Human Capital Transformation in Equalizing Workloads and Increasing Employee Discipline: Study of the Regional Financial and Asset Agency of Takalar Regency

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Abstract: This study examines the role of Human Capital Transformation (HCT) as a strategic mechanism for equalizing workload distribution and strengthening employee discipline within the Regional Financial and Asset Management Agency (BKAD) of Takalar Regency. Public sector organizations frequently encounter challenges related to workload imbalance manifested in conditions of employee overload and underload as well as weak work discipline, particularly regarding compliance with working hours and punctuality. Addressing these issues is essential to improving organizational performance and accountability. This research adopts a descriptive qualitative approach, utilizing in-depth interviews with managerial and operational staff, direct observations, and document analysis, including policies related to Workload Analysis (Analisis Beban Kerja/ABK), electronic performance systems, and performance-based allowance mechanisms. The findings reveal that HCT at BKAD is operationalized through two primary strategies. First, the integration of ABK into the e-performance system and performance allowance (TPP) framework enables objective, measurable, and equitable task allocation, thereby reducing workload disparities. Second, the implementation of Digital Human Resource Management (DHRM), particularly electronic attendance systems, facilitates consistent enforcement of discipline through transparent reward and sanction mechanisms in accordance with Government Regulation No. 94 of 2021. These transformations contribute to improved compliance, efficiency, and performance orientation among employees. The study concludes that Human Capital Transformation is a critical prerequisite for enhancing fairness, discipline, and accountability in public sector organizations, offering practical insights for local governments seeking to strengthen human resource governance through data-driven and performance-based systems.

Keywords : Human Capital Transformation, Workload Equity, Employee Discipline, Workload Analysis, Public Sector Organization.

1. Introduction

Public sector organizations are increasingly required to demonstrate high levels of efficiency, accountability, and transparency in managing public resources. In this context, local government agencies particularly Regional Financial and Asset Management Agencies (Badan Keuangan dan Aset Daerah/BKAD) play a strategic role in ensuring sound fiscal governance and effective asset management. The achievement of these objectives is strongly dependent on the quality and strategic management of human capital, which has shifted from a traditional administrative orientation toward a performance-driven and value-creating approach (Bratton & Gold, 2022; Kim & Lee, 2024).

Despite ongoing administrative reforms, many public sector institutions continue to face persistent human resource management challenges. Two of the most critical issues are workload imbalance and weak employee discipline. Workload imbalance is commonly reflected in the coexistence of overload and underload conditions among employees, where certain individuals carry excessive responsibilities while others remain underutilized. Such disparities not only undermine organizational efficiency but also contribute to stress, burnout, and declining service quality (Kaufman, 2020; Kim & Lee, 2024). In parallel, insufficient employee discipline—particularly regarding attendance, punctuality, and effective use of working hours—remains a recurrent problem in public organizations, reducing productivity and weakening public trust (Sarker & Baroudi, 2021). The Regional Financial and Asset Management Agency (BKAD) of Takalar Regency illustrates these challenges. Preliminary observations indicate that task distribution among employees has not been fully aligned with objective workload standards, resulting in unequal work intensity across units. At the same time, discipline issues persist, partly due to subjective monitoring mechanisms and inconsistent enforcement of sanctions and

rewards. If left unaddressed, these conditions may compromise organizational performance, fiscal accountability, and service delivery outcomes.

Human Capital Transformation (HCT) has emerged as a strategic response to such challenges. HCT represents a fundamental shift in human resource management, emphasizing the integration of people, processes, and technology to enhance performance, fairness, and accountability (Vrontis et al., 2022). In the public sector, HCT is closely associated with the adoption of data-driven systems, performance-based evaluation, and digital human resource management (DHRM). These approaches enable organizations to move beyond intuition-based decision-making toward objective, transparent, and measurable HR practices (Sarker & Baroudi, 2021; Meijerink et al., 2021).

One of the core instruments supporting HCT in public organizations is Workload Analysis (Analisis Beban Kerja/ABK). ABK provides a systematic and quantitative method for calculating the time and effort required to complete specific tasks, thereby enabling equitable task allocation based on actual capacity and effective working time (Kim & Lee, 2024). When integrated into electronic performance management systems (e-performance) and performance-based allowances, ABK becomes a powerful mechanism for ensuring distributive justice in workload distribution. Distributive justice theory emphasizes that employees' perceptions of fairness in task and reward allocation significantly influence motivation, commitment, and performance (Colquitt et al., 2021).

