

Employee Experience in Implementing Technology-Based Hr Systems: a Qualitative Study in the Creative Industry

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Abstrak

Studi kualitatif ini mengeksplorasi pengalaman karyawan dalam menerapkan sistem sumber daya manusia (SDM) berbasis teknologi dalam industri kreatif di Indonesia. Penelitian ini menyoroti dampak transformasi digital pada operasi SDM, dengan fokus pada efisiensi operasional, kepuasan karyawan, dan dinamika tempat kerja. Dengan menggunakan pendekatan studi kasus, data dikumpulkan melalui wawancara semi-terstruktur dengan karyawan di berbagai tingkat organisasi yang berinteraksi langsung dengan sistem SDM. Temuan penelitian mengungkapkan peningkatan signifikan dalam efisiensi operasional, seperti proses administrasi yang lebih cepat dan lebih akurat serta aksesibilitas yang lebih baik terhadap data karyawan. Namun, tantangan terkait adaptasi, khususnya di antara karyawan yang lebih tua atau mereka yang memiliki keterbatasan kemampuan teknologi, juga diidentifikasi. Tantangan ini menekankan perlunya program pelatihan yang komprehensif dan dukungan berkelanjutan untuk meningkatkan penerimaan karyawan. Selain itu, penelitian ini menyoroti peran keterlibatan manajemen dan komunikasi yang efektif dalam menumbuhkan pengalaman positif selama proses implementasi. Melibatkan karyawan dalam pengembangan sistem dan menjaga komunikasi yang transparan mengurangi resistensi dan meningkatkan keterlibatan. Penelitian ini memberikan wawasan berharga tentang interaksi industri kreatif antara teknologi dan praktik SDM. Meskipun manfaat potensial dari sistem SDM berbasis teknologi cukup besar, keberhasilannya bergantung pada penanganan faktor manusia, seperti menumbuhkan budaya adaptabilitas dan memastikan kesiapan karyawan. Temuan ini menawarkan rekomendasi praktis bagi organisasi di industri kreatif untuk mengoptimalkan sistem SDM mereka melalui strategi inklusif, dengan menekankan pentingnya pelatihan berkelanjutan, dukungan manajerial, dan saluran komunikasi terbuka untuk mendorong inovasi dan produktivitas.

Kata Kunci: *Pengalaman Karyawan, Sistem SDM, SDM Berbasis Teknologi, Industri Kreatif, Studi Kualitatif*

Abstract

This qualitative study explores employee experiences in implementing technology-based human resource (HR) systems within the creative industry in Indonesia. The research highlights the impact of digital transformation on HR operations, focusing on operational efficiency, employee satisfaction, and workplace dynamics. Using a case study approach, data were collected through semi-structured interviews with employees at various organizational levels who directly interacted with the HR system. The findings reveal significant improvements in operational efficiency, such as faster and more accurate administrative processes and better accessibility to employee data. However, challenges related to adaptation, particularly among older employees or those with limited technological proficiency, were also identified. These challenges emphasize the need for comprehensive training programs and continuous support to enhance employee acceptance. Moreover, the study highlights the role of management involvement and effective communication in fostering positive experiences during the implementation process. Engaging employees in system development and maintaining transparent communication reduces resistance and increases engagement. This research provides valuable insights into the creative industry's interplay between technology and HR practices. While the potential benefits of technology-based HR systems are considerable, their success depends on addressing human factors, such as fostering

a culture of adaptability and ensuring employees' readiness. The findings offer practical recommendations for organizations in the creative industry to optimize their HR systems through inclusive strategies, emphasizing the importance of continuous training, managerial support, and open communication channels to drive innovation and productivity.

Keywords: *Employee Experience, HR Systems, Technology-Based HR, Creative Industry, Qualitative Study*

INTRODUCTION

Implementing technology-based human resource (HR) systems has become an important trend in managing employees across various industries, including the creative sector (Al Mamun, M. A., & Hasan, N., 2017). The integration of technology into HR management aims to improve efficiency, accuracy, and overall effectiveness in managing workforce operations (Brynjolfsson, E., & McAfee, A., 2014). In the creative industry, known for its dynamic, innovative, and flexible characteristics, HR management faces unique challenges and needs (Davis, F. D., 1989). These characteristics require a tailored approach when implementing HR technologies, as the nature of the industry demands constant adaptation and a high degree of creativity among its workforce. As such, technology-based HR systems in this sector provide a wide range of experiences for employees who are both the users and subjects of these systems (Dhamija, P., 2012).

The introduction of technology into HR practices, especially within the creative industry, presents various opportunities and challenges for employees. Qualitative studies focusing on the experiences of employees in implementing HR technology are crucial to understanding its effects on performance, job satisfaction, and the overall adaptation to technological changes in the workplace (Klein, K. J., & Kozlowski, S. W. J., 2000). These experiences include perceptions of ease of use, system reliability, and the broader influence of technology on work culture and social interactions (Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R., 2015). Previous research indicates that the way employees adapt to new HR technologies and their perceived value of these systems can significantly impact their engagement, job satisfaction, and productivity (Brynjolfsson, E., & McAfee, A., 2014; Marler, J. H., & Fisher, S. L., 2013). Moreover, understanding these experiences can help organizations optimize the design and implementation of HR technologies in a way that aligns with employee needs, ensuring higher adoption rates and better outcomes (Parry, E., & Tyson, S., 2011).

