

Digital Transformation of Human Resource Management at Pempek Saga Sudi Mampir: A Case Study on Optimizing HR Management Through the Implementation of a Comprehensive HRIS

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Abstract

This study aims to analyze the implementation of the "TataKarsa" digital initiative for human resource management at Pempek Saga Sudi Mampir and evaluate its impact on operational efficiency. Employing a qualitative case study approach, data were collected through in-depth interviews with the owner/manager and employees, complemented by direct observation of HR processes within the culinary business. The implementation of "TataKarsa" significantly improved the efficiency of HR administrative tasks, enhanced employee data accuracy, and streamlined daily operations, contributing to more organized human resource management. This study is limited to a single case study of a Micro, Small, and Medium Enterprise (MSME), primarily relying on qualitative data, which may limit generalizability. Nevertheless, it offers valuable insights for other MSMEs, particularly within the culinary sector, seeking to implement digital transformation in their human resource management practices, thereby contributing to the fields of Human Resource Management and Digital Transformation in small businesses.

Keywords: *Digital Transformation, Human Resource Management, MSMEs, Culinary Business, TataKarsa, Operational Efficiency.*

1. INTRODUCTION

In the current global landscape, digital transformation has become an undeniable imperative for businesses across all scales, driven by rapid technological advancements and evolving market dynamics (Domniku & Ahmeti, 2024). This shift is particularly crucial for Micro, Small, and Medium Enterprises (MSMEs), which form the backbone of many economies, including Indonesia. While large corporations often possess the resources to adopt sophisticated digital systems, MSMEs frequently lag behind, relying on traditional and manual processes that can hinder efficiency and growth (Seppänen et al., 2025). The

culinary sector, a highly competitive and dynamic industry, further amplifies this need for digital adoption, especially in operational and administrative functions.

Pempek Saga Sudi Mampir, a prominent local culinary MSME renowned for its traditional Palembang cuisine, has historically faced considerable challenges in managing its human resources. Prior to embracing digital solutions, the company largely depended on manual methods for employee data recording, attendance tracking, and payroll calculation. These conventional approaches frequently led to inefficiencies, inconsistencies in data, increased administrative burdens, and time-consuming processes. Such manual reliance not only consumed valuable time and resources that could otherwise be dedicated to core business activities but also made it difficult to generate accurate reports for strategic decision-making regarding its workforce (Ramadhana & Nasution, 2024). The absence of an integrated and efficient HR management system presented a significant bottleneck to the company's aspirations for scalable growth and optimized internal operations.

This study is motivated by the critical need to understand how MSMEs, particularly those in the traditional culinary sector, can effectively leverage digital initiatives to overcome human resource management challenges. Despite the recognized importance of digital transformation for MSMEs, there is a limited number of empirical studies focusing on the practical implementation and specific impacts of digital HR solutions within local Indonesian small businesses. By examining the "TataKarsa" digital initiative at Pempek Saga Sudi Mampir, this research aims to provide a practical case study demonstrating the benefits and implementation process of digitalizing HR functions in a real-world MSME context. The findings are expected to offer valuable insights and serve as a reference point for other MSMEs contemplating similar digital transformations, thereby contributing to the broader understanding of digital HR adoption in the SME ecosystem (Bangura, 2024).

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The contemporary business landscape is profoundly shaped by the pervasive influence of digital transformation, compelling organizations of all sizes to re-evaluate and re-engineer their operational paradigms (Saarikko et al., 2020). This paradigm shift extends significantly to Human Resource Management (HRM), where digital technologies are increasingly being leveraged to enhance efficiency, improve decision-making, and foster a more agile workforce (Shao, 2025; Kraus et al., 2022). Digital HR, often encompassing Human Resource Information Systems (HRIS), e-HRM, and HR analytics, represents a strategic move from traditional, paper-based processes to integrated, technology-driven solutions (Bindra et al., 2025; Khuzaini et al., 2024). Studies have consistently shown that effective digital HR implementation can lead to reduced administrative costs, improved data accuracy, enhanced employee experience, and better strategic alignment of HR functions with business objectives (Kinasih & Azhar, 2025; Reska Rahmatullah & others, 2025).

