



THE ROLE OF TECHNOLOGY IN PROMOTING THE PRINCIPLE OF EQUALITY AT PT KOTAMAS MAKMUR NATIONAL AGENCY

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ABSTRAK

Kesetaraan dan non-diskriminasi di tempat kerja penting untuk menciptakan lingkungan kerja inklusif, kehadiran teknologi digital dapat membantu mengatasi hambatan. Dalam sektor peralatan rumah tangga dan dapur di Indonesia, penerapan teknologi untuk mendukung kesetaraan masih minim. Penelitian ini mengkaji upaya PT. Kotamas Makmur National Agency dalam menggunakan teknologi HRIS, LMS, dan evaluasi KPI untuk meningkatkan inklusivitas dan transparansi. Dengan pendekatan kualitatif, data dikumpulkan melalui wawancara mendalam, observasi, dan tinjauan literatur. Hasilnya menunjukkan bahwa teknologi membantu, tetapi tantangan seperti literasi digital dan infrastruktur tetap ada. Pelatihan berkelanjutan, investasi infrastruktur, dan adopsi AI direkomendasikan untuk memaksimalkan dampak teknologi terhadap kesetaraan kerja.

Kata kunci: *Kesetaraan; Teknologi; Manajemen Sumber Daya Manusia; Rekrutmen Inklusif; Inovasi di Tempat Kerja*

ABSTRACT

Equality and non-discrimination in the workplace are crucial for creating an inclusive work environment, and digital technology can help overcome barriers. In Indonesia's home appliances and kitchenware sector, the application of technology to support equality remains limited. This study examines PT. Kotamas Makmur National Agency's efforts in utilizing HRIS, LMS, and KPI-based evaluations to enhance inclusivity and transparency. Using a qualitative approach, data were collected through in-depth interviews, observations, and literature reviews. The findings show that while technology proves helpful, challenges such as digital literacy and infrastructure limitations persist. Continuous training, infrastructure investment, and AI adoption are recommended to maximize the impact of technology on workplace equality.

Keywords: *Equality; Technology; Human Resource Management; Inclusive Recruitment; Workplace Innovation*



I. INTRODUCTION

The principle of equality in the workplace means providing equal opportunities to all individuals, regardless of gender, race, religion, age, or other backgrounds (Dessler, 2020). As globalization and modernization progress, it is crucial for human resource management to uphold equality and non-discrimination principles. These principles are fundamental to employment and are enshrined in Indonesia's Law No. 13 of 2003 on Manpower (*Undang-Undang Nomor 13 Tahun 2003*, 2003). Non-discrimination is defined as the principle of treating individuals fairly and equally, without regard to any arbitrary factors that could potentially lead to unfair treatment. Implementing equality and non-discrimination not only reflects a company's commitment to social justice but also contributes to creating an inclusive and productive work environment (International Labour Organization, 2021). The positive impacts of these principles includes fostering of a healthy environment in which employees feel valued and comfortable. This, in turn, has been shown to increase productivity and inclusivity within the organization.

Digital technology plays a crucial role in fostering equality in the workplace by providing broader access to employment opportunities and training (Kurniawan & Aruan, 2021). Technology has become an indispensable aspect of life in the modern era, profoundly influencing workplaces. It bridges geographical and socio-economic barriers, enabling equal opportunities for individuals to grow and contribute. The integration of digital technology into the work environment enhances individual competencies and accelerates the realization of equality goals. Consequently, technology is not merely a means of enhancing operational efficiency; it is also a pivotal catalyst for inclusivity and innovation within organizational culture.

