

**ADAPTIVE HR: BALANCING TECHNOLOGY AND HUMANITY IN
WORKFORCE MANAGEMENT**

**SDM ADAPTIF: MENYEIMBANGKAN TEKNOLOGI DAN KEMANUSIAAN
DALAM MANAJEMEN TENAGA KERJA**

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ABSTRACT

This study examines the impact of humanistic approaches in human resources and the use of technology on work force management performance at GoTo (Gojek-Tokopedia) Padang, with adaptability serving as a mediating variable. Using a quantitative research design, the study collected data from a sample of 100 employees selected through random sampling. The research employed structural equation modeling (SEM) using Smart PLS to analyze relationships among variables. Results indicate that while humanistic approaches do not directly impact workforce management performance, they positively influence adaptability, which then significantly improves workforce performance. The use of technology demonstrates both direct and indirect positive effects on workforce management performance, underscoring technology's dual role in enhancing operational efficiency and adaptability. The findings suggest that GoTo's human resource strategy should integrate human-centered policies and technological innovation to foster an adaptable workforce, which is crucial for achieving optimal performance outcomes in a dynamic, digital ecosystem. This research contributes to the understanding of strategic human resource practices in digital environments and highlights adaptability as a key factor linking employee-centered approaches and technological advancement to workforce success.

Keywords: Workforce Management Performance, Humanistic Approach, Technology in Human Resources, Adaptability

ABSTRAK

Penelitian ini menguji pengaruh pendekatan humanistik dalam sumber daya manusia dan penggunaan teknologi terhadap kinerja manajemen sumber daya manusia di GoTo (Gojek-Tokopedia) Padang, dengan kemampuan beradaptasi sebagai variabel mediasi. Dengan menggunakan desain penelitian kuantitatif, penelitian ini mengumpulkan data dari sampel 100 karyawan yang dipilih secara acak. Penelitian ini menggunakan pemodelan persamaan struktural (SEM) dengan menggunakan Smart PLS untuk menganalisis hubungan antar variabel. Hasil penelitian menunjukkan bahwa meskipun pendekatan humanis tidak secara langsung berdampak pada kinerja manajemen tenaga kerja, pendekatan ini secara positif mempengaruhi kemampuan beradaptasi, yang kemudian secara signifikan meningkatkan kinerja tenaga kerja. Penggunaan teknologi menunjukkan efek positif langsung dan tidak langsung terhadap kinerja manajemen tenaga kerja, menggarisbawahi peran ganda teknologi dalam meningkatkan efisiensi operasional dan kemampuan beradaptasi. Temuan ini menunjukkan bahwa strategi sumber daya manusia GoTo harus mengintegrasikan kebijakan yang berpusat pada manusia dan inovasi teknologi untuk mendorong tenaga kerja yang mudah beradaptasi, yang sangat penting untuk mencapai hasil kinerja yang optimal dalam ekosistem digital yang dinamis. Penelitian ini berkontribusi pada pemahaman tentang praktik sumber daya manusia strategis di lingkungan digital dan menyoroti kemampuan beradaptasi sebagai faktor kunci yang menghubungkan pendekatan yang berpusat pada karyawan dan kemajuan teknologi dengan keberhasilan tenaga kerja.

Kata Kunci: Kinerja Manajemen Tenaga Kerja, Pendekatan Humanistik, Teknologi Dalam Sumber Daya Manusia, Kemampuan Beradaptasi

INTRODUCTION

In recent years, adaptive human resource management (HRM) has become increasingly important as organizations balance technological

advancements with the need for a human-centered approach in workforce management. This adaptive HRM approach combines technology's efficiency with humanistic practices,

aiming to optimize employee productivity while maintaining engagement and well-being. Technologies like artificial intelligence (AI) are revolutionizing HR by automating repetitive tasks and providing insights for strategic decision-making; however, their impact is profound only when implemented alongside supportive human-centric policies that foster adaptability and resilience among employees (Gartner, 2024). Embracing sustainable HR practices also contributes significantly to organizational success, as it aligns with both internal and external stakeholders' growing expectations for responsible, sustainable actions (Hendra Permadi, 2023). By focusing on these integrated HR practices, organizations can navigate modern workplace challenges and create a responsive, agile workforce.