While the benefits of digital transformation in HRM are well-documented for large enterprises (Suyoto et al., 2024; Afriyani et al., 2024), the application and impact of these initiatives within Micro, Small, and Medium Enterprises (MSMEs) present a distinct set of challenges and opportunities (Aini et al., 2024; Chaidir et al., 2024). MSMEs often operate with limited financial resources, technological infrastructure, and specialized HR expertise, making the adoption of sophisticated HRIS solutions a significant undertaking (Putri et al., 2025; Hendrawan et al., 2024). Despite these constraints,

digitalizing HR processes, even at a basic level, can yield substantial improvements in efficiency, compliance, and employee engagement for small businesses (Cahyadi et al., 2025; Lukić Nikolić, 2023). Previous research on MSMEs highlights the importance of simple, cost-effective, and user-friendly digital tools that can be easily integrated into existing operations (Rukaiyah et al., 2025; Agoha et al., 2025). These studies often focus on general digital adoption or specific aspects like digital marketing, with less emphasis on the nuanced transformation of internal HR processes.

Despite the growing recognition of digital transformation's importance for MSMEs, there remains a notable gap in empirical research, particularly in the context of specific digital HR initiatives within the Indonesian culinary MSME sector. While existing literature provides a broad understanding of HRIS benefits and challenges in larger organizations, and general digital adoption in MSMEs, there is a scarcity of in-depth case studies illustrating how small, traditional businesses successfully implement and leverage tailored digital approaches for their human resource management. Most studies on HRIS tend to focus on established software solutions in larger companies or theoretical frameworks, leaving a void in understanding practical, localized digital HR transformations in smaller, resource-constrained environments. This study aims to bridge this gap by providing a detailed qualitative analysis of the "TataKarsa" digital initiative at Pempek Saga Sudi Mampir, offering practical insights into the challenges, implementation process, and tangible benefits of digitalizing HR functions within a typical Indonesian culinary MSME. This will contribute to a more granular understanding of digital HR adoption strategies that are relevant and applicable to the vast MSME landscape.

3. RESEARCH METHODOLOGY

This study adopts a **qualitative case study** approach to provide an in-depth understanding of the digital transformation of human resource management within a specific Micro, Small, and Medium Enterprise (MSME). The case study methodology is particularly suitable for exploring complex phenomena within their real-life context, offering rich, detailed insights into how a particular **Human Resource Information System (HRIS) named "TataKarsa"** was implemented and its subsequent impact on Pempek Saga Sudi Mampir (Kusnadi et al., 2024). This approach allows for a holistic examination of the processes, perceptions, and outcomes associated with digitalizing HR functions in a small business environment.

3.1. Research Subject

The subject of this study is **Pempek Saga Sudi Mampir**, a well-established culinary MSME based in Palembang, Indonesia, renowned for its traditional "pempek" products. The selection of this particular MSME as a case was based on its active engagement in digital transformation efforts within its human resource management, providing a unique opportunity to analyze the practical application of digital initiatives in a traditional small business setting. The company's willingness to share insights into its operational challenges and the **"TataKarsa" HRIS** implementation process was also a key factor.

3.2. Data Collection

Primary data for this qualitative study were gathered through multiple methods to ensure triangulation and enhance the credibility of the findings:

- **In-depth Interviews:** Semi-structured interviews were conducted with key informants, including the **owner/manager** of Pempek Saga Sudi Mampir and **selected employees** involved in daily operations. The interviews aimed to elicit detailed narratives regarding:
 - The pre-"TataKarsa" human resource management practices and associated challenges.
 - The conceptualization, development, and implementation process of the "**TataKarsa**" **HRIS**.
 - The perceived benefits and impacts of "**TataKarsa**" on HR efficiency, data accuracy, and overall operational streamlining.
 - Any challenges encountered during the adoption phase and strategies employed to overcome them. Interviews were audio-recorded with prior consent and subsequently transcribed verbatim for analysis.
- **Direct Observation:** Non-participant observations were conducted at the operational site of Pempek Saga Sudi Mampir. This involved observing the daily HR-related activities, such as attendance recording, task assignments, and communication among employees and management, both before (based on historical context provided by interviews) and after the implementation of "**TataKarsa**." This method provided contextual understanding and validated information gathered through interviews.

3.3. Data Analysis

The collected qualitative data from interviews and observations were subjected to **thematic analysis** (Braun & Clarke, 2006). This involved a systematic process of familiarizing with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and finally producing the report. This method allowed for the identification of recurring patterns, key insights, and underlying meanings related to the implementation and impact of the "**TataKarsa**" **HRIS** at Pempek Saga Sudi Mampir.

4. RESULTS AND DISCUSSIONS

This section presents the findings from the qualitative case study on the implementation of the "TataKarsa" Human Resource Information System (HRIS) at Pempek Saga Sudi Mampir. The discussion integrates direct evidence from interviews, observations, and document analysis, interpreting these findings in light of existing literature and theories on digital transformation and human resource management in MSMEs.

