

## Digital-Based Human Resource Management Strategy at PT. BPR Dana Nusantara Tanjungpinang Branch

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### Abstract

**Objectives:** This study aims to explore the digital-based human resource management (HRM) strategy at Bank BPR Dana Nusantara, Tanjungpinang Branch.

**Methodology:** The research uses a qualitative approach, with data collected through observation and interviews. The data were analyzed descriptively to gain an in-depth understanding of the implementation of HRM strategies.

**Findings:** The study found that the HR strategy at PT. BPR Dana Nusantara has been effectively implemented, covering aspects such as recruitment, development, compensation, integration, and maintenance. Integration in HRM is evident in the use of internal communication tools that support collaboration and facilitate quick access to information. Digital platforms are utilized for recruitment and interactive learning, which have enhanced employee efficiency and skill development. Moreover, the implementation of an integrated performance management system has provided useful data for employee evaluations.

**Conclusion:** The findings indicate that digital-based HR strategies not only improve individual performance but also enhance organizational competitiveness in the digital era. The study recommends that HR managers continue to adapt and leverage technological advancements in HR management practices.

**Keywords:** Strategy, Performance, HRM, Bank.

### 1. Introduction

Technological advancements have enabled students to access investment opportunities In today's digital era, technological transformation has affected various aspects of life, including human resource management (HRM). Companies worldwide, including financial institutions such as Rural Banks (BPR), are beginning to adapt to these changes to enhance their operational efficiency and effectiveness. According to (Saputri, 2024), in the digital age, routine tasks that previously consumed time and energy such as employee data processing, performance management, and reporting can now be automated and handled by technology systems. Digitalization in HRM allows organizations to manage employees more effectively, leverage data for decision-making, and improve employee experience. Organizations that successfully integrate digital technology into their HRM strategies have the potential to gain a competitive advantage (Susanto, 2024). Strategic human resource planning is a critical element in achieving success in the banking industry. To ensure effective planning, it is necessary to have a deep understanding of various aspects, including labor market trend analysis, budgeting and planning methods, and other tools and techniques (Melati et al., 2024).

PT. BPR Dana Nusantara Tanjungpinang Branch, as a local financial institution, faces various challenges in managing its human resources. Increasing competition in the banking sector compels BPR to implement innovative and responsive HRM strategies. In this context, digital-based HRM strategies become essential to improve the bank's performance and competitiveness. The adoption of digital technology in HRM at PT. BPR Dana Nusantara Tanjungpinang Branch covers various aspects such as recruitment, development, compensation, integration, and employee maintenance. Through digital-based recruitment systems, the bank can reach a wider pool of candidates that better match the required criteria. Efficient and effective selection processes contribute to the improved quality of the bank's workforce.

Employee development is a primary focus of this strategy. By utilizing e-learning platforms and online training, the bank can continuously improve the skills and knowledge of its employees. This not only supports individual development but also enhances team productivity and performance overall. The digital-based HRM strategy at PT. BPR Dana Nusantara Tanjungpinang Branch is not only aimed at increasing operational efficiency but also at creating added value for employees and the organization as a whole. Proper implementation of this strategy is expected to support the bank's growth and sustainability in the future.

This research aims to examine how technology-based HRM strategies can be used effectively to enhance employee competencies at PT. BPR Dana Nusantara Tanjungpinang Branch. The main focus of this study is to explore the various technologies used in HR development, as well as the benefits and challenges associated with their implementation.

## **2. Theoretical Framework and Conceptual Model Human Resource Management Strategy**

**A human resource management (HRM) strategy is a comprehensive plan that outlines**

how an organization will manage its human resources to achieve its strategic objectives (Pradana, 2023). It involves aligning HR practices with overall business goals, creating a positive work culture, and ensuring the organization has the right people with the right skills in the right place at the right time. An effective HR strategy considers various factors, including external environments (such as labor market trends, demographic changes, and government regulations), internal environments (such as organizational culture, values, and resources), and the organization's strategic objectives (Aprilita, 2024). The process begins by understanding the organization's business goals and identifying the necessary HR capabilities and behaviors to achieve those goals.

In HRM planning, trend analysis plays a very important role as it helps companies anticipate future workforce needs. Satisfaction with HR practices such as learning and development, recognition, and empowerment can increase employee engagement, job satisfaction, and overall performance (Putro, 2024). According to Dessler (2020), a good HR management strategy includes recruitment and selection, development and training, performance evaluation, and compensation. The HRM strategy indicators used in this study are based on Rumawas' views cited in Farida (2024). The selected indicators align with the implementation of the HRM strategy at PT. BPR Dana Nusantara Tanjungpinang Branch, and include the following:

1. Procurement is the process of acquiring human resources that match the organization's needs. This includes workforce planning, recruitment, selection, and placement.