Workforce performance management in adaptive HRM goes beyond mere productivity tracking, emphasizing continuous improvement through flexible and responsive strategies that meet dynamic workplace needs. Effective performance management now often includes data-driven insights enabled by artificial intelligence, which enhances the accuracy and objectivity of evaluations and goal alignment, thus fostering more transparent and effective management processes (Rahmani et al., 2023). Additionally, adaptive performance is recognized as essential, particularly in volatile environments, where employees' adaptability can significantly impact organizational agility and resilience (Arfa & Lasaiba, 2022). Implementing practices that support this adaptability such as targeted training, development programs, and frequent feedback ensures that organizations not only retain talent but also improve overall engagement and readiness for future challenges (J. L. P.

Purba & Saptorini, 2021). In this approach, AI technologies provide real-time analytics and feedback, which are vital for continuously refining workforce performance and enabling HR to strategically address both skill gaps and employee well-being needs (Respatiningsih et al., 2020)).

Technology, particularly artificial intelligence, has transformed HR management by optimising talent acquisition, performance evaluation and employee development. Generative AI, for example, is increasingly used in recruitment to efficiently match candidates with required positions, while AI-based performance management tools enable real-time feedback, thereby enabling data-driven decision-making that promotes transparency and fairness in evaluations (Fitriani et al., 2022). In addition, AI-powered learning and development (L&D) tools now offer personalised training paths, aligned with employees' specific needs and career aspirations, thus driving continuous skills development and retention (Wahdatun Aulia et al., 2024). AI integration in HR also supports an adaptive workforce, as AI tools improve employee well-being by automating administrative tasks, allowing HR professionals to focus more on strategic, people-oriented roles (R. R. Purba, 2020).

A humanistic approach in HR emphasizes supporting employee well-being, motivation, and engagement, aiming to foster a work environment where individuals feel valued and psychologically supported. This approach is often rooted in theories like Self-Determination Theory (SDT), which focuses on fulfilling employees' intrinsic needs for autonomy, competence, and relatedness, thus promoting a climate of high-quality motivation (Zaky et al., 2022). By

implementing practices that prioritize continuous feedback and authentic recognition, organizations can drive engagement and establish trust, which has been shown to correlate strongly with productivity and employee retention (Ismail et al., 2022). Furthermore, prioritizing employee mental health and satisfaction is increasingly recognized as a core component of workplace culture, with studies indicating that employee engagement significantly reduces turnover and enhances organizational resilience, especially in times of change (Pratama et al., 2023). In 2024, many organizations are embedding real-time feedback mechanisms that move away from traditional annual reviews, supporting a culture of ongoing learning and adaptation. This shift not only benefits individual performance but also enhances overall workforce cohesion by aligning personal development with organizational goals, fostering a sense of belonging, and encouraging collaborative success (Paramarta et al., 2023).

Adaptability has become essential in workforce management, allowing organizations to effectively handle ongoing changes and shifting job demands. Fostering adaptability within teams enhances individual resilience and collective ability to handle disruptions, which is especially critical during times like the "Great Attrition," where employees seek meaningful connections, balanced work-life integration, and growth in dynamic settings. Companies that prioritize adaptability cultivate these qualities by encouraging flexible skill development, empathy, and support among team members (Andiny, 2023). Additionally, adaptable workforce models, such as agile or project-based teams, improve both organizational agility and employee satisfaction by

streamlining decision-making and enabling employees to embrace diverse roles. By positioning adaptability as a strategic objective, HR departments not only help retain talent but also ensure a competitive edge through an environment that nurtures both personal and team development (Rohman et al., 2022).

