

Change Management in the Implementation of HRD.ID Digital Attendance System Using the ADKAR Model at ATMI Surakarta Polytechnic

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ABSTRACT

The implementation of a digital attendance system is a strategic step in supporting digital transformation at ATMI Surakarta Polytechnic. This study aims to analyze the effectiveness of the implementation of an attendance system based on the HRD.ID application using the ADKAR (Awareness, Desire, Knowledge, Ability and Reinforcement) change management model. The main focus of this study is to understand the extent to which the ADKAR model can help overcome the challenges of change, improve the effectiveness of human resource (HR) behavior, and support the successful implementation of the new system. This study uses a qualitative descriptive method with a triangulation approach of sources and techniques. Data were obtained through in-depth interviews, direct observation, and documentation studies, supported by questionnaires. The results of the study indicate that the implementation of the ADKAR model contributes positively to increasing employee awareness, ability, and acceptance of the new system, although resistance is still found due to limited technology adaptation. Periodic evaluation and appropriate communication strategies are key factors in the success of this digital transformation

INTRODUCTION

Change management is an important aspect in ensuring the effectiveness of HR behavior when an organization adopts a new system. ATMI Surakarta Polytechnic implemented the HRD.ID digital attendance system as part of its digital transformation. However, the implementation of new systems often faces challenges, such as HR resistance and technological limitations. The ADKAR model offers a structural approach to addressing these challenges through five stages: awareness, desire, knowledge, ability, and reinforcement (Prosci, 2023). This study aims to analyze the application of the ADKAR model in the implementation of HRD.ID and its impact on the effectiveness of change at ATMI Surakarta Polytechnic.

LITERATURE REVIEW

Change management is a strategic process in ensuring a smooth transition in an organization. The ADKAR model consists of five main elements: (1) Awareness, (2) Desire, (3) Knowledge, (4) Ability, and (5) Reinforcement. (Prosci, 2023). Several previous studies have shown that the ADKAR model is effective in supporting the implementation of technological change in various organizations, including educational institutions. (Tandelilin, 2020; Sulistiyani, 2020)

The conceptual framework in this study is as follows:

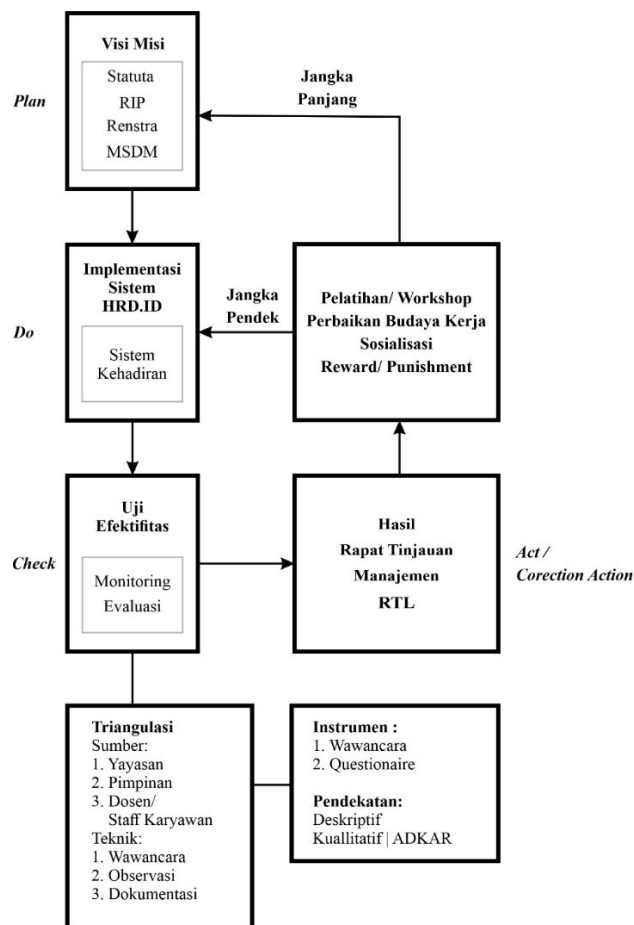


Figure 1. Research Conceptual Framework

METHODOLOGY

This study uses a qualitative approach with a descriptive method. Data collection techniques include in-depth interviews with the Foundation, Management and lecturers/staff of ATMI Surakarta Polytechnic, direct observation of system implementation, and study of HRD.ID policy documentation and evaluation. This study also uses a questionnaire as an additional instrument to collect data. The use of questionnaires aims to obtain broader information from respondents and to strengthen the validity of the findings through method triangulation. Data were analyzed using source triangulation techniques and techniques to increase the validity of the results.

