

Digital Transformation For Optimizing Employee Performance At Perum DAMRI Head Office

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Abstract

This study analyzes the implementation of digital transformation as a strategy for optimizing employee performance at the Head Office of Perusahaan Umum (Perum) DAMRI in Jakarta. The study employed a descriptive qualitative approach. Data were collected through participatory observation, structured interviews with four key informants, documentation, and a focus group discussion, and were analyzed using the interactive model of data reduction, data display, and conclusion drawing/verification. The findings show that digital transformation has become an integral part of DAMRI's work processes through the Human Resource Management System (HRMS), MyDAMRI, GPS-based attendance, electronic leave and permission administration, web-based Key Performance Indicator (KPI) reporting, and e-Office. These systems support faster administration, more centralized and accurate employee data, easier performance monitoring, improved transparency, and greater accountability. Optimization is carried out through a digital roadmap, gradual system development, employee socialization and training, leadership involvement, helpdesk support, periodic evaluation, and continuous improvement. Remaining challenges include network disruptions, data synchronization delays, system maintenance, and unequal digital competencies among employees. Overall, the evidence indicates that digital transformation supports more effective, efficient, data-driven, and results-oriented employee performance when technology adoption is combined with human resource development and sustained managerial commitment.

Keywords: digital transformation, employee performance, HRMS, human resource management, DAMRI



INTRODUCTION

Digital transformation has changed how organizations design processes, manage information, coordinate work, and evaluate performance. Activities that were previously carried out manually are increasingly supported by integrated digital systems, allowing organizations to accelerate administrative processes, improve data accuracy, and strengthen transparency. In human resource management, this shift is particularly important because employee information, attendance, performance targets, administrative requests, and management reports can be managed through connected digital platforms rather than fragmented manual procedures.

The thesis underlying this article positions digital transformation as an organizational change that goes beyond the adoption of individual technologies. It involves changes in business processes, work culture, employee competencies, and managerial practices. This perspective is consistent with the human-resource view that technology creates value when it is integrated with work design and employee capability development. Dessler (2023) emphasizes the increasing role of technology in modern human resource management, while Boudreau and Cascio (2022) highlight the importance of aligning technology with the broader objective of human resource excellence.

Recent studies cited in the thesis also indicate that digital transformation is closely related to employee performance. Isnawati and Waskito (2024) discuss digital transformation in relation to employee performance and employee involvement, while Annisa, Sandayani Karhab, and Anitra (2025) examine digital transformation and work environment effects on employee performance in a public-sector setting. Sinambela and Depari (2025) further describe the role of technology in human resource management in improving employee performance in the hybrid-work era. Together, these studies suggest that the performance consequences of digitalization depend not only on the system itself, but also on employee readiness, organizational context, and the way the system is embedded in daily work.

Perusahaan Umum (Perum) DAMRI is an Indonesian state-owned enterprise operating in land transportation and logistics. At its Head Office, digital transformation has been implemented through several internal systems, including the Human Resource Management System (HRMS), MyDAMRI, GPS-based attendance, electronic leave and permission processes, web-based Key Performance Indicator (KPI) reporting, and e-Office. The systems are used to support employee administration, attendance monitoring, personnel data management, performance reporting, and organizational coordination.

The study is relevant because the DAMRI case combines multiple digital human-resource and administrative systems in a state-owned transportation enterprise. The novelty identified in the thesis lies in examining these systems in an integrated manner



rather than focusing on only one application. The study also considers the operational constraints and the managerial steps used to optimize implementation. Accordingly, this article addresses three questions: how digital transformation is implemented at Perum DAMRI Head Office; what steps are taken to optimize it; and what obstacles are encountered in using digital transformation to support employee performance.

RESEARCH METHOD

This research used a descriptive qualitative approach to obtain a contextual understanding of digital transformation and employee performance at Perum DAMRI Head Office. The approach was selected because the research focused on perceptions, experiences, work processes, and organizational practices rather than on statistical hypothesis testing. The research site was Perum DAMRI Head Office in Jakarta, and the fieldwork was conducted over approximately three months.

Data were collected through participatory observation, structured interviews, documentation, and a focus group discussion (FGD). Through participatory observation, the researcher directly observed the use of digital systems in routine work, including attendance, employee administration, performance reporting, and internal communication. Structured interviews were conducted using the same main questions for the key informants so that information across organizational levels could be compared systematically. Documentation included digitalization-related procedures, performance reports, employee evaluation materials, activity records, photographs, and other relevant internal documents. The FGD was used as complementary qualitative evidence to deepen and cross-check the findings obtained from interviews, observation, and documentation.