In addition to workload equity, employee discipline is a crucial determinant of organizational effectiveness. Recent studies highlight that discipline enforcement is more effective when supported by digital HRM systems, such as electronic attendance, biometric verification, and automated performance-based incentives (Sarker & Baroudi, 2021; Bondarouk et al., 2022). Digital systems reduce managerial subjectivity, strengthen procedural justice, and enhance compliance through transparent and consistent application of rewards and sanctions. In Indonesia, this approach aligns with Government Regulation No. 94 of 2021, which emphasizes discipline, accountability, and integrity among civil servants.

Although previous studies have extensively examined human capital management, workload analysis, and employee discipline independently, empirical research that integrates these elements within a comprehensive Human Capital Transformation framework—particularly in local government financial institutions—remains limited. Most existing studies focus on private sector organizations or adopt quantitative approaches that overlook the contextual dynamics of public sector reform (Meijerink et al., 2021; Vrontis et al., 2022). Moreover, limited attention has been given to how ABK and DHRM jointly function as operational mechanisms of HCT in addressing workload disparities and discipline issues simultaneously.

This study seeks to address this gap by analyzing the implementation of Human Capital Transformation at the BKAD of Takalar Regency. By examining how ABK is integrated into e-performance and performance allowance systems, and how digital HRM mechanisms reinforce employee discipline, this research offers a comprehensive understanding of HCT as a practical governance tool in the public sector. The findings are expected to contribute theoretically by enriching the human capital and public administration literature, and practically by providing evidence-based insights for policymakers and local governments seeking to enhance efficiency, fairness, and accountability through human capital reform.

2. Research Methodology
2.1 Research Design and Approach

This study adopts a descriptive qualitative research design to explore the implementation of Human Capital Transformation (HCT) in equalizing workloads and improving employee discipline at the Regional Financial and Asset Management Agency (BKAD) of Takalar Regency. A qualitative approach is considered appropriate because the study seeks to understand organizational processes,

perceptions, and institutional practices related to human capital transformation within a specific public sector context. Qualitative research enables in-depth exploration of complex social and organizational phenomena that cannot be adequately captured through quantitative measurement alone (Creswell & Poth, 2021). The research is framed as a single case study, focusing on BKAD Takalar Regency as a representative local government institution undergoing human capital and administrative reform. Case study methodology allows for contextualized analysis and provides rich empirical insights into how policy instruments such as Workload Analysis (ABK), digital performance systems, and disciplinary regulations are operationalized in practice (Yin, 2018).

2.2 Research Site and Context

The research was conducted at the Regional Financial and Asset Management Agency (BKAD) of Takalar Regency, Indonesia. BKAD is responsible for managing regional finances, budgeting, and public assets, making it a strategic organization that requires high levels of efficiency, accountability, and discipline. The agency has implemented several human capital reform initiatives, including the integration of ABK into the electronic performance (e-performance) system and the application of digital attendance linked to performance-based allowances (TPP). These characteristics make BKAD Takalar a relevant and information-rich setting for examining Human Capital Transformation in the public sector.

2.3 Data Sources and Participants

Data were collected from both primary and secondary sources to ensure comprehensive coverage and analytical depth. Primary data were obtained through in-depth semi-structured interviews with key informants, including agency leaders, division heads, and staff members directly involved in workload implementation and disciplinary processes. Informants were selected using purposive sampling, based on their roles, responsibilities, and knowledge of human capital policies and practices. This sampling strategy enables the selection of participants who can provide rich and relevant information aligned with the research objectives (Patton, 2015). Secondary data were gathered through document analysis, including internal regulations, workload analysis documents (ABK), performance evaluation guidelines, electronic attendance records, and policy documents related to the performance allowance (TPP) system and Government Regulation No. 94 of 2021 on civil servant discipline.

2.4 Data Collection Techniques

Data collection was carried out using three complementary techniques to support methodological triangulation:

1. In-depth Interviews
   Semi-structured interviews were conducted to capture participants' perceptions, experiences, and interpretations regarding workload distribution, employee discipline, and the implementation of HCT. Interview guidelines were designed around key themes such as workload equity, digital performance management, disciplinary enforcement, and organizational change.

