# Transformation of Human Resource Job Description in the Digital Era: Case Study at PT Jatelindo Perkasa Abadi

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**Abstract:** Digital transformation has significantly changed the roles and responsibilities of human resources (HR) in organizations. This research aims to describe the changes in Human Resource (HR) job descriptions from administrative roles to strategic roles in the digital era, with a case study at PT Jatelindo Perkasa Abadi. The method used is descriptive qualitative with internal data collection techniques and through interviews with HR staff. The results show that digital transformation encourages the transfer of manual tasks to be automated by technology, as well as an increase in the role of HR as a strategic partner in supporting business growth. These changes include functions in talent management, HR analytics, and organizational development.

**Keywords:** Digital Transformation, Human Resource, Job Description

## INTRODUCTION

Changes in the world of work today are moving very fast, along with technological advances and increasingly complex business demands. In the Industry 4.0 era, which is a digital era that focuses on mastering the latest technology and globalization that increasingly eliminates territorial boundaries between countries and other economic boundaries, it demands the readiness of a country's resources. In this context, digital transformation is an absolute necessity for organizations, not least in the management of human resources (HR). The Human Resource (HR) function, which was previously synonymous with administrative work, has now experienced a significant role shift towards a more strategic direction.

In the past, the role of HR was more concerned with managing attendance, personnel administration, archiving documents, and implementing recruitment manually. However, HR is now required to be a strategic partner who can understand business direction, analyze HR data, and create initiatives that support overall organizational effectiveness and growth.

PT Jatelindo Perkasa Abadi as a company engaged in digital payment systems is also experiencing a similar transformation. Digitalization does not only occur in external services and company products, but also penetrates internal structures and work systems, including in

the HR function. Since 2020, the company has begun to adopt digital systems in the HR management process, such as the HRIS (Human Resource Information System) system, digital recruitment portal, and e-learning system for employee development. According to Bersin, Deloitte (2017) About 56% of companies have redesigned their HR programs to integrate digital and mobile tools, while 33% are using artificial intelligence (AI) and 41% are building mobile applications for HR services, indicating a rapid shift towards digitally based HR operations globally.

This change has had a huge impact on the job description of HR professionals in companies. Previously routine and manual work is now more analytical, data-driven and involved in strategic decision-making. This shift not only changes the workflow, but also demands changes in competencies, ways of thinking, and work approaches of HR actors.

Through a case study at PT Jatelindo Perkasa Abadi, this research aims to describe in depth how the transformation of HR job descriptions occurs in the digital era, what factors drive these changes, and how they impact the effectiveness of the HR function in the organization.

## METHOD

This research uses a descriptive qualitative approach, which aims to provide an in-depth and comprehensive description of the phenomenon under study. This research focuses on the process and understanding of changes that occur in the Human Resource (HR) job description at PT Jatelindo Perkasa Abadi, along with digital transformation in the company's work system. This type of research was chosen because researchers do not rely solely on perceptions, but also use internal company data, official documents, and the results of structured and semi-structured interviews with individuals who work directly in the HR field, both as implementers and decision makers.

## RESULT AND DISCUSSION

### HR Job Description Before the Digital Era

The job description and work procedure documents published by the company in 2019 show that the Human Resource (HR) function in that period was dominated by administrative and manual tasks. One of HR's main responsibilities was managing employee attendance data using spreadsheet applications such as Microsoft Excel. The recording process is done daily, and recapitulation is done periodically by HR staff manually.

The management of personnel documents, including job application letters, employee personal data, and leave and permission documents, is still done in physical form. These documents are stored in folders and filing cabinets, which require accuracy and time to search and manage.

Recruitment activities are carried out through conventional methods. Prospective applicants send their applications via email or submit them directly to the HR department. The selection process is also done manually, including document sorting, interview scheduling, and post-selection administration.

In terms of payroll, HR staff manually calculate salaries based on attendance and other components collected from various sources. This process takes quite a long time because it involves a lot of data and potential corrections if there are discrepancies.