The four key informants represented both managerial and user perspectives: the Vice President of Human Capital Management and Strategy, the Assistant Vice President of Recruitment and Human Resource Administration, a Commercial and Marketing staff member, and a General Service staff member. The thesis applies source triangulation by comparing information from these informants with observations and documentary evidence.

Data analysis followed the interactive qualitative model described in the thesis, consisting of data reduction, data display, and conclusion drawing/verification. Data reduction was used to select and organize information relevant to the three research questions. The reduced data were then displayed narratively and in tabular form to identify patterns. Conclusions were developed iteratively and checked against multiple sources so that the interpretation remained consistent with the empirical evidence.



Table 1. Key Informants

Position/Unit	Research Perspective
Vice President Human Capital Management and Strategy	Strategic direction and organizational digital transformation
Assistant Vice President Recruitment and HR Administration	HR administration, HRMS implementation, and employee data management
Commercial and Marketing Staff	User experience, coordination, and day-to-day digital work practices
General Service Staff	User experience, administrative routines, and adaptation to digital systems

RESULTS AND DISCUSSION**Digital Transformation at Perum DAMRI Head Office**

The findings indicate that digital transformation at Perum DAMRI Head Office is understood as an organizational strategy to improve effectiveness, efficiency, transparency, and service quality. Interview evidence from management and staff consistently shows that digitalization is no longer treated as a separate information-technology initiative. Instead, it has become part of routine work and is used to support administrative processing, personnel management, monitoring, coordination, and performance reporting.

Several systems form the core of this transformation. HRMS functions as a centralized platform for personnel information and human-resource administration. MyDAMRI supports attendance and related employee administration, including GPS-based attendance. Electronic processes are used for leave, permission, and sick-leave requests. Web-based KPI reporting provides a mechanism for documenting and monitoring individual performance achievements, while e-Office supports broader digital administration and internal work flows. The observed pattern shows a transition from dispersed manual records toward digitally documented and more traceable processes.

From the employee perspective, digital systems make work more practical, accelerate information delivery, and facilitate coordination across units. The thesis observations also show a change in the pattern of work interaction: job-related communication increasingly takes place through internal digital platforms rather than relying solely on face-to-face meetings. In performance management, this enables supervisors to monitor progress and administrative compliance more efficiently because relevant information is recorded in digital systems.



These findings are consistent with the literature cited in the thesis. Sinambela and Depari (2025) place technology at the center of contemporary human-resource transformation, while Isnawati and Waskito (2024) show that digital transformation can be associated with employee performance when organizational and employee factors are also considered. The DAMRI case adds a transportation-sector example in which the value of digitalization emerges through the combination of centralized data, administrative automation, and digitally supported performance control.

Optimization Steps for Digital Transformation

The second major finding concerns the steps used to optimize implementation. The process begins with a digital transformation roadmap that is aligned with organizational and business needs. System development is carried out gradually through coordination between Human Capital Management and the information-technology function. Needs are identified from work processes that are still manual or inefficient, and development priorities are then adjusted to user requirements and the company's strategic direction.

Technology development is accompanied by socialization, training, and user assistance. Before or during full implementation, employees receive information, guidance, and support so that they understand system functions and can adapt to changes in work procedures. This is important because the usefulness of a digital platform depends on employees' ability and willingness to use it consistently. The result supports Fatimah's (2021) emphasis on implementation barriers in human-resource information technology and the need to address organizational and human factors alongside technical deployment.

Leadership also plays a central role. Managers encourage employees to use the digital systems, monitor implementation, evaluate their effectiveness, and connect system use with KPI measurement and administrative compliance. This managerial involvement helps move digitalization from a technical project to an organizational practice. Feedback from users is then incorporated through periodic evaluation, feature improvement, infrastructure enhancement, helpdesk services, and other forms of continuous improvement.

The optimization pattern found in this study can therefore be summarized as a cycle: identify business needs, develop or improve the system, prepare users, implement and monitor usage, collect feedback, and refine the system. This cycle shows that digital transformation is iterative. The organization continues to adjust technology and work practices as new needs and operational issues emerge.



Constraints and Organizational Responses

Despite generally positive implementation, the study identifies several constraints. Technical problems include unstable internet connections, delays in data synchronization, application maintenance, and temporary system disruptions that can make particular features unavailable. These issues can slow work and reduce the immediate efficiency gains expected from digital systems, especially when employees depend on a platform for attendance or administrative transactions.