The implementation of technology in the workplace can promote equality by ensuring fair access to resources and training opportunities for all employees (Pratama & Wijaya, 2021). Digital integration in the workplace has been shown to have a multifaceted impact, including the transformation of work processes and the enhancement of equality within the work environment. This process entails the integration of digital tools while adhering to principles of egalitarianism, wherein technology functions as a facilitator to dismantle conventional barriers such as geographical and socio-economic constraints. The implementation of technology in a proper manner has been demonstrated to facilitate equal access to software, training resources, and essential information. This, in turn, has been shown



to enhance employee skills and productivity. This supports individual professional development while fostering an inclusive and collaborative workplace culture. Consequently, the adoption of digital technology in the workplace is not merely about embracing new tools but a strategic step toward achieving a fairer work environment for all organizational members.

Established in 1972, PT. Kotamas Makmur National Agency is a key player in two broad business areas: household equipment and lifestyle and gift products (PT. Kotamas Makmur National Agency, 2022). PT. Kotamas is a company engaged in importing high-quality goods for resale through its retail stores and distribution to major department stores and retail networks across Indonesia. Aligned with the basic principles of employment stipulated in Law No. 13 of 2003 on Manpower, PT. Kotamas applies equality and non-discrimination principles in its human resource management to create a harmonious work environment and support mutual progress. The company has accumulated over 20 years of experience and has established a reputation as a reliable supplier of quality household, hotel, and restaurant equipment on a nationwide scale.

In Indonesia, the issue of workplace equality has been widely discussed, particularly in the context of implementing the principle of non-discrimination as outlined in Law No. 13 of 2003 on Manpower (*Undang-Undang Nomor 13 Tahun 2003*, 2003). Previous studies, such as those conducted by Kurniawan & Aruan (2021), indicate that digital technology can play a role in supporting the creation of a more equal work environment. Nonetheless, the implementation of this approach within specific industrial domains, such as tableware and kitchenware, has received scant attention, particularly in the context of human resource management aimed at fostering equality. This research addresses this gap by focusing on the role of technology in fostering equality in these specific sectors, offering insights that extend beyond existing studies. In summary, this article posits the question of whether PT Kotamas has implemented theories concerning the role of technology in fostering equality within the workplace. The integration of digital technology and principles of equality within the workplace constitutes a strategic move that enhances not only individual competencies but also establishes an inclusive and fair working environment. By providing wider access to resources and training opportunities, technology addresses various traditional barriers, while equality principles ensure equal opportunities for all individuals to grow. An evaluation of these principles' implementation at PT. Kotamas will offer valuable insights into practical strategies for creating



inclusive workplaces and contribute academically by enriching the understanding of equality-focused technological integration. This study specifically underscores the urgency of addressing workplace equality issues and aims to provide a meaningful contribution toward resolving challenges at PT. Kotamas Makmur.

II. LITERATURE REVIEW

2.1 Inclusive and Anti-Discrimination Work Environment Theory

An inclusive and supportive work environment is one that applies the fundamental principles of equality, ensuring equitable opportunities for all individuals to develop, irrespective of factors such as race, age, gender, religion, or background. Collaborative technologies, such as remote work platforms and cloud-based applications, help reduce geographical barriers and offer more equitable access to all employees, particularly those separated by location (Aprian et al., 2024). In practice, these technologies facilitate the implementation of egalitarian policies and anti-discrimination measures, ensuring equitable opportunities for all employees to collaborate, communicate, and access information irrespective of their background. By leveraging efficient technology, organizations can establish equitable spaces for individuals to contribute optimally and support creative ideas within the collaborative environment.

In the contemporary era, the implementation of practical and expeditious technological methodologies is essential. Technology implementation becomes a key element in creating an inclusive and transparent environment, aligning with the principles of equality. Furthermore, technology ensures equal treatment of employees by providing the same opportunities for growth. When the principle of equality is upheld, it fosters a harmonious, productive, and solid work environment, minimizing obstacles or challenges in achieving organizational goals.

