

MAPPING IDEA & LITERATURE FORMAT | MAPPING LITERATURE

Qualitative Analysis of Enhancing Professionalism and Work Ethic of BPVP Pangkep Apparatus through Data-Based Human Resource Management

Dewi Ratnasari¹, Baso Amang², Muhammad Fadhil Hamzah³

^{1,2,3} Department of Magister Management, Faculty of Economics and Business, Universitas Muslim Indonesia, Makassar, Indonesia. Email: dewii.ratna.sari.sударsono@gmail.com¹

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ABSTRACT

This study examines the improvement of professionalism and work ethic of the apparatus at BPVP Pangkep through data-based human resource management. This qualitative descriptive research employs interview data collected from four informants. The data were analyzed inductively by identifying empirical facts and aligning them with relevant theoretical frameworks. The results reveal that BPVP Pangkep implements data-driven human resource strategies using two primary approaches: employee competency mapping and a digital performance monitoring system. Competency mapping is conducted through assessments of performance, attendance, and periodic evaluations to assign employees according to their expertise and potential. Meanwhile, the digital monitoring system enhances transparency and accountability, encouraging greater discipline and dedication among staff. The findings of this study suggest that, although the implementation of this system shows a promising impact on organizational performance, it still encounters challenges such as limited human resources with adequate digital skills, insufficient technological infrastructure, and resistance to change among employees who are uncomfortable with performance evaluations based on data systems.

Keywords: Professionalism, Work Ethic, HRM, Data Management, Performance Monitoring.

I. Introduction

The rapid development of science and technology has significantly increased competition among institutions. In the 21st century, organizations' challenge is primarily globalization and its far-reaching implications. To ensure survival, organizations must be ready to face these challenges by adapting to changes and excelling in the competition. However, resources such as capital, methods, and machinery cannot generate optimal results unless supported by human resources capable of performing at their best. Therefore, organizations need employees who can work efficiently and effectively, with a high level of performance. Organizations constantly need employees who can work better and faster, highlighting the necessity for high-performance human resources. The continuous advancement of knowledge and technology has created a dynamic and rapidly changing environment and fundamentally altered the way institutions operate. These changes have prompted a shift in organizational paradigms, compelling institutions to develop more strategic

and concrete capabilities to adjust to the rapidly changing environment. In this context, organizations face fierce competition demanding strategic action to navigate a changing climate. This situation requires organizations to pay serious attention to their workforce's different social, educational, and demographic backgrounds. As such, managing human resources in an organization has become one of the key factors in achieving organizational success.

Human resources remain the central factor in any organization, as individuals play an active role in planning, executing, and determining the success of an organization. Human resources are the driving force that determines whether an organization succeeds or fails. Therefore, the development and management of human resources are essential to the success of an organization. In an organization, employees are not simply tools for carrying out tasks but are essential agents who influence the culture and performance of the organization. High-performing human resources are critical to success in small, medium, or large enterprises (Putri, V. J. T., 2024). Organizations with qualified human resources are better positioned to handle the increasing demands of globalization and competition. The significance of human resource development is rooted in the belief that organizational goals can be realized if the employees possess the skills, professionalism, and work ethic necessary for success. An organization's human resources must be professionally competent and adhere to ethical standards to achieve optimal results. To fulfill these requirements, various government efforts have been made to enhance the quality of the civil service, including restructuring systems, improving staffing practices, and introducing policies to improve civil servant efficiency. However, despite these efforts, the performance of employees is still not optimal. For example, the assessment of leadership on the completion of tasks has not met the set targets (Saharuddin, S., & Jafar, S., 2022).

Vocational and Productivity Training Center (BPVP) is one of the government agencies established to enhance workforce competency and productivity as outlined in the Ministry of Manpower's Strategic Plan (Renstra). BPVP plays a critical role in improving the quality of human resources and facilitating workforce readiness to enter industries or engage in entrepreneurship. BPVP Pangkep is one of the training institutions under the Ministry of Manpower, focused on competency-based training. This training ensures the workforce has the skills and knowledge needed to succeed in the competitive job market. According to the Central Statistics Agency (BPS), Indonesia is currently experiencing a demographic bonus, with the working-age population projected to peak at 207.9 million people by 2045. However, this "bonus" is only beneficial if a rise matches the increase in the productive age population's quality of human resources. Without the necessary improvements in human resource development, the demographic bonus can become a burden rather than an opportunity. To address this issue, BPVP Pangkep provides competency-based training to prepare the workforce for better integration into the labor market and entrepreneurship opportunities.