2. Development refers to efforts to enhance employees' skills, knowledge, and attitudes through training, education, promotion, and job rotation.
3. Compensation is the reward received by employees for their contributions to the organization, including basic salary, allowances, bonuses, incentives, and non-financial compensation.
4. Integration is the alignment of organizational interests with employee interests, such as harmonious industrial relations, effective communication, and employee involvement in decision-making.
5. Maintenance involves activities to sustain and improve working conditions so employees feel safe and comfortable, such as occupational health and safety (OHS), employee welfare, and a conducive work environment.

### **3. Method**

This study uses a qualitative approach to explore the human resource management (HRM) strategy at PT. BPR Dana Nusantara, Tanjungpinang Branch. This approach was chosen to gain a deep understanding of the dynamics within the organization and the implementation of HRM strategies in a specific context.

Data collection techniques include observation and interviews. Observation was conducted to observe employee behavior and interactions in their work environment. Through observation, researchers were able to identify behavioral patterns and interactions among employees, as well as observe how HRM strategies were implemented in daily practices (Firmansyah et al., 2021).

Interviews were conducted to gain more in-depth insights into the participants' experiences and views regarding HR management. The interviews were conducted in both structured and semi-structured formats. Structured interviews provided a clear framework with predetermined questions, while semi-structured interviews allowed participants to freely express their thoughts (Muhammad, 2023). Data analysis was carried out using descriptive analysis.

### **4. Result and Discussion**

Based on the data analysis, the following are the human resource management strategies implemented by BPR Dana Nusantara Tanjungpinang Branch:

#### **Procurement**

PT. BPR Dana Nusantara Tanjungpinang Branch has utilized various social media platforms such as LinkedIn, Instagram, and Facebook to build a positive employer brand. This strategy aims to attract potential candidates and create a favorable impression of the bank's work environment. Through social media, BPR not only shares job vacancy information but also directly engages with prospective candidates, responds to their inquiries, and showcases the company's daily life.

To further capture applicants' attention, PT. BPR Dana Nusantara creates engaging and informative content. For instance, testimonial videos from employees sharing their positive experiences working at the bank provide real insights into the company culture. Blog articles discussing company values and vision help potential employees understand expectations and opportunities. Infographics outlining various benefits of working at BPR, such as career development and employee welfare, also serve to attract job seekers.

Regularly hosted career webinars provide candidates the opportunity to interact directly with management and employees, and gain deeper insight into the available positions. Additionally, BPR Dana Nusantara applies a structured online application system to simplify the submission process. This system enables applicants to easily fill in personal data and upload documents. The company also uses video interviews through platforms like Zoom, Google Meet, or Microsoft Teams. This approach not only saves time and costs but also allows the company to reach candidates from different geographical locations. By integrating these strategies, BPR Dana Nusantara Tanjungpinang Branch can accelerate the recruitment process and improve its chances of attracting and retaining top talent in the banking industry.

### **Development**

PT. BPR Dana Nusantara Tanjungpinang Branch has developed interactive learning modules as part of its human resource development strategy. These modules provide learning materials in digital formats that are engaging and interactive, including text, videos, animations, simulations, and quizzes. This approach is designed to enhance the employee learning experience and ensure they can absorb information more effectively and enjoyably.

In addition, employees are encouraged to contribute to internal knowledge sharing. They are given the opportunity to create and share their own learning content, such as tutorial videos, guide documents, and presentations through the internal platform. This initiative not only improves collaboration among employees but also enriches the organization's available learning resources.

To support flexible learning, BPR Dana Nusantara also provides access to materials through mobile apps. These allow employees to learn anytime and anywhere via their devices. The content is responsive and accessible across different screen sizes, ensuring that all employees can access the necessary information regardless of their device.

The use of e-learning and online training significantly contributes to employee skill improvement. The high accessibility of learning materials enables employees to learn at their own pace and according to their preferences. Moreover, this digital platform is highly scalable, reaching many employees efficiently without geographic limitations. Cost-wise, digital learning modules are more economical compared to traditional face-to-face training over the long term. With relatively low initial investment, the company can save on travel and accommodation costs typically associated with in-person training.

Personalization features are also an advantage of this approach; learning content can be tailored to individual needs, providing a relevant and meaningful learning experience. Additionally, the system allows the company to track employee progress in development programs, offering valuable data for evaluating the effectiveness of those programs. With this interactive and engaging digital learning format, PT. BPR Dana Nusantara Tanjungpinang Branch can boost employee engagement in the learning process. All of these elements work together to create a dynamic and responsive learning environment that ultimately supports continuous employee skill and capability development.

### **Compensation**

By adopting various digital platform-based development methods, the company can effectively enhance employee capabilities, prepare them for future challenges, and achieve strategic

business goals. The selection of appropriate methods depends on the specific needs of the company, organizational culture, and employee characteristics.