2.2 Digital Technology Theory in Human Resource Management

Digital technology refers to information technology that emphasizes automated and advanced computer operating systems (Danuri, 2021). The advent of technologies such as automation, artificial intelligence, and data analytic has profoundly impacted the realm of human resources management. These technological advancements have influenced the manner in which companies recruit, retain, and



develop their human capital. This phenomenon underscores the pivotal role that digital technology plays in enhancing organizational performance and fostering the development of a more adaptable and competent workforce. Proper and wise use of technology can create an inclusive, innovative, collaborative, and adaptive work environment in responding to the rapid changes in the workplace (Fitri & Gunawan, 2023). Human resource managers must adapt to digital transformation (Adiawaty, 2019); the ability to implement technology and technological tools for recruiting, retaining, and developing high-quality human resources becomes a critical competency for HR managers in the digital era (Rosidah & Arantika, 2018). This competency is key to addressing challenges in an increasingly automated and digitally connected workplace.

In its application of technology, PT Haeng Nam Sejahtera Indonesia utilizes Six Sigma technology to improve the quality of its ceramic products (Suprpto & Triana, 2015). This method focuses on data collection and analysis to solve problems. By using this technology, PT Haeng Nam Sejahtera Indonesia has successfully improved the quality of its ceramic products, achieving an average sigma of 3.32 with a defect rate of 34,379 per million productions. This demonstrates that the application of technology plays an efficient role in enhancing manufacturing quality and operations, providing significant opportunities for the company to compete in the global market.

2.3 Performance Appraisal Equality Theory

The theory of equality in performance appraisal in the current workplace cannot be denied, as every company faces challenges in maintaining optimal performance and productivity. In a competitive work environment, improving employee productivity and performance becomes one of the priorities, as these two factors bring numerous benefits to both employees and the company (Abdelwahed & Doghan, 2023). Various studies show that to enhance employee performance, a holistic approach to performance appraisal is needed to effectively evaluate employee achievements in line with the company's expectations (Na-Nan et al., 2020). Hartmann & Slapničar (2012) state that performance appraisal should adhere to the principles of fairness. This fairness includes distributive, procedural, and interactive aspects (Selvarajan et al., 2018), as well as informational aspects Nair, M & Salleh (2015). Performance appraisal based on the principle of equality is transparent and acceptable to all employees, ensuring that the results are objective.



At PT Her Yeong Kitchenware Indonesia, the implementation of a performance evaluation system is based on Key Performance Indicators (KPI) to ensure fairness in performance assessments (Noviani, 2017). PT Her Yeong Kitchenware Indonesia uses a KPI-based evaluation system to promote fairness in appraisals. The KPI system is considered efficient as it emphasizes transparency and fairness by linking employee performance to clear and objective targets. Furthermore, the company encourages transparency between managers and employees to minimize errors in performance evaluations.

2.4 E-Learning and Technology-Based Training Theory

In the contemporary age of digital transformation, the field of human resource management (HRM) plays a pivotal role in cultivating employees' digital competencies and proficiency. (Al-Alawi et al., 2022). It is incumbent upon companies to promote learning about digital technologies that are pertinent to their operational needs. (Fitriah et al., 2023). Vardarlier (2020) argues that the increasing use of various electronic media in learning indicates that digital transformation has driven the growth of e-learning. Evseeva, O., Kalchenko, O., Evseeva, S., & Plis (2022) state that future learning trends will incorporate artificial intelligence (AI), offering personalized training programs based on individual development needs. This supports the creativity of trainees, enabling them to achieve optimal results.

According to Vardarlier (2020), corporate digital training activities integrate various systems. Through these systems, employees can independently manage their training in terms of time and location, and access the materials they need (Nawaz Maditheti, 2017). By implementing digital training, companies have the opportunity to create a flexible and equitable learning environment, facilitate easy access to training materials, and enhance the effectiveness of human resource management in guiding new employees within the organization.