2. Direct Observation
   Non-participant observation was employed to examine daily work practices, attendance behavior, task allocation processes, and the use of digital HR systems. Observations helped validate interview findings and provided contextual understanding of actual organizational behavior.

3. Document Analysis
   Organizational documents were systematically reviewed to examine formal rules, procedures, and performance mechanisms. Document analysis enabled the comparison between formal policies and their practical implementation, strengthening the credibility of the findings.

2.5 Data Analysis Procedure

Data analysis followed a thematic analysis approach, conducted through several systematic stages. First, all interview transcripts, observation notes, and documents were organized and coded. Second, initial codes were grouped into broader categories reflecting key dimensions of Human Capital Transformation, workload equity, and employee discipline. Third, themes were refined through iterative comparison and interpretation to identify patterns, relationships, and explanatory mechanisms (Braun & Clarke, 2021). The analysis focused on how ABK integration into e-performance systems contributes to workload equalization, and how digital HRM mechanisms influence disciplinary compliance. The findings were interpreted using relevant theoretical frameworks, including distributive justice theory and digital HRM perspectives, to ensure analytical rigor and theoretical alignment.

2.6 Trustworthiness and Research Rigor

To ensure the trustworthiness of the study, several qualitative validity strategies were applied. Data triangulation was achieved by combining interviews, observations, and document analysis. Source triangulation involved collecting data from multiple organizational levels to capture diverse perspectives. In addition, member checking was conducted by confirming key interpretations with selected informants to reduce misinterpretation and enhance credibility (Lincoln & Guba, 1985). An audit trail was maintained throughout the research process, documenting data collection procedures, coding decisions, and analytical steps to support transparency and dependability.

2.7 Ethical Considerations

Ethical principles were strictly observed throughout the research process. All participants were informed about the purpose of the study and provided their voluntary consent prior to participation. Confidentiality and anonymity were ensured by anonymizing personal identities and organizational-sensitive information. The study was conducted in accordance with ethical standards for social science research and institutional research guidelines.

3. Results and Discussion

4.1 Initial Conditions of Human Resource Management at BKAD Takalar Regency

The findings indicate that prior to the implementation of Human Capital Transformation (HCT), the Regional Financial and Asset Management Agency (BKAD) of Takalar Regency experienced structural challenges in human resource management, particularly regarding workload imbalance and suboptimal employee discipline. Workload distribution across units and employees was not proportional, resulting in simultaneous conditions of workload overload for certain employees and workload underload for others. This imbalance led not only to operational inefficiencies but also to perceptions of internal injustice, which adversely affected employee motivation and work quality. From the discipline perspective, empirical evidence revealed that compliance with working hours and effective utilization of working time remained weak. Attendance monitoring and performance supervision relied heavily on manual systems and managerial discretion, which created inconsistencies in rule enforcement. Consequently, disciplinary actions were often perceived as subjective, reducing their deterrent effect. This condition aligns with Kaufman (2020), who argues that weak discipline in public sector organizations frequently stems from the absence of objective and standardized performance measurement systems.

These initial conditions demonstrate that the challenges faced by BKAD Takalar were not merely technical or procedural issues but reflected systemic weaknesses in human capital governance. Traditional administrative approaches to human resource management proved insufficient to address

these problems. As a result, a comprehensive transformation through a Human Capital Transformation (HCT) framework became a strategic necessity.

4.2 Implementation of Human Capital Transformation through the Integration of Workload Analysis and e-Performance Systems

One of the core pillars of HCT implementation at BKAD Takalar is the integration of Workload Analysis (Analisis Beban Kerja/ABK) into the electronic performance (e-performance) system, which is directly linked to the performance-based allowance (TPP). This transformation repositioned ABK from a static administrative document into a dynamic and operational managerial tool. Through ABK, each task performed by employees was systematically analyzed based on workload volume, task complexity, and standardized time requirements. These workload metrics were subsequently embedded into the e-performance system, allowing for continuous and real-time monitoring of individual and unit-level workloads. As a result, management gained objective and data-driven insights into workload distribution patterns across the organization. The integration enabled the identification of extreme workload disparities, both overload and underload, which were previously difficult to detect under conventional systems. Management could promptly conduct task reallocation and job redesign to ensure proportional task distribution aligned with employee capacity and available working time. This mechanism significantly reduced inefficiencies associated with uneven workload distribution.