Reports related to attendance, leave, position transfers, and other personnel data are prepared in printed form using paper report formats. The preparation of this report is carried out periodically and requires a careful recapitulation process, especially before monthly reporting or internal audits.

**HR Job Description After the Digital Era**

Since 2020, PT Jatelindo Perkasa Abadi began adopting a digital-based work system that gradually changed various internal company processes, including in the Human Resource (HR) section. Based on the latest job description and work procedure documentation issued in 2023, the HR function has undergone several significant updates. Tasks that were previously manual and administrative in nature have now shifted to digital system-based work processes that are more efficient, automated and integrated.

One of the main changes is seen in the management of personnel documents. Employment contracts, personal data, and other administrative files are now stored in a cloud-based digital system. The process of uploading, managing, and accessing documents is done through a platform that has a certain level of security, so that only authorized parties can access it. With this system, document search time becomes much faster, while minimizing the risk of loss or physical damage to documents.

The recruitment process has also undergone comprehensive digitization. The company now uses a job portal platform and Applicant Tracking System (ATS) to handle the selection process, from application submission to candidate status tracking. In addition, job interviews are now conducted online through video conferencing applications that allow the selection process to continue without geographical barriers and facilitate scheduling between candidates and users.

In the aspect of employee development, HR began to utilize the services of external digital training institutions to provide e-learning programs that can be accessed at any time by employees. The training modules provided cover topics of onboarding, technical competency improvement, and soft skill development. The content is presented in various digital formats such as interactive videos, online presentations, and evaluative quizzes.

Digital transformation in the HR function at PT Jatelindo Perkasa Abadi has shifted most of the administrative work that was previously done manually to be automated and integrated. The efficiencies created by this digitization provide new space for the HR team to focus more on the strategic aspects of HR management, especially in talent development. With a reduced operational workload, HR can assess the potential, training needs, and development path of everyone in the company. This approach brings the HR function to a higher level, where the role as a strategic partner in driving organizational growth begins to appear more tangible and purposeful.

Table 1. Comparison of HR Roles Before and After Digitalization
at PT Jatelindo Perkasa Abadi

| Aspect | Before Digitalization | After Digitalization |
|---|---|---|
| **Attendance Management** | Recorded manually using Excel, recapitulated monthly | Automatically recorded through HRIS system, real-time data and directly connected to payroll |
| **Personnel Documents** | Physically stored, slow search process | Digitally stored in cloud-based, fast and secure access |
| **Recruitment Process** | Applications sent via email or in person, manual selection | ATS used for automated screening, communication via digital platform |
| **Training & Development** | Organized offline, manual archiving of results | Use e-learning from external providers, system monitoring of progress |
| **Payroll** | Manually calculated, time consuming | Integrated with HRIS, accurate and efficient |
| **Role of HR** | Focus on administrative operations | Strategic: talent development, HR planning, competency evaluation |

| Time for HR Strategy | Limited due to routine workload | Broader due to drastically reduced administrative burden |
|---|---|---|

Changes in the HR job description at PT Jatelindo Perkasa Abadi show a significant role transformation along with the application of digital technology in the company's work system. Based on the findings previously described, it can be concluded that digitalization not only accelerates administrative processes but also shifts the focus of HR work from operational aspects to a more strategic role and has a direct impact on human resource development. In addition, the utilization of e-learning platforms from external institutions also accelerates the process of improving employee competencies. HR no longer needs to organize training manually but can manage digital training in bulk and measurably.

This quick access to data helps HR in designing a more measurable HR development strategy. As stated by one of the informants in the interview: "In the past, we only input data and archive. Now we participate in the discussion of HR development strategies." *(Afril, HR Staff)*. "Since digitalization, a lot of administrative work has become lighter. We can focus on more important things, such as talent development." *(Betty, HR Manager)*. According to Hasibuan (2014) and Hasanuddin & Khairuddin (2021), talent management is an important approach in strategic HR development. Digital transformation should be utilized to systematically and measurably identify, develop, and retain potential talent. This statement indicates the relocation of HR time and energy to a more strategically valuable domain.

