

The Influence of Digital Technology, Execution Discipline, And Innovation on Human Resource Management at PT Pos Indonesia Pacitan Branch Office

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ABSTRACT

The development of digital technology has encouraged organizations to transform their human resource management to become more adaptive and efficient. This study aims to analyze the effect of digital technology, execution discipline, and innovation on human resource management. The methodology used is a quantitative approach with a causal associative design, employing a saturated sampling technique with a total of 74 respondents. Data were collected through Likert scale questionnaires and analyzed using Partial Least Squares Structural Equation Modeling. The results indicate that digital technology, execution discipline, and innovation have a positive and significant effect on human resource management, both partially and simultaneously. The discussion reveals that digital technology enhances efficiency and accuracy in HR management, execution discipline ensures optimal implementation of policies, and innovation drives organizational adaptability to change. The conclusion confirms that the combination of these three variables contributes to creating a more effective, adaptive, and sustainable human resource management system in the digital era.

Keywords: digital technology, execution discipline, human resource management, innovation, digital transformation.

INTRODUCTION

The development of digital technology has brought fundamental changes in the way organizations manage human resources across various industrial sectors (Sakib et al., 2025). Digital transformation not only affects operational aspects but also drives a paradigm shift in employee management that is more data-driven, system-based, and technology-integrated (Piwowar-Sulej et al., 2023). Modern organizations are required to adapt digital systems in the processes of recruitment, training, performance evaluation, and career development (Lenart-Gansiniec et al., 2023). In this context, human resource management is no longer conventional but has become more strategic and adaptive to environmental changes (Jotabá et al., 2022). Therefore, the success of organizations in facing the digital era is greatly determined by their ability to manage human resources effectively with the support of technology.

In Indonesia, the adoption of digital technology in the business and public service sectors has continued to experience significant growth in recent years. Data from the Central Statistics Agency shows that the internet penetration rate in Indonesia has reached 78.19% in 2023, up from 64.8% in 2018 (Central Statistics Agency, 2023). Additionally, a report from the Ministry of Communication and Information Technology

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of the Republic of Indonesia states that more than 73% of companies have started adopting digital technology in their operations (Kominfo, 2023). This figure indicates that digital transformation has become a primary necessity for organizations in enhancing efficiency and competitiveness. However, the increased adoption of this technology does not necessarily come with optimal human resource readiness. This condition poses a challenge in ensuring that the technology implemented is truly capable of enhancing HR performance.

In practice, the success of digital technology implementation is not only determined by the availability of systems but also by the organization's ability to execute with discipline (Pramudya & Pertiwi, 2026). Execution discipline becomes an important factor that bridges the gap between strategic planning and field implementation (Raharjo et al., 2023). Without consistency in executing work procedures, the use of digital technology will not yield optimal results (Rezando Rohman & Iryanti, 2023). Discipline in following operational standards, punctuality in task completion, and commitment to work targets are the main indicators in assessing execution effectiveness (Diawati et al., 2024). Thus, execution discipline serves as a foundation in ensuring that digital transformation can proceed optimally in human resource management. In addition to execution discipline, innovation also becomes an important element in supporting the success of human resource management in the digital era (Jotabá et al., 2022). Innovation enables organizations to continuously adapt to the dynamic and competitive changes in the business environment (Lenart-Gansiniec et al., 2023). In the context of HR management, innovation can take the form of developing more interactive training methods, implementing flexible work systems, and utilizing technology to enhance employee engagement (Sakib et al., 2025). Organizations with an innovative culture tend to be more capable of creating a productive and highly competitive work environment (Piwowar-Sulej et al., 2023). Therefore, innovation not only serves as a complement but becomes a primary necessity in supporting organizational sustainability.

In the logistics and communication services sector, digital transformation is becoming increasingly crucial as the demand for fast, accurate, and integrated services rises (Baltasar & Marbun, 2025). PT Pos Indonesia, as one of the state-owned enterprises, plays a strategic role in providing these services (Silitonga & Saraan, 2025). This company has undertaken various digitalization efforts, such as the development of application-based services, digital tracking systems, and the integration of logistics services (Mutiya et al., 2024). However, the implementation of this technology demands human resource readiness that not only includes the ability to operate the system but also requires work discipline and innovation capabilities (Vermanto et al., 2023). This challenge becomes increasingly complex at the branch level, where operational dynamics and resource limitations often affect the effectiveness of HR management.