2.5 Bias-Free Recruitment Theory (Blind Recruitment)

Foley & Williamson (2018) state that the recruitment process is a critical factor in the enhancement of corporate performance. It provides an opportunity for companies to select employees with the best performance during the recruitment process, allowing them to contribute to improving



overall organizational productivity. The conventional recruitment methodologies are characterized by inherent limitations that impede organizations from identifying optimal candidates for specific roles. A notable limitation is the tendency to prioritize physical appearance, demographics, and cultural background during the selection process. This bias can be either conscious or unconscious. Bias against individuals is considered a natural human weakness; thus, a method like "blind recruitment" is needed as a solution to address this issue (Beattie & Johnson, 2011). According to Vivek (2018), blind recruitment is the process of removing specific elements from resumes that could influence a hiring manager's judgment. Personal data such as name, age, gender, education, and the number of years of work experience are excluded from applicants' resumes. Instead, applicants are directed to focus on relevant, applicable, and transferable skills for the job.

Blind recruitment allows companies to concentrate on assessing candidates' abilities and skills without being influenced by personal factors unrelated to the required position. This approach can enhance inclusivity and diversity within the organization and ensures a more objective selection process. Many organizations have adopted this method to ensure they select candidates based on their capabilities rather than their background or identity.

2.6 Compensation Equality Technology and Salary Management Theory

The implementation of technology in compensation systems can enhance fairness and transparency in salary management, which in turn boosts employee motivation and performance (Martiany, 2012). Work motivation is the feeling that drives individuals to perform certain tasks to achieve specific goals. The greater the compensation received by an employee, the higher their motivation to work. This can be measured through employees' need for achievement, affiliation, and power. Calculating payroll manually presents several challenges, such as the lengthy time required and the lack of data accuracy. To address these issues, an information system is needed to simplify the payroll processing, minimize errors, and generate more accurate and efficient reports. Currently, information technology (IT) significantly influences decision-making processes in the workplace. Having fast, accurate, and reliable information is essential. Utilizing IT today serves as an effective tool for managing financial compensation across institutions.



Technology-based payroll systems can help reduce pay gaps by providing more accurate data and deeper analysis (Agusalim & Novianti, 2023). Software known as HRIS (Human Resources Information System) facilitates automated processing and storage of employee data. Employee data is stored in a secure database accessible only to certain individuals, such as managers and HR staff. With the HRIS payroll system, employees can independently input personal data such as contact details, work history, qualifications, and basic salary information. The HRIS payroll system automatically calculates employee salaries, including benefits, base salary, deductions, bonuses, and other compensations.

2.7 Equality Monitoring and Evaluation Theory

Monitoring and evaluating equality are essential to ensure that everyone has equal access to training and skill development in the workplace. Digital technologies, such as online learning platforms, play a crucial role in reducing gaps in access to education, enabling individuals from diverse backgrounds and locations to receive high-quality education without geographical or financial constraints. These technologies also allow for personalized training tailored to individual needs, making it more inclusive for those with limitations (Kurniawan & Aruan, 2021). Moreover, technology enables companies to monitor employees' training progress in real time, ensuring that every worker has equal opportunities to develop according to job demands. Companies can objectively and fairly assess training progress using Learning Management Systems (LMS).

PT Tupperware Indonesia has adopted e-learning platforms as a tool to support equality in employee training and skill development. The company provides technical and soft skills training, such as leadership, to its employees worldwide through technology-based systems. PT Tupperware Indonesia can monitor its employees' training progress in real time through LMS, ensuring that every worker receives training aligned with their job needs and has equal opportunities for growth, regardless of location or physical limitations. Thus, technology is vital in ensuring equal opportunities in the workplace.



III. RESEARCH METHODOLOGY

This study employs a qualitative approach, with data obtained through in-depth interviews aimed at gaining a deeper understanding of equality and non-discrimination in human resource management at PT. Kotamas Makmur National Agency. This method was chosen as it allows the researcher to explore perspectives and firsthand experiences from both management and employees of the company. Before conducting the interviews, the research employed a data collection technique known as Field Research, where the desired data was gathered directly from relevant sources. The data collection methods included:

1. In-depth Interviews

The data in this study was obtained through in-depth interviews conducted online via the Zoom platform in two sessions, on September 17, 2024, and October 2, 2024. The primary informant was Mrs. Roro Widuri, who serves as the HR Generalist Supervisor at PT. Kotamas Makmur National Agency.