These findings support the framework proposed by Kim and Lee (2024), who emphasize that effective workload management in the public sector requires the institutionalization of workload analysis within digital performance management systems. By embedding ABK into e-performance, BKAD Takalar operationalized the principle of workload equity, ensuring that task allocation was transparent, measurable, and justifiable.

4.3 Workload Equity and the Principle of Distributive Justice

The transformation of workload management at BKAD Takalar reflects the practical application of distributive justice theory. Distributive justice emphasizes fairness in the allocation of organizational resources, including tasks and responsibilities. The study found that the integration of ABK into performance evaluation systems enhanced employees' perceptions of fairness in workload distribution. Employees reported increased clarity regarding task expectations and performance standards, as workloads were no longer assigned arbitrarily but based on quantifiable indicators. This transparency reduced perceptions of favoritism and inequity, which had previously contributed to work-related stress and dissatisfaction among employees with excessive workloads. Consistent with Kaufman (2020), the findings demonstrate that perceived fairness in workload distribution moderates the negative effects of high workload on employee performance. At BKAD Takalar, employees with relatively high workloads showed improved performance and compliance when they perceived the workload allocation process as fair and objective. Thus, workload equity not only enhanced efficiency but also functioned as a psychosocial mechanism that strengthened organizational commitment.

4.4 Digital Human Resource Management and Employee Discipline Enhancement

In addition to workload management, HCT at BKAD Takalar was implemented through Digital Human Resource Management (DHRM) to strengthen employee discipline. The adoption of electronic attendance systems served as the primary instrument for enforcing compliance with working hours. These systems generated objective, verifiable, and real-time attendance data, eliminating ambiguities associated with manual attendance records. The study found that electronic attendance data were directly integrated into the performance allowance system, enabling automatic calculation of rewards and sanctions based on actual employee behavior. Employees who complied with attendance

regulations received full performance allowances, while those who violated attendance rules experienced proportional deductions. This mechanism was implemented in accordance with Government Regulation No. 94 of 2021 on Civil Servant Discipline. This approach significantly reduced managerial subjectivity in disciplinary enforcement. As highlighted by Sarker and Baroudi (2021), DHRM plays a crucial role in ensuring unbiased discipline enforcement by relying on digital evidence rather than personal judgment. At BKAD Takalar, the use of digital attendance systems increased employees' awareness of accountability and reinforced the credibility of disciplinary policies.

4.5 Integration of Reward and Punishment Mechanisms

The integration of digital discipline data with reward and punishment mechanisms represented a critical dimension of HCT. The findings indicate that discipline enforcement at BKAD Takalar shifted from a reactive and corrective approach to a preventive and performance-oriented system. Employees became more disciplined not merely due to fear of sanctions but because of a clear understanding of the consequences associated with their actions. This system fostered procedural justice, as employees perceived disciplinary procedures as consistent, transparent, and rule-based. Procedural justice, when combined with distributive justice in workload allocation, created a holistic governance framework that strengthened trust between employees and management. The results corroborate prior studies suggesting that digital-based reward and punishment systems are more effective in shaping employee behavior than traditional supervisory mechanisms (Sarker & Baroudi, 2021). At BKAD Takalar, disciplinary compliance improved substantially, as evidenced by reduced lateness and increased adherence to working hour regulations.

4.6 Implications of Human Capital Transformation for Organizational Performance

The combined effects of workload equity and strengthened discipline had a positive impact on overall organizational performance. The integration of ABK and e-performance systems improved task completion efficiency, reduced work bottlenecks, and enhanced service delivery timeliness. Meanwhile, improved discipline ensured optimal utilization of working hours, contributing to higher productivity levels. The findings indicate that HCT served as a catalyst for transforming the organizational culture at BKAD Takalar from a rule-based bureaucracy into a performance-driven public organization. Employees increasingly oriented their behavior toward measurable outcomes, accountability, and integrity. These results align with contemporary public sector reform literature, which emphasizes the importance of human capital governance in achieving organizational effectiveness. By institutionalizing HCT, BKAD Takalar demonstrated that digitalization and performance-based management are not merely technological upgrades but strategic tools for organizational transformation.