These conditions indicate that human resource management in the digital era cannot be separated from the interaction between digital technology, execution discipline, and innovation (Sakib et al., 2025). These three factors complement each other in forming an effective and sustainable HR management system (Jotabá et al., 2022). Without technology, organizations will lag in efficiency; without execution discipline, strategies will not run optimally; and without innovation, organizations will struggle to develop amidst rapid changes (Piwowar-Sulej et al., 2023). Therefore, understanding the dynamics of the relationship between these three aspects becomes important in the context of HR management, especially in organizations undergoing intensive digital transformation (Lenart-Gansiniec et al., 2023).

Previous research serves as an important foundation for understanding the relationship between digital transformation, innovation, and human resource management within organizations. El Gareem (2026) found that digital transformation in HR can enhance the efficiency of HR management thru systematic technology integration. Adawiah et al. (2023) show that the application of digital technology has a significant impact on HR management practices, particularly in enhancing the effectiveness of technology-based work processes. Mahmoud et al. (2025) revealed that digital HRM systems have a positive

impact on HR efficiency, especially when supported by organizational agility as a moderating factor.

Additionally, other research also highlights the importance of innovation and work discipline in improving performance and the effectiveness of HR management. Ahmadi et al. (2025) found that innovation in HR management is capable of creating an adaptive and inclusive work culture. Susantinah and Krishernawan (2023) state that innovation-oriented HR management strategies contribute to enhancing the organization's ability to adapt to changes. Widagdo (2025) shows that HR development accompanied by improved work discipline has a significant impact on employee performance and organizational effectiveness.

Although various studies have examined the influence of digital technology, innovation, and work discipline on human resource management, there are still research gaps that need to be addressed. Most previous studies tend to examine these variables separately or focus only on one or two variables, thus not providing a comprehensive picture of the simultaneous influence of all three in a single research model. Furthermore, research specifically examining the context of state-owned logistics sector organizations, particularly at the branch level such as PT Pos Indonesia, is still relatively limited. Therefore, this research aims to analyze the influence of digital technology, execution discipline, and innovation on human resource management both partially and simultaneously. This research is expected to provide theoretical contributions to the development of digital-based HR management studies and offer practical benefits as a foundation for formulating more effective, adaptive, and sustainable HR management strategies.

LITERATURE REVIEW

Human resource management has become a strategic function in service organizations because employee capability, discipline, and adaptability determine service consistency. In the context of PT Pos Indonesia, HRM does not only manage administrative functions. It must also support courier, logistics, and financial service operations in a changing digital environment. PT Pos Indonesia states that its service portfolio covers courier, logistics, financial services, property, and ancillary services, while its digital platforms include PosAja! for mail and parcel delivery and Pospay SuperApp for digital payments. This condition shows that HRM at the Pacitan Branch Office needs to align employee competence with digital service operations and customer-facing performance.

Digital technology has a direct relationship with HRM because it changes how organizations recruit, train, evaluate, and develop employees. Digital HRM refers to the use of HR information systems, e-learning platforms, analytics, artificial intelligence, and digital self-service tools to improve HR processes. Recent studies show that digital transformation in HRM improves the efficiency and effectiveness of HR activities, including administrative work, performance evaluation, and training management. Other studies also show that digital HRM shapes employee behavior because employees must understand, accept, and use new technology in daily work. (Yulianah. 2024).

At PT Pos Indonesia, digital technology is not only relevant at the corporate level. It also affects branch-level work execution. The company's official information shows that PosAja! functions as a mobile platform for letter and package delivery services, while Pospay SuperApp supports digital payment needs. These platforms require employees to handle digital transactions, explain digital services to customers, and maintain accurate service data. Therefore, digital technology can influence HRM through digital skill development, employee readiness, faster coordination, and more accurate performance monitoring.