RESULTS

Table 1. Source Triangulation Results

Foundation	Leader	Lecturer/ Staff Employee
<p>1. Awareness</p> <p>The Foundation adapts technology in line with ATMI's vision to improve administrative efficiency, reduce manual processes, and overcome the limitations of the previous system.</p>	<p>The leadership adopted HRD.ID to improve efficiency and data accuracy, replacing the old system that was not integrated and still manual. Socialization was carried out through circulars and manual books, while the old system continued to run during adaptation.</p>	<p>The changes are officially socialized. Employees are aware of the constraints of the manual system, such as long absence revisions, so digitalization is considered more transparent. HRD.ID allows flexible access without queues.</p>
<p>2. Desire</p> <p>Supporting the implementation of new systems to simplify administration, despite employee resistance. Concerns regarding absence and payroll are anticipated without layoffs due to digitalization.</p>	<p>Striving to quickly adopt digitalization despite adaptation challenges. Device limitations are addressed with 0% credit, while system optimization is continuously ensured.</p>	<p>The old system was good and familiar, but the new system is more practical. Support is there, but there are concerns about data security and device limitations. A credit scheme is provided for employees whose cellphones do not support HRD.ID.</p>
<p>3. Knowledge</p> <p>Understand the implementation of HRD.ID from the start. Gradual socialization and training starts from the director, then the</p>	<p>Understand the system to support implementation and troubleshooting. Manual Book and YouTube videos are provided. Gradual training is carried out,</p>	<p>Understand the basics of HRD.ID through socialization and manual books, but additional training is needed for those who are less familiar with</p>

Foundation	Leader	Lecturer/ Staff Employee
manager, who then guides his team.	then employees learn by practicing.	technology or face technical obstacles.
4. Ability Supporting policies and resources for implementation, even if not directly involved in operations. The main challenge is adaptation.	Technically ready, but facing integration challenges with other systems, such as tax and benefit calculations, as well as device compatibility limitations.	Adaptability varies; some adapt quickly, while others struggle due to limited equipment or unfamiliarity with the technology.
5. Reinforcement Support is provided through feedback, communication, and troubleshooting. The attendance mechanism is updated from face scan to button click for convenience.	Routine evaluations are conducted to ensure the system is running optimally for the full implementation of HRD.ID. Technical constraints or inappropriate features are discussed with the vendor for improvement. The attendance system was changed from face scanning to button clicking to reduce technical obstacles and increase practicality.	Additional socialization and assistance are needed so that employees are more confident in adopting the system. Major changes have been made, including changing attendance from face scans to button clicks to reduce technical constraints. It is hoped that the manual system can be completely abandoned to avoid confusion.

Table 2. Triangulation Technique Results

Observation	Interview	Documentation
1. Awareness Researchers observed employees starting to use HRD.ID and realized that this system would replace manual methods.	Informants stated that the implementation of the new system aims to improve administrative efficiency and data accuracy, as well as ensure that there are no layoffs.	Circular regarding the application of HRD.ID.
2. Desire Researchers observed that employees have used the new system for attendance, including when they come in, go home, and start and end breaks. In addition, the old attendance system is	Informants supported the change despite adaptation challenges. The legacy system was kept in place temporarily, and 0% credit was provided for employees with incompatible devices.	The results of the questionnaire showed that 84% of employees expressed support for the implementation of HRD.ID.