4.1. Pre-"TataKarsa" HR Management Landscape

Prior to the implementation of "TataKarsa," Pempek Saga Sudi Mampir's human resource management was characterized by predominantly manual and traditional processes. This approach, while common in

many MSMEs (Safitri et al., 2025), presented several significant challenges. Employee attendance was recorded manually, often leading to discrepancies and time-consuming reconciliation processes. Payroll calculations were performed using spreadsheets, increasing the risk of human error and requiring substantial administrative effort. The owner/manager noted, *"Before TataKarsa, everything was done by hand or with basic spreadsheets. It took a lot of time, and sometimes we found mistakes in attendance or salary calculations only after a few days."* This reliance on manual methods is consistent with the typical operational bottlenecks faced by small businesses with limited dedicated HR personnel (Safitri et al., 2025). Furthermore, the lack of a centralized system made it difficult to access comprehensive employee data quickly, hindering efficient decision-making regarding staffing, leave management, and overall workforce planning.

4.2. Implementation of "TataKarsa" HRIS and Its Key Features

The "TataKarsa" HRIS was introduced as a strategic response to these challenges, aiming to digitalize and streamline core HR functions. "TataKarsa" is an integrated HRIS platform designed to centralize and automate various human resource processes. Its implementation at Pempek Saga Sudi Mampir involved transitioning from manual records to a comprehensive digital system, leveraging its specific features:

- **Employee Database Management:** This core feature allows for the complete profiling of employees, including name, employee ID (NIK), position, division, employment status, joining date, and other essential details. It also facilitates the secure storage of important documents such as ID cards (KTP), tax identification numbers (NPWP), employment contracts, and training certificates. The system also maintains a history of work, transfers, promotions, and evaluations. This centralization of data directly addresses the previous challenge of fragmented and inaccessible employee information (Kinasih & Azhar, 2025b).
- **Attendance & Leave Management:** "TataKarsa" automates daily attendance tracking (clock-in, clock-out, tardiness), and manages overtime, leave, permits, and sick days. Its capability to integrate with attendance machines or mobile apps (as mentioned in the feature list) signifies a significant upgrade from manual methods, ensuring real-time and accurate attendance records. This automation is crucial for reducing administrative burden and improving efficiency (Alao et al., 2024).
- **Automated Payroll Management:** This feature facilitates salary calculations based on attendance, overtime, allowances, and deductions. It supports digital payslips and includes provisions for tax (PPh 21) and BPJS (social security) calculations, with potential for bank transfer integration. This automation directly tackles the previous issues of time-consuming and error-prone manual payroll processing.

In addition to these core functionalities, "TataKarsa" also includes several supporting features that enhance its utility for Pempek Saga Sudi Mampir:

- **Mobile Access:** The availability of a mobile application or a mobile-friendly version ensures that HR functions can be accessed anywhere, providing flexibility for both employees and management. This is particularly beneficial for MSMEs where employees may not always be desk-bound.

- **Dashboard & Reports (Analytics & Reports):** This feature provides employee statistics (age, gender, tenure, attendance, etc.) and generates reports on recruitment, payroll, turnover, and attendance. This capability transforms raw data into actionable insights, supporting data-driven decision-making, which was previously a significant limitation for Pempek Saga Sudi Mampir.
- **Employee Asset Management:** The system allows for the recording of employee assets such as laptops, mobile phones, uniforms, and personal protective equipment (APD).
- **Compliance & Documentation:** This feature includes reminders for expiring contracts, probation periods, and audits, alongside the storage of legal HR documents, ensuring better compliance and reducing risks.

The implementation process, as observed and reported by informants, emphasized ease of use and minimal disruption to daily operations. Initial training was provided to all employees, particularly those directly involved in HR-related tasks. This focus on user adoption and simplicity aligns with best practices for technology implementation in small businesses, where user resistance can be a significant barrier (Kinasih & Azhar, 2025b).

4.3. Impact of "TataKarsa" HRIS on Operational Efficiency and Accuracy

The findings indicate that the implementation of "TataKarsa" has led to tangible improvements in the efficiency and accuracy of HR management at Pempek Saga Sudi Mampir, directly correlating with the functionalities introduced.

4.3.1. Enhanced Efficiency: The most frequently cited benefit was the significant reduction in time spent on administrative tasks, directly attributable to the **Automated Payroll Management** and **Attendance & Leave Management** features. Employees reported that recording attendance and submitting leave requests became instantaneous, freeing up time that was previously consumed by manual paperwork. For the owner/manager, the time saved in compiling attendance data and preparing payroll information was substantial due to the automated calculations, allowing more focus on core business development. This demonstrates how even basic digitalization can optimize resource allocation within resource-constrained MSMEs (Agoha et al., 2025).