Execution discipline refers to the consistency of employees in carrying out duties, following procedures, meeting work targets, and completing tasks according to organizational standards. In HRM literature, this concept is close to work discipline and strategy execution. Empirical studies show that work discipline has a positive and

significant effect on employee performance. Strategy execution literature also explains that organizations often fail not because of poor planning, but because of weak execution, lack of structured performance measurement, weak leadership commitment, and poor periodic evaluation. This means that execution discipline is important for PT Pos Indonesia Pacitan Branch Office because branch employees must translate service targets into punctual, accurate, and accountable daily work. (Pratama, R. R., Hadiyanti, S. U. E., & Askiah. 2025).

Innovation in HRM refers to new or improved practices in recruitment, training, performance management, reward systems, work design, communication, and employee development. Literature on innovative HRM identifies three main views: innovation in HRM practices, HRM response to innovation, and HRM as a driver of organizational innovativeness. A systematic literature review by Jotabá, Fernandes, Gunkel, and Kraus also found that innovation and HRM research develops around organizational success factors, strategic HRM, human behavior, and learning management. Thus, innovation can improve HRM when it encourages learning, employee creativity, service improvement, and adaptive work behavior. Koster, F. (2019)

Digital technology and innovation are closely connected because technology provides tools, while innovation provides new ways to use those tools. In HRM, technology can support data-based decisions, online training, digital attendance, employee analytics, and real-time communication. Innovation strengthens this effect when the organization encourages employees to solve service problems, improve workflows, and adapt to customer needs. A review of HRM innovation states that innovative HRM requires adaptation, resilience, and continuous curiosity to improve productivity and solve problems. Therefore, at PT Pos Indonesia Pacitan Branch Office, digital technology may have a stronger effect on HRM when employees also show innovative behavior and openness to new work methods. Yuliana, Y. (2022).

The relationship among digital technology, execution discipline, innovation, and HRM can be explained through the Resource-Based View and the Ability, Motivation, Opportunity framework. The Resource-Based View argues that valuable, rare, difficult-to-imitate, and non-substitutable resources can create sustained competitive advantage. In HRM, employee skills, discipline, digital competence, and innovation capacity become strategic resources. The AMO framework also explains that performance depends on employee ability, motivation, and opportunity. Digital technology strengthens ability through skill development, execution discipline supports motivation and behavioral control, while innovation creates opportunities for employees to improve work processes. Barney, J. (1991).

Based on the literature, digital technology, execution discipline, and innovation are relevant predictors of HRM quality at PT Pos Indonesia Pacitan Branch Office. Digital technology supports faster and more accurate HR processes. Execution discipline ensures that employees apply procedures and meet service standards. Innovation helps HRM respond to new customer demands, digital platforms, and operational changes. The research gap lies in the need to examine these three variables together in a branch-office context, because many previous studies discuss digital HRM, work discipline, strategy execution, or innovation separately. This study can contribute by explaining how these variables influence HRM in a local service unit of a national postal and logistics company.

RESEARCH METHODS

This study employed a quantitative approach with a causal associative research design. The purpose of this study was to examine the causal relationship between digital technology, execution discipline, and innovation toward human resource management. The research was conducted at PT Pos Indonesia, Pacitan Branch Office, with the population consisting of all permanent employees. The sampling technique used in this study was saturated sampling, also known as a census method. Therefore, the entire population was used as the research sample, with a total of 74 respondents. The data used

in this study were primary data obtained through questionnaire distribution. The questionnaire used a 1–5 Likert scale and was developed based on the indicators of each research variable.

The data analysis technique used in this study was Structural Equation Modeling based on Partial Least Squares (SEM-PLS), supported by SmartPLS software. The analysis was conducted in two main stages, namely the outer model and the inner model. The outer model was used to assess the validity and reliability of the constructs through convergent validity tests, including loading factor and Average Variance Extracted (AVE), discriminant validity tests, including Fornell-Larcker and Heterotrait-Monotrait Ratio (HTMT), and reliability tests, including Cronbach's Alpha and Composite Reliability. Meanwhile, the inner model was used to examine the relationships among latent variables through path coefficient values, coefficient of determination (R-square), and effect size (f-square), in order to determine the strength of the influence of each independent variable on the dependent variable.