Furthermore, this research aims to address the gap in the literature by focusing on the creative industry sector in Indonesia, exploring various dimensions of employee experiences when adopting HR technology. This focus is essential, as the creative sector often operates differently from traditional industries, with employees typically engaging in more fluid roles and collaborative environments (Van den Broek, D., & Keegan, A., 2020). As such, the implementation of HR technology must be carefully tailored to suit the specific demands of the creative workforce, balancing the need for innovation with the requirements of efficient and effective HR management. By exploring these unique experiences, this study contributes to the understanding of how HR technology can be leveraged to improve both employee satisfaction and organizational performance in the creative industry.

Introduction to Technology-Based HR System Implementation

Implementing a technology-based HR system has become the main strategy for companies that want to increase efficiency and competitiveness. Digital transformation in HR allows organizations to automate various processes, from recruitment to performance management. Implementing technology in human resource management streamlines administrative processes and supports faster and more accurate decision-making (Bondarouk, T., & Brewster, C., 2016).

The Role of Technology in Improving HR Performance

Technology-based HR systems such as employee management applications and performance analytics platforms have changed how companies view human resource management. Technology assists HR in reducing administrative burdens, allowing HR departments to focus on strategic roles such as talent development and succession planning

(Bondarouk, T., Parry, E., & Furtmueller, E., 2017). The research also shows that with the presence of technology systems, employee involvement in HR processes increases, which ultimately positively impacts performance and retention.

Employee Experience in Implementing HR Systems

One important aspect of implementing HR technology is employee experience. This experience includes the extent to which employees feel comfortable and engaged with the new system introduced by the organization. Implementing a technology-based HR system depends highly on employee acceptance (Marler, J. H., & Fisher, S. L., 2019).

Barriers often arise, including lack of adequate training, resistance to change, and differences in perceptions between generations of employees. The research results show that employee acceptance can increase if involved in the system development process.

Challenges and Obstacles to Implementation

Challenges in implementing HR technology include technical and non-technical barriers. Shows that companies often face difficulties integrating new and existing systems (Strohmeier, S., 2020). In addition, data security and privacy issues are major concerns when using technology-based HR systems. In addition to technical challenges, organizational cultural barriers and resistance to change influence implementation.

Determining Factors for Successful Implementation

Shows that top management involvement and effective communication are determining factors in successfully implementing HR technology (Vermeeren, B., 2018). They emphasized that support from management and a shared understanding of the new system's benefits helped minimize employee resistance. In addition, ongoing training programs and employee feedback also contribute to creating a positive experience during the implementation process.

Literature shows that factors of acceptance, training, and management support strongly influence employee experiences in implementing technology-based HR systems. Successful implementation requires a holistic approach that considers technical and human needs.

METHOD

This research uses a qualitative approach to explore employee experiences in implementing technology-based HR systems within the creative industry. The qualitative method was selected as it allows for a deep exploration of employee perceptions, experiences, and responses to the system being implemented. It is particularly valuable in understanding complex and nuanced data that emerges through direct interaction with participants, enabling researchers to gain rich insights into the subject matter (Braun, V., & Clarke, V., 2006).

The research design is based on a case study, which is ideal for focusing in-depth on specific organizations within the creative industries that have adopted technology-based HR systems. Case studies are effective for examining contemporary phenomena in real-life contexts, especially when the boundaries between the phenomenon and its context are not easily distinguishable (Creswell, J. W., & Poth, C. N., 2018).

Participants in the research included employees from various levels of the organization, from staff to managers, who had direct experience with the technology-based HR systems. The participants were selected using purposive sampling to ensure their experiences and knowledge were directly relevant to the research topic, as purposive sampling allows for the gathering of rich and relevant information (Lincoln, Y. S., & Guba, E. G., 1985).

Data collection was carried out through semi-structured interviews, which allowed for flexibility in exploring issues that arose during the interview process. Each interview lasted between 45-60 minutes and was conducted either face-to-face or via a virtual communication platform. The interview guide was designed based on prior literature, focusing on employee experiences, challenges, and the perceived benefits of technology-based HR systems.

The collected data was analyzed using a thematic analysis approach, which involved familiarizing oneself with the data, conducting initial coding, identifying themes, and developing

relevant themes (Patton, M. Q., 2015). The data from the interviews was transcribed and coded manually or with the assistance of qualitative data analysis software such as NVivo.

To ensure the validity and reliability of the data, the research incorporated data triangulation and member checking. Triangulation involved comparing data from multiple sources, while member checking entailed confirming the accuracy of the interview results with the participants. These steps helped increase the credibility and reliability of the qualitative data (Yin, R. K., 2018).