A second challenge is the unequal level of digital competence among employees. Differences in work experience, digital literacy, and the ability to adapt to technological change mean that not all employees respond to new features at the same speed. The thesis nevertheless reports that this gap has remained manageable because the company provides training, user guidance, assistance, and technical support. Early adaptation problems are described more as a transition from manual habits to new digital work routines than as sustained resistance to change.

The company's responses include periodic system evaluation, infrastructure strengthening, data-security improvement, helpdesk support, faster handling of technical disruptions, and application refinement based on user feedback. These responses are important because technical reliability and employee capability interact. A technically capable system cannot produce optimal organizational value if employees cannot use it effectively; conversely, capable employees still require stable and accessible digital infrastructure.

Overall, source triangulation in the thesis indicates that the remaining obstacles do not prevent the organization from pursuing its digital-transformation objectives. Rather, they highlight the need for continuous improvement and capability development. The findings therefore support a socio-technical view of digital transformation: performance improvement depends on technology, people, leadership, work processes, and supporting infrastructure operating as an integrated system.

Table 2. Summary of Digital Transformation Findings

Area	Main Practice	Performance Contribution	Remaining Issue
HR administration	HRMS and centralized personnel data	Faster access, improved data organization and monitoring	Different levels of user digital competence
Attendance	MyDAMRI and GPS-based attendance	More efficient attendance	Network and synchronization disruptions

		administration and traceability	
Employee administration	Electronic leave, permission, and sick-leave processes	Reduced manual processing and improved documentation	Temporary application maintenance or feature downtime
Performance management	Web-based KPI reporting	More systematic, documented, and results-oriented monitoring	Requires consistent user input and managerial follow-up
Organizational coordination	e-Office and internal digital communication	Faster information flow and cross-unit coordination	Dependence on reliable infrastructure

The DAMRI findings suggest that the contribution of digital transformation to employee performance should not be interpreted as a direct effect of technology alone. The thesis evidence points to several mechanisms: administrative acceleration, centralized data, improved documentation, easier monitoring, more transparent work processes, and stronger accountability. These mechanisms create conditions in which employees and managers can perform tasks with less administrative friction and with better access to work-related information.

This interpretation is compatible with the thesis's comparison with prior studies. Annisa et al. (2025) connect digital transformation with employee performance in a public-sector context, and Saptaprasetya, Ginting, and Maharani (2025) discuss digital transformation together with digital leadership and employee performance. In the DAMRI case, leadership involvement is visible in the monitoring, evaluation, and reinforcement of system use. Thus, leadership acts as a bridge between technical implementation and the organizational behavior required for consistent adoption.

The study also has practical implications for state-owned and service organizations. First, integrated digital systems should be developed from actual process needs rather than from technology availability alone. Second, implementation should include employee training and accessible support mechanisms. Third, performance measurement should be linked to reliable digital records and followed by managerial review. Fourth, digital transformation should be treated as a continuous process, because systems, user needs, infrastructure, and work practices continue to change.

Because this research is qualitative and focuses on one head-office setting with four key informants, its findings are contextual and are not intended as statistical

generalizations to all DAMRI units or all state-owned enterprises. Nevertheless, the use of observation, interviews, documentation, FGD evidence, and source triangulation provides a detailed organizational account of how multiple digital systems are implemented and optimized in everyday work.

CONCLUSION

Digital transformation at Perum DAMRI Head Office has been implemented as part of the company's strategy to improve the effectiveness, efficiency, transparency, and quality of work processes. The transformation is reflected in the use of HRMS, MyDAMRI, GPS-based attendance, electronic employee administration, web-based KPI reporting, and e-Office. These systems support centralized personnel information, faster administrative processes, more structured performance monitoring, improved data accuracy, and stronger employee accountability.

Optimization is carried out through a staged digital roadmap, coordination between business and information-technology functions, employee socialization and training, user assistance, active leadership, periodic evaluation, and continuous system improvement. The main remaining constraints are technical disruptions, synchronization delays, maintenance, and differences in employee digital competence. The company addresses these issues through infrastructure improvement, helpdesk support, training, stronger data security, and application refinement based on user feedback.

The central implication is that digital transformation can support employee-performance optimization when technology is integrated with competent users, committed leadership, reliable infrastructure, and continuous evaluation. Future research may extend this qualitative evidence through quantitative or mixed-method designs and examine additional variables such as digital leadership, organizational culture, technology readiness, digital competence, user satisfaction, and change management.

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