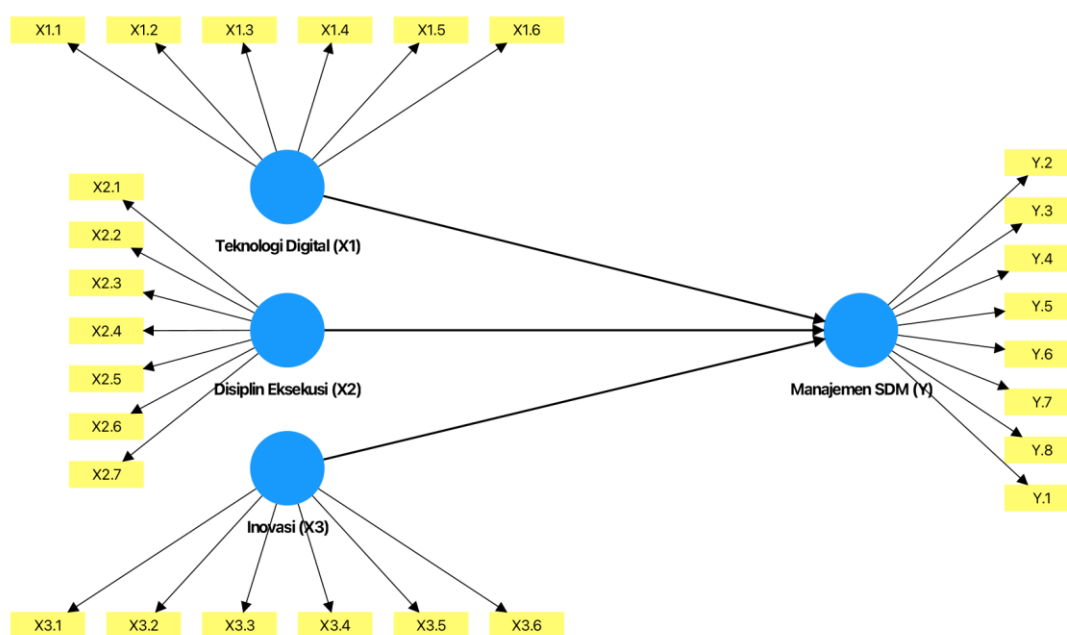


Figure 1. Reseach Model

Hypothesis testing in this study was conducted using the bootstrapping method in SEM-PLS to obtain t-statistics and p-values as the basis for decision-making. A hypothesis was considered significant when the t-statistics value exceeded 1.96 at the 5% significance level. In addition, the analysis also considered the predictive relevance value (Q-square) to assess the predictive capability of the research model. The research model used in this study describes the direct influence of digital technology, execution discipline, and innovation on human resource management.

RESULTS

This section presents the general profile of the respondents as an initial step in the research findings to understand the characteristics of the data used in this study.

Table 1. Respondent Characteristics

Category	Subcategory	Frequency	Percentage (%)
Gender	Male	45	60.8%
	Female	29	39.2%
Age	< 30 years	20	27.0%
	30–40 years	32	43.2%
	> 40 years	22	29.8%
Education	Senior High School or equivalent	18	24.3%
	Diploma	20	27.0%
	Bachelor’s Degree	36	48.7%
Length of Service	< 5 years	21	28.4%
	5–10 years	30	40.5%
	> 10 years	23	31.1%

Based on Table 1, the majority of respondents were male (60.8%), while female respondents accounted for 39.2%. In terms of age, most respondents were in the 30–40 year age group, representing 43.2% of the total respondents. This indicates that individuals in the productive age group dominated the respondents. Regarding educational background, most respondents held a bachelor’s degree, accounting for 48.7%, which indicates that the human resources in the organization have a relatively good educational level. Meanwhile, based on length of service, most respondents had worked for 5–10 years, representing 40.5%. This shows that the respondents had sufficient work experience within the organization.