In addition to facing the challenges of demographic change, Indonesia is also dealing with other economic difficulties, such as the risk of a recession in 2023. Data from the Ministry of Manpower shows that between January and October 2022, 11,626 workers were laid off due to production downturns, and some companies were forced to cease operations. BPVP Pangkep uses data-based human resource management (HRM) as a potential solution to overcome these challenges. This approach leverages human resource analytics and big data to enable more objective decision-making in managing human resources. By utilizing these technologies, BPVP Pangkep can monitor employee performance in real-time, evaluate the effectiveness of training programs, and tailor employee development strategies based on the organization's needs. Despite these efforts, BPVP Pangkep still faces several challenges in managing human resources. One significant issue is the underemployment of workers with low levels of education, such as those with only high school diplomas or below, including those who have dropped out of school. Furthermore, many workers are employed outside their fields of expertise or lack specialized skills, which makes it difficult for them to enter the workforce. This phenomenon is known as structural unemployment, a significant challenge in utilizing the demographic bonus.

The lack of data-driven evaluation systems and low transparency in performance management exacerbate the mismatch between workforce competencies and industry needs. To address these challenges, BPVP Pangkep focuses on improving workforce skills through competency-based training while incorporating technology into human resource management. This dual approach ensures the workforce is adequately prepared to meet industry demands and contribute effectively to the economy. Professional behavior is often seen as a reflection of professionalism. A professional individual must possess the technical knowledge to perform their duties and adhere to the ethical standards established within their field. Professionals must perform their tasks responsibly, maintaining a high standard of conduct in their interactions with colleagues, clients, and the public (Safrudin, S., 2019). In addition to professionalism, work ethic—the dedication, discipline, and responsibility individuals demonstrate in their tasks—is equally crucial. Work ethic is a core component of human resource management and is essential for fostering workforce productivity, professionalism, and competitiveness (Indrasari, M., & Kartini, I. A. N., 2021). High levels of work ethic contribute to improved individual performance, benefiting the organization.

Several studies have been conducted regarding human resource development, including research on competency-based human resource development, talent management, and organizational resilience (Syahiroh and Prasetyo, J. D., 2024). Competency is considered a long-term value source of competitive advantage for organizations. Talent management is critical for organizations to position the right individuals in the right roles, and resilience allows employees to overcome challenges and seize opportunities for greater achievement. Syahiroh and Prasetyo's research focused on developing human resources based on competencies, talents, and resilience. At the same time, this study emphasizes using data to manage human resources, offering a more measurable and objective framework for improvement. Based on the above discussion, this study aims to analyze the impact of data-based human resource management on improving the professionalism and work ethic of BPVP Pangkep employees. It also seeks to identify the supporting factors and barriers in implementing this system to offer recommendations for improving the effectiveness of human resource management within governmental institutions. By exploring the role of data-driven strategies in managing human resources, this study contributes to the literature on human resource management and professional development in vocational training institutions.

II. Literature Review and Hypothesis Development

Digital transformation has emerged as an undeniable force reshaping organizations' operational models and the broader macroeconomic landscape in recent years. Digital transformation integrates cutting-edge technologies such as artificial intelligence (AI), cloud computing, big data analytics, and IoT (Internet of Things) into business operations. These technologies have revolutionized how businesses interact with customers, streamline operations, and innovate. The role of these technologies is not limited to traditional sectors such as IT or finance. However, it extends to industries once considered immune to disruption, including government services, healthcare, and education. As these industries undergo their digital revolutions, the importance of adopting responsive and adaptive management strategies becomes increasingly evident. Responsive management involves the agility to react to immediate challenges and changes that digital tools introduce. In contrast, adaptive management requires organizations to cultivate a culture of innovation and long-term sustainability.

