The Role of Digitalization of Human Capital Strategies in Developing Employee Quality at PT. Tuah Turangga Agung

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Article Info	Abstract
Keywords: *Human Capital;* *Digitalization;* *Employee Quality;* *Simple Linear Regression;* *Correlation*	The digitalization of human capital strategies has become a crucial element in enhancing employee quality in the current digital era. In an increasingly interconnected and dynamic business environment, companies need to adopt innovative approaches to strengthen and optimize their human resources. Human capital comprises a combination of knowledge, skills, innovation, and individual capabilities to create value in achieving specific goals. However, the quality of employees at PT. Tuah Turangga Agung, especially in terms of digitalization, still needs improvement. Employee development plans related to digitalization have not been fully realized. This research aims to explore the role of digitalized human capital strategies in enhancing employee quality at the company. Through the application of information and communication technology, companies can improve efficiency in human resource management. Digital innovation and automation enable companies to recruit, identify potential talents, and track employee progress more effectively. This study employs descriptive qualitative and quantitative methods to depict the impact of digitalized human capital strategies on employee quality development. The results indicate a significant and positive effect, urging companies to invest in digital solutions to enhance their workforce quality.

1. INTRODUCTION

An organization cannot function without individuals. The company's profits actually stem from Human Capital, or the human resources, which encompass five components: individual capability, individual motivation, leadership, the organizational climate, and workgroup effectiveness (Gambardella, Panico, & Valentini, 2015). PT. Tuah Turangga Agung (TTA) is a coal mining company fully owned by PT. United

Tractors Tbk. It operates in 9 mining concession areas across Kalimantan and Sumatra. Despite no production-related constraints, the quality of employees at the company needs improvement, especially in digitalization. In terms of Human Capital, the target quality of employees hasn't been fully achieved in line with the company's vision and mission due to suboptimal management of mandatory aspects, such as employee development plans in digitalization. The company's Human Capital system also requires digital innovation, automation, and digital tools to enable faster and more effective recruitment, talent identification, and real-time employee progress tracking.

Digitalization significantly impacts time, energy, and cost efficiency for the company, exemplified by mandatory management using applications, design applications for video teaser creation, flyer design, and more. Digitalization of human capital strategies also allows for more objective and accurate performance evaluations (Gobble, 2016). Digital tools can continuously collect performance data, monitor achievement goals, and provide immediate feedback to employees, facilitating more effective identification of strengths and development areas. Thus, the company must be innovative in enhancing its employees' digital knowledge and skills to manage tasks quickly and efficiently. Equipping employees with digital skills and expertise enables the company to improve efficiency, strengthen employee development, conduct better performance evaluations, and manage talent more effectively, ultimately achieving the Human Capital target in employee performance development in line with the company's vision and mission (Ricardianto, 2018).

Based on these factors, performance evaluations based on Human Capital are an intriguing aspect to develop for assessing company success. Performance measurement can also serve as the basis for determining reward systems within the company. Therefore, this research aims to provide a brief theoretical overview of the role of digitalization as a Human Capital strategy in enhancing employee quality.

2. METHODS

This research employs a mixed-method approach, combining qualitative and quantitative methods. Qualitative descriptive data is typically gathered through surveys, interviews, or observations. In this study, a causal research design is utilized with the aim of elucidating causal relationships or cause-and-effect relationships among the variables under investigation. The research design seeks to ascertain the influence of Human Capital on employee quality development through digitalization implementation at PT. Tuah Turangga Agung (TTA). Sample determination utilizes the Solvin formula with a margin of error of 10%, with all samples being permanent employees of Tuah Turangga Agung (TTA). The data types utilized include qualitative data sourced from both primary and secondary sources, with the population comprising employees at PT. Tuah Turangga Agung (TTA) and a sample size of 55 employees selected.

$$n = \frac{120}{1 + 120(0.1^2)} = 55$$

Validity Test

Validity testing is the degree of accuracy between the data observed on the research object and the power that can be reported by the researcher. The technique to be employed is the correlation technique using the product-moment correlation coefficient. The ordinal scores of each question item undergoing validity testing are correlated with the overall ordinal scores of the items. If the correlation coefficient is positive, then the item is deemed valid; whereas, if it is negative, the item is considered invalid and will subsequently be replaced or removed from the questionnaire (Sugiyono, 2017). The decision on the validity testing of items is based on the following criteria:
1. The question item is deemed valid if the calculated r exceeds the tabled r.
2. The question item is considered invalid if the calculated r is less than the tabled r.