Table 2. Descriptive Statistics of Research Variables

Variable	Minimum	Maximum	Mean	Standard Deviation
Digital Technology	3.00	5.00	4.12	0.58
Execution Discipline	3.20	5.00	4.05	0.62
Innovation	3.10	5.00	4.08	0.60
Human Resource Management	3.25	5.00	4.15	0.57

Based on Table 2, all research variables had mean values above 4.00, indicating that the respondents tended to provide positive assessments of each variable. Human resource management had the highest mean value of 4.15, which indicates that HRM practices were perceived to be well implemented. Meanwhile, execution discipline had the highest standard deviation value of 0.62, suggesting that respondents’ perceptions of this variable varied more than those of the other variables. In general, the relatively small standard deviation values indicate that the data were relatively homogeneous and did not show large deviations.

The collected data were then analyzed using the SEM-PLS method with the assistance of SmartPLS software to examine the relationships among variables in the research model.

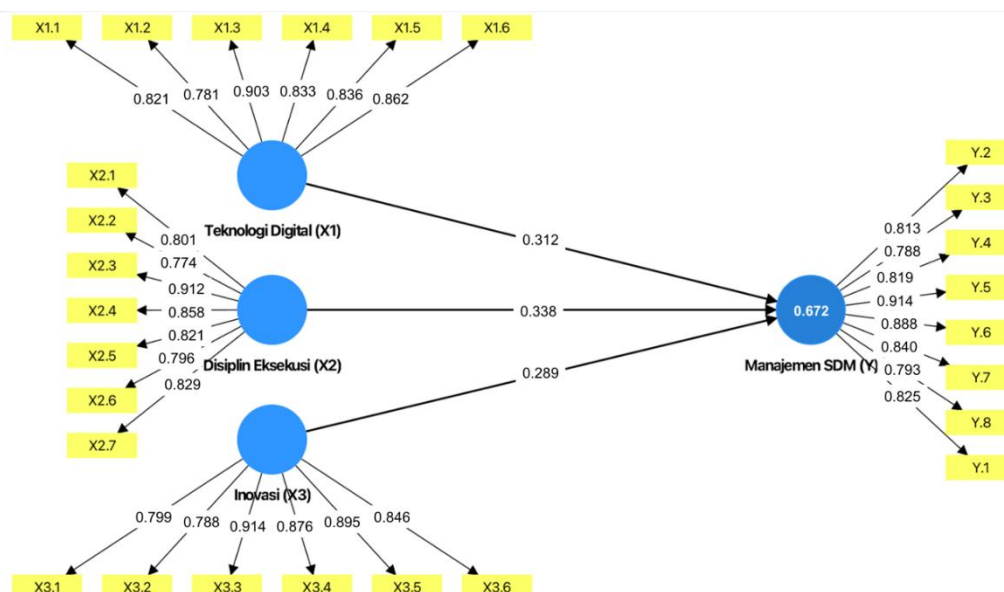


Figure 2. Research Model Based on SmartPLS Output

The resulting research model shows the relationship between digital technology, execution discipline, and innovation toward human resource management as the dependent variable. Each latent variable was measured using reflective indicators that had been tested for validity and reliability through the outer model. In addition, the relationships among latent variables were analyzed through the inner model to determine the strength of the influence of each independent variable on human resource management. This model indicates that the three independent variables contribute to explaining variations in human resource management. The significance of these relationships was further tested using the bootstrapping procedure.

The data were then analyzed through the outer model stage to assess the validity and reliability of the constructs used in this study.

Table 3. Outer Model Results

Variable	Item	Outer Loading	AVE	CR
Digital Technology	X1.1 to X1.6	0.781 to 0.903	0.68	0.89
Execution Discipline	X2.1 to X2.7	0.774 to 0.912	0.70	0.90
Innovation	X3.1 to X3.6	0.769 to 0.895	0.66	0.88
Human Resource Management	Y1.1 to Y1.8	0.788 to 0.914	0.69	0.91

Based on Table 3, all indicators had outer loading values above 0.70. This indicates that the indicators met the criteria for convergent validity. The Average Variance Extracted (AVE) values for all variables were also above 0.50. Therefore, each construct was able to explain the variance of its indicators adequately. In addition, the Composite Reliability values for all variables were above 0.70. This indicates that the research instrument had a high level of reliability. Thus, the measurement model in this study was declared valid and reliable, so the analysis could proceed to the next stage.