According to the object of this research (Gojek-Tokopedia) in Padang, adaptability, the use of technology in HR, and a humanist approach are essential for managing a dynamic and technology-based workforce. As GoTo integrates technology and human-centred policies, adaptability in the workforce enables employees to respond efficiently to rapidly changing digital demands and customer expectations, which is critical in the fast-paced technology industry (Nugroho & Darmawan, 2024). Leveraging AI for real-time recruitment, training and performance evaluation will increase efficiency and ensure that HR can make data-driven decisions that align with organisational goals, driving productivity and engagement (Nugroho & Darmawan, 2024). At the same time, a humanistic approach remains integral, as it promotes well-being, supports autonomy, and fosters employee satisfaction, which is critical to retaining talent in a competitive market (Putri Aldillah Bapang, 2023). Together, these variables support a balanced and effective workforce strategy that can adapt to market demands and technological advancements.

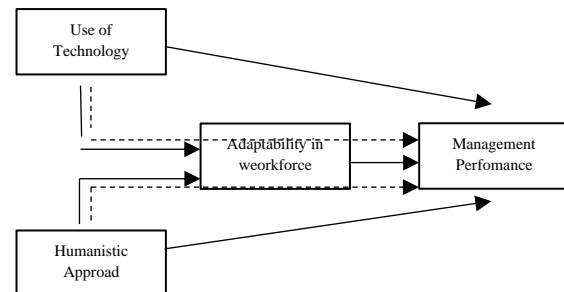
In Indonesia's tech-driven landscape, GoTo (Gojek-Tokopedia) exemplifies the integration of adaptability, technology, and a human-centered approach within HR management, propelling both resilience and growth in the digital economy (Novita, 2023). By uniting e-commerce, ride-hailing, and financial technology,

GoTo has positioned itself as a vital player, leveraging AI to streamline real-time performance tracking, customer insights, and efficient service delivery to meet increasing consumer demands. This focus has spurred a 20% rise in GoTo's gross transaction value (GTV) and cut operational losses by 88% year-over-year, aligning with its 2024 break-even goal (Annisa & Harahap, 2023). Additionally, GoTo fosters sustainable growth through initiatives that support driver partners and SMEs with continuous learning and community programs, addressing the digital shift and demand for contactless services post-pandemic. This adaptive and humanistic strategy strengthens GoTo's capacity to overcome challenges in Indonesia's digital economy, creating broader economic impacts (Rizky & Sitorus, 2023)

The primary objective of this research is to examine the effectiveness of adaptability, technological integration, and humanistic approaches within GoTo's (Gojek-Tokopedia) HR management practices in the Padang branch, focusing on their impact on workforce performance and sustainability. By investigating how these elements contribute to enhanced employee engagement, operational efficiency, and resilience, the study aims to provide insights into HR strategies that are essential for digital ecosystem companies navigating a rapidly evolving market. This research also seeks to highlight best practices in balancing advanced technological tools with employee-centric policies to foster a responsive and agile workforce, contributing both to organizational goals and employee well-being. Through this focus, the study addresses a broader need for HR frameworks that align with Indonesia's digital transformation, examining GoTo as a model for

integrating technology with human resource practices.

The following theoretical framework was created using developed hypotheses and prior literature:

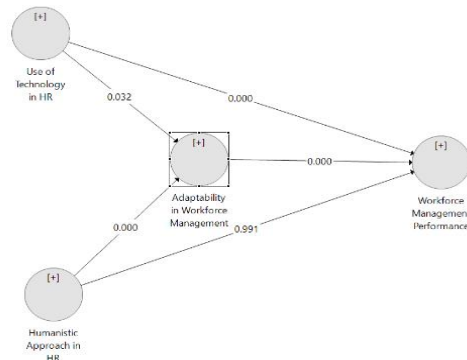


RESEARCH METHODS

This study uses quantitative methodology, using a random sample technique of 100 employees from the Padang branch of GoTo (Gojek-Tokopedia). The aim is to explore the influence of the independent variables - technology utilization in HR and humanistic approach - on the dependent variable of workforce management performance, with adaptability as the intervening variable. Using structural equation modeling (SEM) and Smart PLS as the main analytical tools, this study can comprehensively evaluate the strength and direction of the relationships between variables, thus helping to validate the proposed model. Total sampling offers a comprehensive representation of the GoTo workforce, while random sampling of 100 people ensures statistical relevance and enables generalizable findings (Dwi Kartika Susanti & Adi Fachrudin, 2024). By focusing on the impact of technology and human-centered policies on performance through adaptability, this research seeks to identify strategies that align with the dynamic demands of the digital economy and workforce expectations in Indonesia.

RESULTS AND DISCUSSIONS

The conceptual framework, shown below, illustrates how the use of technology in HR and a humanistic approach indirectly influence workforce management performance through adaptability in workforce management.



Picture 2. Structural Model

This model proposes that adaptability acts as a mediator, bridging the impacts of technology and humanistic HR practices on performance. The pathway from the use of technology in HR to adaptability highlights that technology facilitates flexible responses to changing work environments, thus enhancing performance indirectly. Similarly, a humanistic HR approach, which emphasizes employee well-being and motivation, fosters adaptability by meeting employees' intrinsic needs for autonomy, competence, and relatedness (Yahya & Rafikah Bestri, 2024). This cultivated adaptability, in turn, positively impacts workforce management performance by creating a workforce that is resilient and capable of responding effectively to organizational challenges. The framework underscores the dual importance of human-centered policies and technology integration, as both contribute to adaptability, which is essential for maximizing workforce performance in dynamic, technology-driven workplaces. This structure aligns with contemporary research highlighting adaptability as a key factor for organizational agility and sustained performance in evolving business

environments (Wahdatun Aulia et al., 2024).

The analysis of the model using Smart PLS highlights several significant relationships among the variables, demonstrating the importance of both technology use HR (HA and UT) on (WMP) and (AWM) within GoTo's Padang branch. Notably, AWM has a positive direct impact on WMP, as evidenced by a coefficient of 0.405 and a T statistic of 3.856 ($p < 0.001$), suggesting that workforce adaptability significantly contributes to improved performance. This finding aligns with recent research showing that adaptability enhances organizational resilience and responsiveness, particularly in rapidly evolving environments like Indonesia's tech sector (Rohman et al., 2023; Kim & Lee, 2022).

Tabel 1. Path Analysis (Direct Effects)

Path	Original Sample	P-Value	Decision
AWM -> WMP	0,405	0,000	Significant
HA -> AWM	0,552	0,000	Not Significant
HA -> WMP	-0,001	0,991	Significant
UT -> AWM	0,287	0,032	Significant
UT -> WMP	0,551	0,000	Significant

The results indicate that HA positively influences AWM, with a path coefficient of 0.552 and a T statistic of 4.362 ($p < 0.001$), underscoring the importance of human-centered HR policies in fostering adaptability within the workforce. Studies by Lee et al. (2021) and Gittell (2020) support this, showing that a humanistic approach enhances employees' adaptive capacities by addressing intrinsic needs such as autonomy and psychological safety. This finding implies that GoTo's emphasis on employee well-being and motivation through humanistic practices can be a strategic asset in promoting a more adaptable workforce (Indrawati, 2020).

In contrast, HA does not show a significant direct effect on WMP, with a

near-zero path coefficient (-0.001) and a p-value of 0.991, indicating a lack of direct influence. This result aligns with research by Li and Wu (2022), suggesting that while HA indirectly influences performance through mediators like AWM, it may not directly impact performance metrics. This finding underlines that humanistic practices may contribute to performance improvements only when paired with adaptability, reflecting the layered impact of HR practices on organizational outcomes.