Reliability Test

Reliability refers to the extent to which an instrument is considered trustworthy for data collection purposes due to its effectiveness. A reliable instrument will produce data that can be trusted. A research

instrument is deemed to have an adequate level of reliability if the Cronbach's Alpha coefficient is greater than or equal to 0.60 (Arikunto, 2010). Decisions regarding reliability testing are determined by the following criteria:

Table 1. Reliability Levels Based on Alpha Values

Cronbach's Alpha Value	Reliability Level
0.0 – 2.0	Less Reliable
>0.20 – 0.40	Somewhat Reliable
>0.40 – 0.60	Reliable
>0.80 – 1.00	Very Reliable

Source: Arikunto (Arikunto, 2010)

Simple Linear Regression

Simple linear regression is a statistical method that attempts to model the relationship between two variables, one independent variable (X), and one dependent variable (Y). Simple linear regression indicates that the formed regression model involves only one independent variable (X) and one dependent variable (Y) (Utama. Soleh, 2005).

Significance Test and Hypothesis

Hypothesis testing is employed to determine whether a proposed hypothesis is rejected or accepted. This test may use t-test, F-test, z-test, or Chi-square test. Through this significance test, it can be determined whether the independent variable/predictor (X) significantly influences the dependent variable/response (Y).

Coefficient of Determination (R^2)

The coefficient of determination (R^2) measures how well the model can explain the variation in the dependent variable. The value of the coefficient of determination ranges between zero and one. A value close to one indicates that the independent variables provide nearly all the information needed to predict the variation in the dependent variable (Ghozali, 2016).

t-Test

The t-test is used to examine the individual influence of each independent variable on the dependent variable. Hypothesis testing will be conducted using a significance level of 0.05 (α = 5%) or a confidence level of 0.95. This test can be performed by comparing the calculated t-value with the tabulated t-value (Hasan, 2016).

F-Test

The F-test is used to examine how the independent variables collectively influence the dependent variable, or to test whether the regression model is significant or not significant (Hasan, 2016).

3. RESULT AND DISCUSSION

Characteristics of the Respondent
a. Characters of the respondent according to the type of gender

The gender characteristics of respondents can be grouped into two, namely male and female, in order to be more clear then presented in the form of tables and graphs as follows:
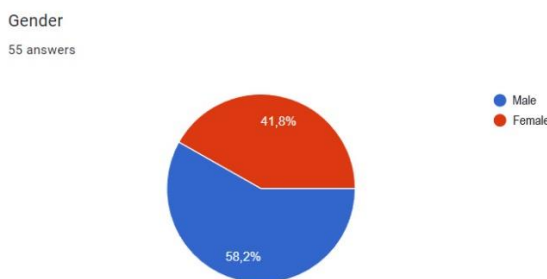
Gender
55 answers

Fig 1. Characteristic Graph of Respondents by Gender Type

b. Characteristics of Respondents based on education

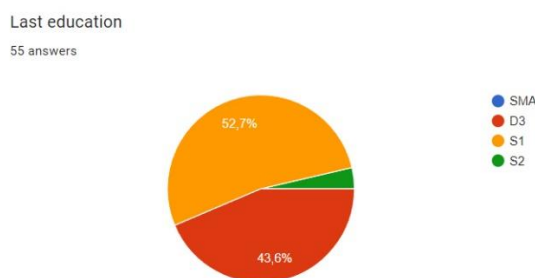The type of education of the respondent explains the educational background of the Respondent that is the sample in this study, then the education of respondents can be classified according to the level of high school education, S2, S1, D3, Therefore, in the grouping of educational responses can be seen in the following graph:

Last education
55 answers

Fig 2. Characteristics of Respondents based on education

c. Respondent Characteristics Based on Working Time

The characteristics of respondents based on working time on the chart below are as follows:

Length of work
55 answers
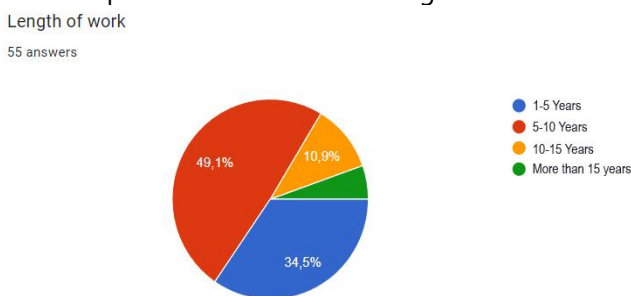
Fig 3. Characteristic chart based on respondents based on Working Time

Description Variable

Testing with α = 0.05, to find out if there is an influence of differences in the role of digitalization of Human Capital strategy on the development of quality of employee performance. Where: Ho: The role of digitalization of human capital strategy influences on the improvement of the quality of employees performance. Here's the result of the respondent's interpretation of the Human Capital Development variable:

Table 2. Human Capital Variable Analysis

No	Statement	Score					Mean
		SS	S	N	TS	STS	

No	Statement	Score					Mean
		SS	S	N	TS	STS	
1.	I have knowledge of the job and do it according to the company's standards.	45	10	0	0	0	4,82
2	I have an education that fits my field of work	39	14	2	0	0	4,67
3	I have a high motivation to do the job	42	13	0	0	0	4,76
4	I'm able to work with the team and under pressure	34	21	0	0	0	4,6
5	I can cope with change	28	25	2	0	0	4,45
6	I'm looking for new things that I don't know.	29	24	2	0	0	4,49
7	I have the ability to make decisions/solve problems	37	18	0	0	0	4,67
8	After a knowledge training, the ability and productivity of employees will increase.	28	23	4	0	0	4,43
9	I have the ability to use digital infrastructure in support of work	13	27	14	1	0	3,71
10	The company provides training and education for every employee to complete the job	44	10	1	0	0	4,78

Table 3. Analysis of Employee Performance Variables

No	Statement	Score					Mean
		SS	S	N	TS	STS	
1.	Ability and willingness to work proactively, creatively, and innovatively through the presentation of new ideas	36	19	0	0	0	4,65
2	I'm able to work according to the company's goals and standards.	41	13	1	0	0	4,73
3	I've never delayed work and been able to work with the team and under pressure.	43	12	0	0	0	4,78
4	I have the ability to develop quality through digital training	22	25	7	1	0	4,24
5	I have the ability to use digital infrastructure in completing the job	18	26	11	0	0	4,11
6	I'm disciplined time in work	43	12	0	0	0	4,76
7	I have the ability to make decisions/ solve problems	35	20	0	0	0	4,64

8	I've always done my job carefully.	42	13	0	0	0	4,76
9	I have digital expertise in supporting work	12	28	15	0	0	3,93
10	The company provides training and education for every employee to act to complete the job	45	10	0	0	0	4,82

Results of Testing Research Instruments

a.   Validity Test and Human Capital Rehabilitation

Validity testing in this study using a coefficient technique of correlation greater or equal to 0.266 is said to be valid. Using SPSS for windows, the validity test results for the Human Capital development (X) and Employee Performance (Y) declaration instruments can be seen in table 4 as follows:

Table 4. Validity Test Results for Variable (X) Human Capital

Correlations

		X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	Total
X1	Pearson Correlation	1	.586**	.847**	.577**	.378**	.407**	.676**	.630**	.679**	.914**	.787**
	Sig. (2-tailed)		.000	.000	.000	.004	.002	.000	.000	.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
X2	Pearson Correlation	.586**	1	.692**	.741**	.485**	.523**	.867**	.637**	.598**	.596**	.815**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
X3	Pearson Correlation	.847**	.692**	1	.681**	.447**	.481**	.798**	.662**	.801**	.862**	.862**
	Sig. (2-tailed)	.000	.000		.000	.001	.000	.000	.000	.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
X4	Pearson Correlation	.577**	.741**	.681**	1	.655**	.706**	.854**	.807**	.573**	.587**	.878**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
X5	Pearson Correlation	.378**	.485**	.447**	.655**	1	.719**	.560**	.774**	.604**	.385**	.754**
	Sig. (2-tailed)	.004	.000	.001	.000		.000	.000	.000	.000	.004	.000
	N	55	55	55	55	55	55	55	55	55	55	55
X6	Pearson Correlation	.407**	.523**	.481**	.706**	.719**	1	.603**	.830**	.380**	.415**	.761**
	Sig. (2-tailed)	.002	.000	.000	.000	.000		.000	.000	.004	.002	.000
	N	55	55	55	55	55	55	55	55	55	55	55
X7	Pearson Correlation	.676**	.867**	.798**	.854**	.560**	.603**	1	.734**	.689**	.688**	.902**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
X8	Pearson Correlation	.630**	.637**	.662**	.807**	.774**	.830**	.734**	1	.530**	.654**	.896**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
X9	Pearson Correlation	.679**	.598**	.801**	.573**	.604**	.380**	.689**	.530**	1	.690**	.781**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.004	.000	.000		.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
X10	Pearson Correlation	.914**	.596**	.862**	.587**	.385**	.415**	.688**	.654**	.690**	1	.801**
	Sig. (2-tailed)	.000	.000	.000	.000	.004	.002	.000	.000	.000		.000
	N	55	55	55	55	55	55	55	55	55	55	55
Total	Pearson Correlation	.787**	.815**	.862**	.878**	.754**	.761**	.902**	.896**	.781**	.801**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	55	55	55	55	55	55	55	55	55	55	55

**. Correlation is significant at the 0.01 level (2-tailed).

According to table 4, among all count r values produced by the Human Capital variable declaration item, the r count value is above 0.266 where the highest value is 0.902 and the lowest is 0.754, because all the declaration items have a count r value above 0,266. Then the entire statement item has a validity or validity value, so that the entire Human Capital (X) variable statement item can be tested on subsequent testing. The Human Capital Variable Rehabilitation Test using SPSS for windows results in a reliability test of the instrument, said to be reliable if given a conbach alpha (a) value greater than 0.60. Here's a rehab test in the form of a table:

Table 5. Reliability Test Results of Data Variable Human Capital

Reliability Statistics

Cronbach's Alpha	N of Items
.944	10

Based on table 5, the number of alpha cronbach's value on the variable in this study shows the magnitude above 0.60. This means that the entire statement for the independent variable is reliable and can be concluded that the questionnaire statement shows reliability in measuring the variable-variable in the research model.

b. Validity and Rehabilitation Test of Employee Performance

Variables Employees performance validity test based on table 6, that is, among all counted r values produced by the employee performance variable statement item has r counted above 0.266 where the highest value is 0.959 and the lowest value 0.545 because all statement items have a r count over 0.266. Then the entire statement item has a validity or validity value, so that the entire employee performance variable statement item (Y) can be tested on subsequent testing.