Discriminant validity was evaluated to ensure that each construct was clearly distinct from the others. In the following table, the variables are presented in the top row and the left column. The diagonal values in parentheses represent the square root of AVE for each construct. The values below the diagonal show the correlations among latent variables, while the values above the diagonal represent the HTMT ratio, which was used to test discriminant validity more rigorously.

Table 4. Discriminant Validity: Fornell-Larcker and HTMT

Variable	Digital Technology	Execution Discipline	Innovation	Human Resource Management
Digital Technology	(0.825)	0.612	0.598	0.645
Execution Discipline	0.580	(0.837)	0.621	0.662
Innovation	0.552	0.574	(0.812)	0.634
Human Resource Management	0.601	0.623	0.587	(0.831)

Based on Table 4, the square root of AVE for each construct was higher than the correlations among constructs. This indicates that the model met the Fornell-Larcker criterion. In addition, the HTMT values shown above the diagonal were below the threshold of 0.90. This means that there was no discriminant validity problem in the research model. Therefore, each variable had a clear distinction and was able to measure a different construct appropriately.

Path significance testing was conducted to determine the direct influence among variables in the research model using the bootstrapping method.

Table 5. Path Significance Test Results

Relationship Between Variables	Path Coefficient (β)	t-statistic	p-value
Digital Technology $\rightarrow$ HRM	0.312	2.845	0.005
Execution Discipline $\rightarrow$ HRM	0.338	3.102	0.002
Innovation $\rightarrow$ HRM	0.289	2.667	0.008

Based on Table 5, all relationships among variables had t-statistic values greater than 1.96 and p-values below 0.05. Therefore, all independent variables had a positive and significant effect on human resource management. Execution discipline had the strongest influence compared to the other variables, followed by digital technology and innovation. These results indicate that the three variables play an important role in improving the effectiveness of human resource management.

The R-square value was used to determine the extent to which the independent variables were able to explain the dependent variable in the research model.

Table 6. R-Square Value

Variable	R-Square
Human Resource Management	0.672

Based on Table 6, the R-square value of 0.672 indicates that digital technology, execution discipline, and innovation were able to explain 67.2% of the variation in human resource management. The remaining 32.8% was influenced by other variables outside the research model. This value falls into the strong category. Therefore, the research model had good explanatory power in describing the phenomenon examined in this study.

Table 7. f-Square and Q-Square Values

Test Type	Variable	Score
f-square	Digital Technology	0.18
f-square	Execution Discipline	0.22
f-square	Innovation	0.16

Test Type	Variable	Score
Q-square	Human Resource Management	0.41

Based on Table 7, the f-square values show that execution discipline had the largest effect on human resource management, followed by digital technology and innovation. All three variables showed a moderate effect category. Meanwhile, the Q-square value of 0.41 indicates that the model had good predictive capability, since the value was greater than zero. This finding suggests that the research model was not only able to explain the relationships among variables but also had adequate predictive relevance.

The findings indicate that digital technology has a positive and significant effect on human resource management. This result suggests that the use of digital systems, such as technology-based applications and human resource information systems, can improve the effectiveness of employee management. This finding aligns with El Garem (2026), who stated that digital transformation in human resources plays an important role in enhancing the efficiency and quality of HR management through technological integration. In addition, Adawiah et al. (2023) emphasized that the implementation of digital technology in Indonesian organizations can significantly improve human resource management practices. This finding is further supported by Mahmoud et al. (2025), who demonstrated that digital HRM systems contribute to improved HR efficiency, particularly when supported by adaptive organizational factors.