This change in job description also impacts the way HR works. If HR was previously involved in operational tasks such as filing application letters, recapitulating attendance, and manually calculating salaries, HR has now begun to take on the role of facilitator of employee growth and manager of the talent pipeline within the company.

This also strengthens HR's role as a strategic partner to management in designing HR policy direction. With a reduced administrative workload thanks to digitization, HR can use its time to focus on matters such as succession planning, career mapping, and performance development, which were previously not accommodated due to limited resources and time.

Overall, the findings in this study confirm that digitization has a structural impact on HR work. The job description transformation is not only a change in format or work tools, but also a shift in the role and value of HR work itself. This change is important to ensure that HR can respond to the demands of modern organizations that are dynamic, data-driven, and globally competitive.

**Strategy Recommendation**

Based on the findings from the documentation and interviews, it appears that digital transformation has brought significant changes. The digital transformation that occurs requires the HR function to adjust the strategy so that the role of HR is not only administrative, therefore, an appropriate strategy is needed to ensure that this change is effective and sustainable, which is recommended as follows:

**Improve HR's Digital Competency**

Digital transformation requires HR to not only understand the tools and systems used but also have adequate digital literacy to be able to optimally manage modern work processes. Therefore, organizations are advised to conduct ongoing training that focuses on improving HR digital skills, such as the use of personnel information systems, digital recruitment platforms, and employee data analytics. This investment in digital competency improvement will help HR become more responsive to technological changes and support its role in strategic decision-making.

## Repositioning HR's Role in the Organization

In line with Dave Ulrich's (2008) approach, HR needs to fulfill four main roles, *Strategic Partner, Administrative Expert, Employee Champion,* and *Change Agent*. HR needs to be repositioned as a strategic partner in the organization, not just an administrative functionary. This repositioning includes involving HR in the formulation of corporate strategy, managing organizational culture change, and strengthening HR's role as a liaison between management and employees. Thus, HR can make a more significant contribution to the achievement of long-term business goals.

## Adaptively Reorganize Job Description

Static job descriptions are no longer relevant in an era of work that is constantly changing due to digitalization. Organizations need to periodically review and update the job descriptions and responsibilities of each work position, including in the HR function. This redrafting should take into account changes in technology, demands for cross-functional collaboration, and adjustments to the organization's strategy. Adaptive job descriptions will help employees understand their roles contextually and facilitate the development of relevant competencies.

## Implementing a Talent Management Approach

To ensure organizational sustainability and competitiveness, HR management should focus on talent identification, development, and retention. A strategic talent management approach allows HR to map employee potential, design competency-based development programs, and establish clear career paths. In the context of digitalization, HR can leverage data and technology to develop talent management strategies that are more measurable, personalized, and aligned with organizational needs.

## Leveraging Technology to Support Organizational Strategy

Technology should not be positioned solely as an operational tool, but rather as a supporter of HR management strategies that are oriented towards achieving business goals. HR information systems, online learning platforms, and employee data analytics can help HR make data-driven decisions and design relevant interventions. Therefore, organizations need to integrate technology into HR strategic planning, not just as a response to efficiency needs.

## CONCLUSION

Based on the results of documentation and interviews, it is known that before digitalization, HR work was dominated by administrative tasks that were done manually, such as recording attendance using Excel, storing physical documents, conventional recruitment processes, and calculating salaries that took a long time.

After the company implemented a technology-based work system, there was a significant change in the structure of HR work. Previously manual processes began to be replaced with digital tools and systems, such as automatic attendance recording, online document storage, use of online recruitment platforms, and utilization of digital training from third parties.

HR now has the capacity to be more deeply involved in employee development, human resource planning, and ongoing competency mapping. This is in line with Anwar's opinion (2023) which states that talent management is a human capital approach that companies use to recruit, select, and train people in a structured manner based on the talents or talents of each employee.

Thus, digital transformation has opened space for HR to not only be an administrative executor but also play an active role in supporting organizational strategy through more targeted and data-driven human resource management.

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