Observation	Interview	Documentation
still used during the adaptation period.		
3. Knowledge		
Researchers found that employees understand HRD.ID features, but some still have difficulty operating certain features and need to ask for help from superiors or coworkers..	Informants said that they learned to use this system through socialization and manual guidance.	<i>Manual Book youtube</i>
4. Ability		
Researchers noted that employees were able to operate the system well, but some still encountered technical challenges, such as GPS issues.	The method applied is learning by doing. Informants revealed that their level of understanding in operating HRD.ID varies.	<i>Manual Book youtube</i>
5. Reinforcement		
Researchers saw regular evaluations and changes in attendance methods, such as from face scans to button clicks.	The informant said that regular evaluation and mentoring were carried out to improve the effectiveness of the system, including changing the attendance method from face scanning to clicking a button.	The evaluation shows that the institution continues to update the system based on feedback.

The results of the study showed that the awareness stage was quite high due to the socialization of policies and manual books. At the desire stage, resistance to change was found due to employees who were already accustomed to the old system and technology adaptation. Training provided in the knowledge and ability stages contributed to improving employee skills. Periodic evaluations in the reinforcement stage helped in improving the system based on user feedback. The results of source and technique triangulation were strengthened by a questionnaire showing that at the awareness stage, 81% of employees understood the changes to the HRD.ID digital attendance system and its benefits, 19% still did not understand the urgency and benefits of this new system. At the desire stage, 84% of employees fully supported the implementation of the new system, 16% of employees were still hesitant. At the knowledge stage, 74% of employees had received training and understood the main features of the system, 26% still had difficulty using it. At the ability stage, 72% of employees were able to operate the system in their daily work, both attendance, leave and overtime,

28% of employees were still unable and experienced obstacles in operating the system. Reinforcement stage: 62% of employees feel support from management, 38% of employees still feel the need for further support and guidance.

DISCUSSION

The implementation of HRD.ID through the ADKAR model has been proven to increase the efficiency of attendance recording and HR readiness at ATMI Surakarta Polytechnic. Intensive socialization, effective training and periodic evaluation have raised employee awareness and capability, although resistance remains due to limited technology adaptation.

At the Awareness stage, the communication strategy used plays an important role in ensuring that all employees understand the reasons behind the changes in the attendance system. Socialization of policies through circulars and manual books, and training sessions conducted have proven to increase initial understanding of HRD.ID.

At the Desire stage, several obstacles were found, especially in the form of resistance from employees who were not yet accustomed to new technology. Some employees felt burdened by this change because they had to adapt to a digital system that replaced the old method, especially since there were employees who had cellphones that did not support the HRD.ID application. To overcome this, ATMI Surakarta Polytechnic created a 0% loan policy through a cooperative for employees who needed new cellphones.

At the Knowledge and Ability stage, training provided periodically has proven effective in improving employee skills. Training is carried out directly, providing manual books and YouTube videos that can be accessed at any time, in addition to using the "learning by doing" method, allowing employees to learn directly. Interview results show that most employees who have participated in training feel more confident in using HRD.ID.

At the Reinforcement stage, periodic evaluations and feedback from employees are used to improve the system. Several improvements were made based on user input, such as replacing the attendance system from face scans to click buttons so that employees find it easier to use the system. These steps help increase user satisfaction and prevent potential returns to the old system.

Thus, the application of the ADKAR model in the implementation of HRD.ID provides valuable insights into effective change management strategies in educational organizations.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research results, it can be concluded that the implementation of the HRD.ID system with the ADKAR model has increased the efficiency of attendance recording and human resource readiness at the ATMI Surakarta Polytechnic. Intensive socialization and comprehensive training play an important role in increasing employee awareness and capabilities, despite resistance from employees. Periodic evaluation and continuous system improvement have proven to be key factors in ensuring the success of digital transformation in the institutional environment.

In relation to these findings, it is suggested that the development of the HRD.ID system continues to be carried out by making improvements based on user feedback and the latest technological developments. Furthermore, intensive training and mentoring programs need to be continuously implemented to reduce resistance and improve employee capabilities in operating the system. A more integrated communication strategy should also be strengthened to maintain employee awareness and readiness for any changes that occur. Finally, it is suggested that further research with a quantitative approach or comparative case studies in other institutions be conducted to expand and generalize the findings of this study.

FURTHER STUDY

Every research has limitations; therefore, this research can be further developed with a quantitative approach or case studies in other institutions to enrich the findings and implications in the field of digital change management.

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