Furthermore, the findings strengthen the argument that digital technology does not only function as an operational support tool, but also serves as a strategic factor in data-driven decision-making. In this context, the use of technology enables organizations to improve accuracy, speed, and transparency in human resource management. This finding is consistent with Puspita (2024), who stated that digital technology has a significant effect on HRM practices, particularly in improving the effectiveness of work processes and employee management. Therefore, digital technology can serve as a key driver in developing a modern and data-based human resource management system.

In addition to digital technology, execution discipline was also found to have a positive and significant effect on human resource management. This result indicates that the success of HR management does not only depend on the systems used, but also on consistency in implementing work procedures. Discipline in task execution, compliance with standard operating procedures, and punctuality are important factors in improving organizational performance. This finding is in line with Widagdo (2025), who stated that work discipline is one of the main factors influencing employee performance. Similarly, Maia and Natsir (2022) found that work discipline has a significant effect on employee performance in public sector organizations.

This finding is also supported by Bahasoan and Baharuddin (2023), who stated that work discipline contributes to increased employee motivation and performance. A similar view was expressed by Abrori et al. (2024), who showed that effective human resource management is strongly influenced by the quality of work discipline and employee motivation. In an organization such as PT Pos Indonesia, execution discipline becomes a crucial factor in ensuring that digital transformation can be implemented optimally. Julius and Flower (2024) also reinforced this finding by showing that work discipline has a significant effect on employee performance within the PT Pos Indonesia work environment.

Moreover, innovation was found to have a positive and significant effect on human resource management. This result indicates that organizations that are able to foster an innovative culture are more capable of adapting to change and improving the quality of HR management. This finding is consistent with Ahmadi et al. (2025), who stated that innovation in human resource management can create an adaptive and inclusive work culture. In addition, Susantinah and Krishernawan (2023) found that innovation-oriented HRM strategies can improve an organization's ability to respond to environmental

changes. Thus, innovation is an important factor in developing a dynamic and sustainable human resource management system.

Furthermore, this study supports the findings of Aftab et al. (2023), who emphasized that innovation, including environmentally oriented innovation, plays an important role in improving organizational performance through effective human resource management. In modern organizations, innovation is not only related to products or services, but also includes improvements in work processes and employee management. In addition, Efendi et al. (2025) showed that human resource development and organizational support also contribute to improved employee performance, which is indirectly related to an organization's capacity for innovation. Therefore, innovation can be regarded as one of the key factors in improving the effectiveness of human resource management.

Simultaneously, the findings show that digital technology, execution discipline, and innovation collectively have a significant effect on human resource management. This result indicates a synergistic relationship among the three variables in improving the effectiveness of HR management. Digital technology provides system support, execution discipline ensures proper implementation, and innovation encourages continuous development. The combination of these three factors creates a more adaptive, efficient, and competitive HR management system in response to dynamic organizational changes.

Nevertheless, this study has several limitations that should be considered. First, the research was conducted only in one location, namely a branch office, so the findings may not be generalizable to all organizational units or other sectors. Second, the sample size was relatively limited, consisting of 74 respondents, which may affect the generalizability of the findings. Third, this study employed only a quantitative approach, so it could not explore in depth the behavioral aspects and organizational dynamics that may influence human resource management. Therefore, future studies are recommended to expand the research location, increase the sample size, and combine quantitative and qualitative approaches to obtain more comprehensive results.

CONCLUSION

The study shows that digital technology, execution discipline, and innovation have a positive and significant effect on human resource management, both partially and simultaneously. This indicates that these three variables are important factors in improving the effectiveness of HR management in organizations, particularly at PT Pos Indonesia Pacitan Branch. The implications of this study emphasize that organizations need to optimize the integration of digital technology, strengthen a culture of work discipline, and promote continuous innovation to create an adaptive and competitive HR management system. However, this study has several limitations, including its limited research scope, which only covered one branch, a relatively small sample size, and the use of a quantitative approach that did not explore qualitative aspects in depth. Therefore, future studies are recommended to expand the research object, increase the number of respondents, and combine quantitative and qualitative methods to produce more comprehensive and in-depth findings.

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