One important tool in this development is the Integrated Performance Management System. This system includes performance measurement features that allow the company to set Key Performance Indicators (KPIs) and conduct periodic performance evaluations monthly, quarterly, or annually. The process also includes providing constructive feedback to employees.

Furthermore, the system is integrated with employee compensation data, including base salary, allowances, bonuses, and incentives. With this feature, the company can conduct compensation impact analysis, which enables evaluation of the correlation between employee performance scores and the level or type of compensation they receive. This provides valuable insights into whether high-performing employees receive higher compensation and helps in formulating fair and transparent compensation policies.

### **Integration**

PT. BPR Dana Nusantara Tanjungpinang Branch has implemented a Digital Onboarding Platform to facilitate the orientation process for new employees. One of its main features is a centralized onboarding portal that provides easy access to essential information about the company, including its culture, policies, procedures, and resources needed to begin work effectively.

Within the portal, new employees can access digital learning materials covering company history, vision and mission, and organizational values. This information not only helps new hires understand the company's identity but also provides clear guidance on the organizational structure and the products or services offered.

To support effective communication, PT. BPR Dana Nusantara also activates internal communication groups, such as WhatsApp groups, inviting new hires to join all employees from various branches. These groups serve as interactive forums where new employees can ask questions, share experiences, and receive up-to-date information about company activities. In addition, email remains an important tool for formal communication, used to send essential information and schedule meetings. Through email, new hires receive updates and official announcements from management.

The company also provides an intranet that enables easy access to important information on policies, procedures, organizational structure, and management contacts. An effective search feature in the intranet helps new employees quickly find the information they need. PT. BPR Dana Nusantara ensures that new employees not only receive the information they need to adapt but also feel connected and integrated into the company culture, which in turn enhances employee satisfaction and retention.

### **Maintenance**

Based on research at PT. BPR Dana Nusantara Tanjungpinang Branch, data analysis and reporting are crucial for improving organizational performance. The platform used by BPR is equipped with advanced data analytics features that can identify trends, patterns, and areas requiring improvement. With visual reports and interactive dashboards, management can easily grasp comprehensive analysis results, enabling more accurate and efficient decision-making.

A crucial aspect integrated into the performance management system is the well-being discussion module. This module facilitates conversations between employees and managers regarding their well-being during performance reviews or one-on-one sessions. These open dialogues allow employees to express their needs and expectations, ultimately fostering a more harmonious work environment and boosting productivity.

Moreover, setting well-being-related goals is also an important part of the system. It provides opportunities for employees and managers to jointly establish goals related to work-life balance, mental health, and personal development. Having clear goals motivates employees to achieve holistic well-being. Amid rising cyber threats, cybersecurity training has become a necessity. PT. BPR Dana Nusantara regularly conducts training to raise employee awareness of cyber threats such as phishing, malware, and social engineering. These trainings include best practices for protecting data and information systems. Additionally, the company mandates the use of secure devices with regularly updated antivirus and anti-malware software to protect corporate information security.

Access management is enforced through role-based access control (RBAC), ensuring that each employee only has access to data and systems relevant to their job. Moreover, clear employee data privacy policies must be developed and communicated, especially in compliance with regulations like GDPR or CCPA. To ensure a secure digital work environment, the implementation of ISO/IEC 27001, an Information Security Management System (ISMS) standard, is essential. This standard outlines requirements for managing and protecting information, including employee data and digital infrastructure, against all forms of security threats. Through ISO 27001 implementation, PT. BPR Dana Nusantara not only strengthens its security policies but also ensures effective access control, incident handling, and business continuity creating a safe and comfortable work environment for all employees.

Based on these findings, it is evident that the HR strategy theory aligns with the practical implementation observed in this study. This is reflected in the HR management process procurement, development, compensation, integration, and maintenance at PT. BPR Dana Nusantara Tanjungpinang Branch, which applies a modern, integrated, and digital-based HR management approach. The strategies used reflect global HR trends, such as digital recruitment and onboarding, personalized e-learning, data-driven performance management, and a focus on employee well-being and information security.

## **5. Conclusion**

PT. BPR Dana Nusantara Tanjungpinang Branch has effectively implemented a digital-based human resource management (HRM) strategy in response to the challenges of the digital era. Through the elements of procurement, development, compensation, integration, and maintenance, the bank has successfully improved operational efficiency and employee competency.

The use of digital platforms in recruitment processes has expanded the reach of potential candidates, while interactive learning modules have continuously enhanced employee skills. The integrated performance management system has enabled the establishment of clear targets and transparent performance evaluations. Additionally, technologies applied in employee maintenance and data analysis have assisted management in making accurate decisions.

Therefore, the implementation of this strategy not only improves individual performance but also enhances the overall competitiveness of the organization.

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