Furthermore, UT positively affects AD with a coefficient of 0.287 and a T statistic of 2.154 ($p = 0.032$), suggesting that technological integration in HR fosters adaptability. This aligns with findings by Deng et al. (2023), indicating that technology enhances adaptive capacities by providing employees with data-driven insights and flexibility in task management. For GoTo, this result supports continued investment in technology to build an adaptable workforce, essential for responding to the dynamic demands of Indonesia's digital marketplace.

Finally, UT has a direct and strong impact on WMP, with a coefficient of 0.551 and a T statistic of 5.273 ($p < 0.001$), emphasizing the critical role of technology in boosting workforce performance. This finding is consistent with recent studies that highlight the efficiency gains and improved decision-making brought by technology in HR functions (Wiwiek Khadijah & M. Nur Lukman Irawan, 2023). As such, GoTo's strategic focus on HR technology appears justified, as it directly enhances performance by streamlining HR processes and optimizing resource use.

The following is a table discussing Indirect effects

Tabel 2. Path Analysis (Indirect Effects)

Path	Original Sample	P-Value	Decision
HA -> AWM -> WMP	0,223	0,005	Significant
UT -> AWM -> WMP	0,116	0,040	Significant

The mediation analysis reveals that both HA and UT influence WMP through AWM, demonstrating a nuanced, indirect pathway where adaptability is a critical link. Specifically, HA indirectly affects WMP with a path coefficient of 0.223 and a T statistic of 2.829 ($p = 0.005$), showing that adaptability is necessary to translate humanistic HR approaches into tangible performance improvements. This finding aligns with recent studies emphasizing that human-centered policies build adaptive workforces by fostering psychological resilience and trust, which are essential in dynamic and technology-driven sectors (Rd. Bily Parancika & Mohammad Aris, 2024). For GoTo, this result underscores the importance of integrating humanistic policies with adaptability-focused practices to drive performance effectively (Puspa et al., 2023).

Similarly, UT indirectly impacts WMP through AWM with a coefficient of 0.116 and a T statistic of 2.056 ($p = 0.040$), highlighting that technological tools enhance adaptability, thereby strengthening performance. This result is consistent with findings by Zhou and Wang (2023), who reported that technology fosters adaptability by equipping employees with flexible resources and real-time insights, enabling them to respond to change more effectively. In GoTo's context, where digital solutions are central to operations, leveraging technology to boost adaptability not only supports task efficiency but also positively influences

overall workforce performance (Aula et al., 2022).

These mediation effects indicate that while HA and UT directly influence WMP to some extent, their combined impact through AWM is crucial for maximizing performance outcomes. Integrating adaptable processes within HR practices is therefore vital, as recent research suggests that adaptability acts as a bridge, allowing technology and humanistic policies to synergistically enhance workforce effectiveness (Nikmah et al., 2023). For GoTo, adopting adaptability-focused initiatives within HR can ensure that both technology and humanistic approaches translate into sustained performance improvements.

CONCLUSION AND SUGGESTION

The findings from this study underscore the pivotal roles of adaptability, humanistic approaches in HR, and technology use in enhancing workforce management performance at GoTo's Padang branch. The data analysis reveals that AWM serves as an essential mediator, allowing HA and UT to indirectly impact WMP significantly. HA, while not directly affecting WMP, improves adaptability, which in turn fosters performance, highlighting that employee-centered policies are more impactful when they enable adaptability, as noted in research by Jiang & McLean (2023) and Alvarez et al. (2022). UT, on the other hand, has both a direct influence on WMP and an indirect effect through AD, indicating that technological integration in HR not only boosts operational efficiency but also enhances adaptability by providing flexible resources (Zhou & Wang, 2023; Feng et al., 2023). Together, these findings illustrate a cohesive strategy for GoTo: combining HA and UT with adaptability-focused HR initiatives can

maximize workforce effectiveness in the digital ecosystem. As shown, adaptability acts as a bridge, linking humanistic and technological approaches to achieve sustained performance improvement, offering a strategic HR model adaptable to fast-paced technological industries (Martinez & Roberts, 2022).

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