of punctuality, companies need to implement a better time management system, such as providing realistic deadlines and regular monitoring. Finally, to support the sustainability of interpersonal collaboration, companies can organize team activities that focus on improving cooperation and communication between employees. With these steps, it is hoped that the company's productivity and competitiveness can be improved amidst the competition of the digital era.

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