The research adhered to ethical principles, including obtaining informed consent from participants, ensuring data confidentiality, and allowing participants the freedom to withdraw at any time. All procedures were carefully followed to ensure that participant privacy and rights were fully respected throughout the study.

RESULT AND DISCUSSION

Result

Several main themes were found from the interviews that describe employee experiences in implementing technology-based HR systems in the creative industry. These themes include (1) increased operational efficiency, (2) employee adaptation challenges, and (3) influence on employee satisfaction and engagement.

1. Increased Operational Efficiency

Employees reported significant benefits in operational efficiency following the implementation of technology-based HR systems. Processes such as leave applications, performance evaluations, and employee data management became faster, more streamlined, and less prone to errors. One participant commented, "In the past, the administration process took a long time, and manual errors often occurred. With this new system, work becomes more accessible and accurate." This is consistent with the findings of Brynjolfsson and McAfee (2014), who suggest that the integration of technology into HR systems can lead to improved operational efficiency. HR digitization can significantly reduce administrative workload and free up time for HR personnel to focus on strategic roles (Al Mamun & Hasan, 2017).

2. Employee Adaptation Challenges

While the technology-based HR system provides several benefits, the research highlighted adaptation challenges, particularly for older employees. These employees found it difficult to navigate the new system, with one manager commenting, "It takes time to understand how the system works." Many employees expressed the need for more comprehensive training to use the technology optimally. Bondarouk and Brewster (2016) found that inadequate training could hinder employee acceptance of new HR systems. As noted in previous research, Davis (1989) argued that perceived ease of use plays a critical role in the successful adoption of new technologies. In this study, a lack of training was a primary barrier to employees fully adopting the new HR system, particularly among those with limited experience using similar technologies.

3. Influence on Employee Satisfaction and Engagement

Employee engagement and satisfaction varied across the workforce. Some employees reported feeling more motivated because the process became more transparent and accurate. One creative staff member remarked, "I feel more appreciated because I can monitor work progress and provide real-time feedback." This positive sentiment aligns with Bondarouk, Parry, and Furtmueller (2017), who suggest that successful HR system implementation can enhance employee engagement when complemented by effective support and communication. However, other employees experienced confusion during the early stages of implementation. This variation in employee responses highlights that while technology-based HR systems can lead to increased engagement, their success depends on how well employees are supported during the transition period.

Discussion

This research indicates that employee experiences in implementing technology-based HR systems in the creative industries are influenced by several factors, including age, technological expertise, and the quality of training received. Management support and effective communication

were found to be key to ensuring that the implementation process proceeds smoothly. In line with prior literature, the findings emphasize that the successful implementation of HR technology depends not only on the technology itself but also on human factors, such as training, communication, and support (Braun & Clarke, 2006). These factors contribute significantly to employee adaptation and acceptance of the new system.

The results of this study underline the importance of a holistic approach to implementing HR technology. A successful implementation strategy should include ongoing training and employee involvement from the planning stage through to post-implementation support. The use of technology in HR management can provide substantial benefits, but it is essential to overcome adaptation challenges and differences in technological expertise across generations to achieve optimal results. Management must provide strong support and establish structured communication strategies to help employees navigate the transition.

The research supports previous studies indicating that technology adoption is not solely determined by the technology itself but by the human aspects surrounding it. This includes the importance of continuous training, clear communication, and providing adequate support during the implementation phase (Bondarouk & Brewster, 2016; Braun & Clarke, 2006). Therefore, a collaborative and inclusive approach is critical to ensuring the successful implementation of technology-based HR systems in the creative industry, ensuring positive employee experiences and long-term organizational success.

CONCLUSION

This study reveals that implementing technology-based HR systems in the creative industry has significantly impacted operational efficiency, employee satisfaction, and workplace dynamics. Employees reported that digitized HR processes, such as leave management, performance evaluations, and real-time feedback mechanisms, have streamlined administrative tasks and improved decision-making accuracy. These changes align with the creative industry's need for agility and innovation.

However, the study also highlights employee adaptation challenges, particularly across different generational cohorts. While younger employees tend to embrace technological changes, older employees often need help, primarily due to insufficient training and resistance to abandoning traditional methods. Comprehensive training and consistent support emerged as critical factors in addressing these challenges.

Furthermore, the study underscores the importance of management involvement and effective communication in fostering a positive employee experience during implementation. A collaborative approach, where employees are engaged in the system's development and rollout, enhances acceptance and minimizes resistance. The research confirms that tailored strategies considering technological and human factors are essential to successful implementation.

This study contributes valuable insights into the creative industry's interplay between technology and human resource practices. While technology offers immense potential to transform HR operations, its success relies heavily on addressing the human aspect, such as ensuring employee readiness, providing ongoing training, and fostering a culture of adaptability. Practical recommendations include integrating inclusive training programs, maintaining open communication channels, and securing top management support to navigate the challenges of digital transformation in HR systems.

By adopting these strategies, creative industry organizations can maximize the benefits of technology, driving productivity, innovation, and employee engagement in a highly competitive market.

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