4.7 Discussion: Human Capital Transformation as a Governance Strategy

From a theoretical perspective, this study extends the application of Human Capital Transformation within public sector organizations by demonstrating its role in integrating distributive and procedural justice mechanisms. Unlike conventional HR reforms that focus on isolated components, HCT at BKAD Takalar represents a systemic approach that aligns workload management, discipline enforcement, and performance incentives within a unified framework. The findings suggest that HCT is not only an HR strategy but also a governance instrument that enhances accountability and transparency in public institutions. By leveraging digital systems, BKAD Takalar reduced information asymmetry and managerial discretion, two factors often associated with inefficiency and low trust in public organizations. In comparison to prior studies that examine workload management or discipline in isolation, this research highlights the synergistic effects of integrating both dimensions through HCT.

This integration constitutes the study's key contribution to the literature on public sector human capital management.

4.8 Summary of Findings

Overall, the results demonstrate that Human Capital Transformation at BKAD Takalar effectively addressed workload disparities and strengthened employee discipline through the integration of ABK, e-performance systems, and digital HRM. These mechanisms enhanced fairness, accountability, and efficiency, ultimately contributing to improved organizational performance.

4. Conclusion
5.1 Conclusion

This study demonstrates that Human Capital Transformation (HCT) plays a critical and strategic role in addressing workload disparities and enhancing employee discipline within the Regional Financial and Asset Management Agency (BKAD) of Takalar Regency. The findings confirm that conventional, administrative-oriented human resource management is insufficient to resolve systemic problems related to workload imbalance and weak discipline in public sector organizations. The implementation of HCT at BKAD Takalar is primarily realized through two integrated mechanisms. First, the institutionalization of Workload Analysis (ABK) within the electronic performance management system (e-performance), directly linked to performance-based allowances (TPP), ensures equitable, transparent, and measurable workload distribution. This integration operationalizes the principle of distributive justice, mitigating conditions of workload overload and underload while improving efficiency and task accountability. Second, the adoption of Digital Human Resource Management (DHRM), particularly electronic attendance systems, strengthens employee discipline through objective, data-driven enforcement of rewards and sanctions in line with Government Regulation No. 94 of 2021. This mechanism reinforces procedural justice by reducing managerial subjectivity and enhancing consistency in disciplinary actions. Collectively, these transformations have shifted BKAD Takalar's organizational culture toward a performance-oriented, accountable, and integrity-driven public institution. The study concludes that Human Capital Transformation is not merely an HR innovation but a governance strategy that enhances organizational effectiveness, fairness, and accountability in the public sector.

5.2 Theoretical Contribution

From a theoretical perspective, this study contributes to the human capital and public sector management literature by demonstrating how Human Capital Transformation integrates distributive justice (through workload equity) and procedural justice (through digital discipline enforcement) within a unified governance framework. Unlike prior studies that examine workload management or employee discipline in isolation, this research highlights the synergistic effects of aligning workload analysis, performance measurement, and digital HR systems. The findings extend existing theories of human capital management by positioning HCT as a multidimensional mechanism that simultaneously addresses efficiency, fairness, and compliance in public organizations.

5.3 Practical and Policy Implications

Practically, the findings provide important insights for local governments and public sector institutions seeking to improve human resource governance. The integration of ABK into digital performance systems can serve as a replicable model for achieving workload equity and optimizing workforce utilization. Additionally, the use of digital attendance data as the basis for reward and punishment mechanisms enhances transparency and credibility in disciplinary enforcement.

Policymakers are encouraged to institutionalize HCT as part of broader public sector reform agendas, particularly in agencies with high accountability and service delivery demands.

5.4 Limitations and Future Research Directions

Despite its contributions, this study has several limitations. First, the research employs a qualitative case study approach, which may limit the generalizability of findings to other public sector contexts. Second, organizational performance improvements are assessed primarily through perceptual and qualitative indicators rather than quantitative output measures. Future research is recommended to adopt quantitative or mixed-method approaches to statistically examine the impact of Human Capital Transformation on organizational performance, job satisfaction, and employee engagement. Comparative studies across different regions or public institutions would also be valuable to validate the robustness of the HCT framework and explore contextual factors influencing its effectiveness.

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