

**STRATEGI *HUMAN CAPITAL* UNTUK MEMPERKUAT
SUSTAINABILITY READINESS PASCA TRANSFORMASI
DIGITAL: STUDI DI PT PLN NUSANTARA POWER SERVICES**

SKRIPSI

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**UIN SUNAN AMPEL
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**PROGRAM STUDI MANAJEMEN
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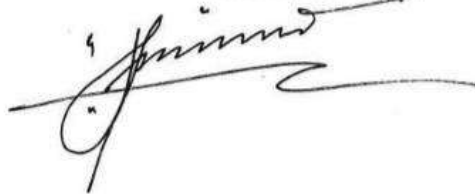
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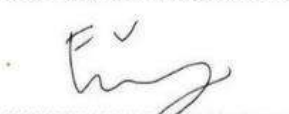
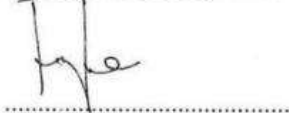
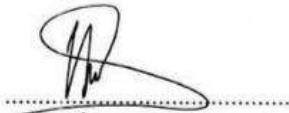
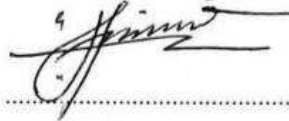
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ABSTRAK

Sustainability readiness pasca transformasi digital menjadi isu penting bagi organisasi, termasuk PT PLN Nusantara Power Services. Kesiapan ini tidak hanya ditentukan oleh teknologi, tetapi juga oleh strategi *human capital* dalam meningkatkan kemampuan karyawan menghadapi perubahan. Penelitian ini bertujuan menganalisis strategi *human capital* yang diterapkan, juga peran kepemimpinan, budaya organisasi, dan *hard competency* serta dampak penerapan, faktor pendukung dan pengambat strategi *human capital* dalam memperkuat *sustainability readiness* pasca transformasi digital di PT PLN Nusantara Power Services.

Penelitian menggunakan pendekatan kualitatif dengan metode studi kasus melalui wawancara, observasi, dan analisis dokumen. Hasil menunjukkan bahwa strategi *human capital* dilakukan melalui pembentukan struktur yang adaptif dan penguatan kompetensi karyawan, optimalisasi *strategic job position*, program inovasi berkelanjutan, penguatan tata nilai dan budaya kerja, serta integrasi *Human Resource Information System* (HRIS) dengan *Employee Self Services* (ESS). Strategi yang diterapkan mampu menekan resistensi terhadap sistem digital, membentuk lingkungan kerja yang kondusif dan kolaboratif, meningkatkan produktivitas karyawan, serta menciptakan alur kerja yang lebih efektif sehingga hambatan operasional pasca transformasi digital dapat diminimalkan. Faktor pendukung strategi *human capital* meliputi komitmen pimpinan dan karyawan, budaya organisasi positif, profil peserta dan materi pelatihan yang relevan, *reward*, dan kesiapan infrastruktur digital, sedangkan hambatan strategi *human capital* berupa kesenjangan kompetensi, resistensi, infrastruktur yang belum merata, dan kendala teknis aplikasi.

Kata kunci: budaya organisasi, *hard competency*, kepemimpinan, strategi *human capital*, *sustainability readiness*, transformasi digital.

ABSTRACT

Sustainability readiness in the post digital transformation phase has become a critical issue for organizations, including PT PLN Nusantara Power Services. Such readiness is not determined solely by technology, but also by human capital strategies aimed at enhancing employees' capabilities in responding to change. This study aims to analyze the human capital strategies implemented, as well as the roles of leadership, organizational culture, and hard competencies, along with their impacts, supporting factors, and barriers in strengthening sustainability readiness after digital transformation at PT PLN Nusantara Power Services.

This study adopts a qualitative approach using a case study method through interviews, observations, and document analysis. The results indicate that human capital strategies are implemented through the establishment of adaptive organizational structures and competency development, optimization of strategic job positions, continuous innovation programs, reinforcement of organizational values and work culture, and the integration of the Human Resource Information System (HRIS) with Employee Self Services (ESS). These strategies help reduce resistance to digital systems, foster a more conducive and collaborative work environment, enhance employee productivity, and create more effective work processes, thereby minimizing operational barriers in the post digital transformation phase. Supporting factors include leadership and employee commitment, a positive organizational culture, relevant training participant profiles and materials, reward systems, and digital infrastructure readiness. Meanwhile, barriers to human capital strategy implementation include competency gaps, resistance to change, uneven infrastructure, and technical issues related to digital applications.

Keywords: digital transformation, hard competency, human capital strategy, leadership, organizational culture, sustainability readiness.

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