4.3.2. Improved Data Accuracy: The shift from manual to digital record-keeping through "TataKarsa," particularly via its **Employee Database Management** and **Attendance & Leave Management** features, has notably improved the accuracy of HR data. The system minimizes human errors associated with manual entry and calculation. The owner/manager confirmed, *"We see far fewer errors in attendance records and payroll now. TataKarsa helps ensure everything is precise, which was a big problem before."* This increased accuracy contributes to more reliable data for decision-making, a key advantage of HRIS as noted by (Alao et al., 2024), even at a smaller scale. The centralized digital database also ensures consistency and reduces the risk of data loss, a common concern with physical records.

4.3.3. Streamlined Operations and Communication: Beyond direct HR tasks, "TataKarsa" has also contributed to a more streamlined operational flow. The **Mobile Access** and **Dashboard & Reports** features provide a clearer overview of employee availability and simplify communication regarding HR matters. For instance, managers can quickly check who is on leave or view attendance summaries, facilitating better scheduling and resource allocation. While not a full-fledged communication platform,

the system's ability to centralize basic HR information indirectly enhances internal communication, reducing miscommunications that often arise from informal or fragmented information channels (Safitri et al., 2025). The ability to generate various reports also aids in better operational planning.

4.4. Challenges and Overcoming Barriers

Despite the positive impacts, the implementation was not without its challenges. Initial resistance to change from some employees accustomed to manual processes was noted. However, this was largely mitigated through clear communication from the owner/manager, emphasizing the benefits of the new system, and providing hands-on support during the transition. The simplicity and user-friendliness of "TataKarsa" itself, coupled with its **Mobile Access** feature, also played a crucial role in overcoming adoption barriers, reinforcing the idea that for MSMEs, usability is paramount (Kusnadi et al., 2024). The owner/manager's direct involvement in promoting and supporting the system's use was instrumental in ensuring a smooth transition and high adoption rates.

5. CONCLUSION

This qualitative case study aimed to analyze the implementation of the "TataKarsa" Human Resource Information System (HRIS) at Pempek Saga Sudi Mampir and evaluate its impact on operational efficiency and data accuracy. The findings unequivocally demonstrate that the objectives of this study have been accomplished. "TataKarsa" successfully transformed the previously manual and fragmented HR management processes into a more streamlined, accurate, and efficient digital system. Specifically, the implementation of core features such as Employee Database Management, Automated Attendance & Leave Management, and Automated Payroll Management significantly reduced administrative burdens, minimized human errors, and improved the reliability of HR data. The supporting features, including Mobile Access and Dashboard & Reports, further enhanced accessibility and provided valuable insights for management. This digital shift has enabled Pempek Saga Sudi Mampir to optimize its human resource operations, allowing for greater focus on core culinary business activities and strategic workforce planning.

LIMITATION AND STUDY FORWARD

While this study provides valuable in-depth insights into the digital transformation of HR at Pempek Saga Sudi Mampir, it is not without limitations. Firstly, as a single qualitative case study, the findings may not be broadly generalizable to all Micro, Small, and Medium Enterprises (MSMEs), given the unique context and specific characteristics of Pempek Saga Sudi Mampir. Secondly, the reliance on qualitative data, primarily from interviews and observations, means that the perceived impacts are subjective and not quantified through statistical measures. Future research could address these limitations by:

1. **Conducting comparative studies:** Investigating the implementation of HRIS in a larger sample of MSMEs across different sectors to identify common patterns and contextual variations.
2. **Adopting a mixed-methods approach:** Incorporating quantitative surveys to measure the impact of HRIS on specific metrics (e.g., time saved, error reduction rates, employee satisfaction scores) to provide a more comprehensive and statistically robust analysis.

3. **Longitudinal studies:** Tracking the long-term effects of HRIS implementation on employee productivity, retention, and overall business performance in MSMEs.
4. **Exploring specific challenges:** Delving deeper into the technological, financial, and human-related barriers faced by MSMEs during HR digital transformation and effective strategies to overcome them.

ACKNOWLEDGEMENT

The authors would like to express their sincere gratitude to the owner, management, and employees of Pempek Saga Sudi Mampir for their invaluable cooperation and willingness to participate in this study. Their candid insights and support were crucial for the successful completion of this research. We also really thankful to our selves for the great collaboration due to this study.

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