In the current era, organizations must adapt swiftly to technological changes, market trends, and customer expectations, making this transformation crucial to maintaining a competitive edge. At the macroeconomic level, digital transformation significantly impacts national economies by enhancing productivity, fostering innovation, and ensuring competitiveness in a rapidly changing global market. The role of governments in creating favorable policies, investing in digital infrastructure, and facilitating digital literacy is also critical in maximizing the benefits of digital transformation (Pedro & Martins, 2021). The microeconomic impact of digital transformation has been widely discussed in existing literature. Studies consistently show that organizations that successfully integrate digital technologies experience improvements in operational

efficiency, employee productivity, and customer satisfaction. Digital transformation tools enable businesses to automate tasks, enhance real-time decision-making through big data, and create personalized customer experiences, ultimately driving competitive advantage (Pedro & Martins, 2021).

These improvements are evident across various sectors, including manufacturing, retail, and public services, where organizations utilize digital tools to adapt and innovate (Mishchenko, 2022). However, while digital transformation offers numerous advantages, the process is not without challenges. One significant issue is that many organizations face difficulties integrating new technologies into their existing operational models, as Nadkarni & Prügl (2020) indicated. Their study points to the lack of a coherent strategy for managing digital transformation, which often leads to ineffective technology deployment and employee resistance. Furthermore, some industries continue to lag in embracing digital transformation due to outdated infrastructure and difficulty in reshaping traditional business models. A key issue in the literature is the lack of standardized frameworks to guide organizations through digitalization, particularly in sectors with entrenched practices and limited technological readiness (Mishchenko, 2022).

Regarding macroeconomics, digital transformation is seen as a driver of national economic resilience. Countries that embrace digital transformation are better positioned to handle economic downturns, as they can leverage technology to streamline public services, improve data-driven policymaking, and foster innovation across sectors. According to Mihiu et al. (2021), nations that invest in digital infrastructure and digital literacy programs tend to experience greater economic stability and improved public sector efficiency. Conversely, those that fail to keep up with digital advancements face economic stagnation and increasing challenges in global competitiveness. The literature emphasizes the need for a holistic approach to digital transformation at the national level, involving the private sector and significant government involvement to create an ecosystem conducive to innovation and digital growth. While the current literature is abundant with studies focusing on digital transformation's effects at the organizational level, few examine how organizations' management strategies must evolve to integrate new technologies.

The literature on adaptive management highlights that organizations must go beyond responding to immediate challenges and focus on fostering a culture that views digital transformation as an opportunity rather than a threat (Wibowo, 2017). This includes fostering organizational agility, where businesses can quickly adapt to technological changes and continuously innovate to maintain competitiveness. Mishchenko (2022) argues that organizations with adaptive management strategies can better cope with disruptions, which are common in the digital age. This study is grounded in the Technology Acceptance Model (TAM), which has been widely used to study user acceptance of new technologies. TAM, introduced by Davis (1989), suggests that two primary factors influence users' intention to adopt a new technology: perceived usefulness and ease of use. In this study, TAM will be used to examine how BPVP Pangkep employees perceive the usability and usefulness of a data-driven Human Resource Management (HRM) system and how this perception affects their acceptance of the technology. Additionally, this study incorporates adaptive management theory to explore how management strategies can be adjusted to foster long-term success in the face of digital transformation.

Based on the literature review and the theoretical framework outlined above, the following hypotheses are proposed:

- H1 : Perceived usefulness of a data-driven HRM system positively influences employees' behavioral intentions to use the system at BPVP Pangkep.
- H2 : H2: A responsive management strategy positively influences employee discipline and performance in BPVP Pangkep.
- H3 : H3: An adaptive management strategy positively correlates with the overall effectiveness of digital transformation in improving macroeconomic stability.

This literature review has examined the significance of digital transformation at both the organizational and macroeconomic levels. The review emphasizes the importance of responsive and adaptive management strategies in successfully navigating digital changes and ensuring long-term success. The

hypotheses proposed in this study draw from the literature and theoretical frameworks, focusing on how digital transformation, management strategies, and employee behaviors intersect. By exploring the relationship between technology adoption, management strategies, and economic performance, this study aims to contribute to the ongoing discourse on digital transformation and provide actionable insights for business leaders and policymakers. The findings of this study will help guide organizations in their efforts to adopt digital technologies while fostering an environment of innovation and resilience.

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