Table 6. Validity Test Results Data Variable Employee PerformanceCorrelations

Correlations

		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10	Total
Y1	Pearson Correlation	1	.775**	.727**	-.752**	.370**	.766**	.961**	.766**	.626**	.649**	.774**
	Sig. (2-tailed)		.000	.000	.000	.005	.000	.000	.000	.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
Y2	Pearson Correlation	.775**	1	.793**	-.583**	.546**	.835**	.745**	.835**	.735**	.708**	.871**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
Y3	Pearson Correlation	.727**	.793**	1	-.547**	.802**	.950**	.699**	.950**	.690**	.892**	.955**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
Y4	Pearson Correlation	-.752**	-.583**	-.547**	1	-.419**	-.576**	-.783**	-.576**	-.558**	-.488**	-.545**
	Sig. (2-tailed)	.000	.000	.000		.001	.000	.000	.000	.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
Y5	Pearson Correlation	.370**	.546**	.802**	-.419**	1	.728**	.320*	.728**	.717**	.716**	.796**
	Sig. (2-tailed)	.005	.000	.000	.001		.000	.017	.000	.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
Y6	Pearson Correlation	.766**	.835**	.950**	-.576**	.728**	1	.736**	1.000**	.727**	.847**	.959**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
Y7	Pearson Correlation	.961**	.745**	.699**	-.783**	.320*	.736**	1	.736**	.562**	.624**	.726**
	Sig. (2-tailed)	.000	.000	.000	.000	.017	.000		.000	.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
Y8	Pearson Correlation	.766**	.835**	.950**	-.576**	.728**	1.000**	.736**	1	.727**	.847**	.959**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
Y9	Pearson Correlation	.626**	.735**	.690**	-.558**	.717**	.727**	.562**	.727**	1	.616**	.835**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	55	55	55	55	55	55	55	55	55	55	55
Y10	Pearson Correlation	.649**	.708**	.892**	-.488**	.716**	.847**	.624**	.847**	.616**	1	.875**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	55	55	55	55	55	55	55	55	55	55	55
Total	Pearson Correlation	.774**	.871**	.955**	-.545**	.796**	.959**	.726**	.959**	.835**	.875**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	55	55	55	55	55	55	55	55	55	55	55

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Employee performance reliability test using SPSS for windows then the test reliability of the instrument is said to be reliable if given conbach alpha (a) value greater than 0.60. The following is the rehabilitation test in the form of a table:

Table 7. Results of the Reliability Test Data Variable Employee Performance

Reliability Statistics

Cronbach's Alpha	N of Items
.948	9

Based on table 7, the number- of the alpha cronbach's value on the entire variable in this study all indicates the magnitude above 0.60. This means that the entire statement for the dependent variable is reliable and can be concluded that the questionnaire statement shows reliability in measuring the variable-variable in the research model.

Simple Linear Regression Analysis

This study uses simple linear regression analysis to see to what extent the influence of Human Capital on Employee Performance.

a. Variables Entered

Table 8. Variables Entered/removed

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Human Capital^b	.	Enter

a. Dependent Variable: Karyawan
b. All requested variables entered.

Tabel 9. Coficients

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	14.056	2.955		4.756	.000
	Human Capital	.691	.065	.826	10.656	.000

a. Dependent Variable: Karyawan

The simple linear regression equation is:

$$Y = 14.056 + 0.691X$$

Based on the calculations above, the regression result is obtained: The constant value of 14,056 states that if there is no free variable (Human Capital) then the performance of the employee remains the value of 14.056, or in other words if the variable X is equal to 0 then the employment performance remains 14.066. The regression coefficient value of X of 0,691 states that each increase of 1 level of value of the X will result in an employee's performance increase of 0.091, with the assumption that the other variable does not affect or equals 0.

b. Model Summary

The determination coefficient (R^2) is a measure of the contribution of the variable x that has a linear influence on the variation of the rise and fall of Y. The maximum or maximum rise of the determination factor is between 0 and 1 where r2 must not be negative. A small r value means that the ability of an independent variable is very limited in explaining variable variations. A value close to one means that independent variables provide almost all the information needed to predict dependent variables.

Table 10. Determination coefficient (R2) Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826ᵃ	.682	.676	1.987

a. Predictors: (Constant), Human Capital

Based on the calculation of the coefficient, R square is 0.682. It can be concluded that Human Capital Development versus Employee Performance describes the fact that 68.2% and the remaining 31.8% are data limitations or research errors.

c. Anova

Table 11. Anova

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	448.191	1	448.191	113.553	.000ᵇ
	Residual	209.190	53	3.947		
	Total	657.382	54			

a. Dependent Variable: Karyawan

b. Predictors: (Constant), Human Capital

Based on the output of the spss of the ANOVA table, that the value of F counts as a percentage of 113.553 with a significant rate of 0,000<0,05,

Ho: The role of Digitalization of Human Capital Strategy influences Employee Performance

H1: the role of digitalization Human Capital strategy does not influence Employees Performance

1) Test Statistics = Fcomputation =113,553
2) The conclusion: accept Ho, reject H1 because of FComputation > Ftable

Then it can be concluded that there is a difference in the influence of the roles of digitalisation of human capital strategy on employee performance development.

d. Partial testing

The t test is known as partial testing, i.e. to test how the influence of each free variable is independently on its bound variable. The decision-making criteria in this test according to Ghozali [14]. is if p value < 0.05 then Ha is accepted. If p value > 0.05, then H1 is rejected.

Table 12. Partial testing (Uji t)

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.056	2.955		4.756	.000
	Human Capital	.691	.065	.826	10.656	.000

a. Dependent Variable: Karyawan

Based on the table 12 above, the regression coefficient calculation resulted in a t count value of 10,656 whereas a table t value of 2,006. This indicates that the t count is greater than the table t (10,656 >2,006). Whereas the significant value is at a trust rate of 5% or 0.05, the significant value is obtained as much as (0,000 < 0.05).

Based on the results of the above study, a significant value is obtained (0,000 < 0.05), at a 5% confusion rate, so that H0 is accepted and H1 rejected. Thus it can be said that Human Capital partially has

a positive and significant impact on Employee Performance. The role of digitization in Human Capital also has an impact on the quality of employee performance on the operational performance part.

In other words, the results of digitalization have a high value to be able to contribute and influence the outcomes of the company's activities to be carried out. Digitalization can develop an innovation to create more control for PT. Tuah Turangga Agung such as the use of applications as well as software. At the same time, it requires a change in working styles and requires changes in the demand for SDM competences. Training is needed mainly in the fields of technology and digitization due to the importance of digitization for companies in recent years for human resources and the increasing demand for digital skills to support job completion.

4. CONCLUSION

Based on the calculation of the regression coefficient, a t count value of 10,656 is obtained while a table t value of 2,006. This indicates that the t count is greater than the table t (10,656 > 2,006). At a confidence rate of 5% or 0.05, the significant value obtained is equal to (0,000 < 0.05), so that Ho is accepted and Ha rejected.

The figures of the cronbach's alpha value on the entire variable in this study all indicate the size above 0.60 among all the variables the lowest value of alpha cronbach is the X variable of 0.944 and the highest value is the Y variable. This means that the entire statement for independent and dependent variables is reliable and it can be concluded that the statement of the questionnaire shows reliability in measuring variables in the research model.

The role of digitalization of Human Capital strategy has a positive and significant impact on the quality of employee performance, as demonstrated by the Summary model table, the size of the correlation value/ relation r of 0.682, the R square value of 0.667 which indicates the influence of the free variable X (digitalized human capital strategy) on the bound variable Y (employee performance quality) is 67.6%. Therefore, it is important for companies to invest in relevant digital technologies and solutions to optimize their human capital strategies in order to better employee quality.

5. ACKNOWLEDGMENTS

It is hoped that the results of this research can be used as a means of information used to improve the quality of employee performance by doing digitization in PT. Tuah Turangga Agung. And it is suggested that it can improve Human Capital by doing innovation so that the vision and mission of the company is achieved perfectly. For future researchers, it is expected to expand the variables that can affect employee performance other than the variable used in this study.

6. REFERENCES

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