As the sole source of information, Mrs. Roro provided comprehensive insights into the equality and anti-discrimination policies and practices implemented within the company. This focused in-depth interview approach was employed to thoroughly explore the informant's perspectives, ensuring that the data collected is relevant and effectively addresses the research objectives.

2. Observation

Observation was conducted as part of data collection to directly examine the implementation of equality and anti-discrimination policies in the workplace. In this context, the researcher obtained information through verbal explanations provided by Mrs. Roro Widuri, the HR Generalist Supervisor at PT. Kotamas Makmur National Agency. This information included her observations and evaluations related to employee interactions, workplace atmosphere, and the implementation of company policies in human resource management.

Although not conducted directly by the researcher, this observation method is descriptive, with the data collected derived from the informant's in-depth insights based on real experiences in the workplace. The informant provided a detailed account of how the policies were implemented, the challenges encountered, and their impact on employees, ensuring that the information obtained remains relevant and supports the research objectives.



3. Library Research

Additional data was collected through literature review, which involved consulting reading materials, academic literature, and internal company documents relevant to equality and non-discrimination in human resource management. The study also referenced previous research and relevant theories to enrich the understanding of the topic.

By employing these data collection techniques, this study aims to provide a comprehensive overview of the implementation of equality and non-discrimination at PT. Kotamas Makmur National Agency, as well as the challenges encountered in their application.

IV. RESULTS AND DISCUSSION

4.1 Interview Results

The results of the interview conducted on September 17, 2024, and October 2, 2024, with the management of PT. Kotamas Makmur National Agency reveal how the company integrates technology into human resource management to promote the implementation of equality principles. As a company operating in the tableware and kitchenware sector, PT. Kotamas demonstrates its commitment to creating an inclusive and fair work environment, where every employee has equal opportunities regardless of their personal background.

Digital technology plays a vital role in automating recruitment processes, employee data management, and performance evaluations, all designed to reduce bias and enhance transparency. Through a data-driven approach, the company ensures that equality policies are consistently applied across the organization, from the selection process to employee career development. These steps not only improve efficiency and innovation but also strengthen a work culture that values diversity and inclusion.

This research aims to explore the strategic measures taken by PT Kotamas in leveraging technology to support equality in human resource management. Below are the concrete actions the company has taken to implement equality principles in the workplace.



1. Implementation of Digital Technology in HR Management

PT. Kotamas Makmur National Agency actively integrates digital technology into human resource management to enhance operational effectiveness and efficiency. One key application is the Human Resource Information Systems (HRIS), which simplifies employee data management, recruitment processes, performance management, and e-learning-based training. This technology not only helps automate administrative tasks like payroll and attendance but also provides real-time performance monitoring and facilitates the implementation of online employee development programs.

2. Opportunities in Digital Technology for HR Management

The adoption of digital technology opens up great opportunities in HR management at PT. Kotamas. Automating various processes allows time savings and improves data accuracy. Additionally, this technology supports flexible remote training, accelerates employee competency development, and enhances transparency in HR management.

3. Equality in Performance Evaluation

PT. Kotamas uses Key Performance Indicators (KPIs) as the main standard for objective and fair performance evaluations. This evaluation is systematically conducted at the beginning of the year to assess employee performance based on target achievements and job description alignment. The results of the KPI evaluations are used to formulate future employee development plans.

4. Recruitment Process and Anti-Discrimination Policies

In its efforts to create an inclusive work environment, PT. Kotamas implements a competency-based recruitment system through blind recruitment and data-driven evaluations. This approach aims to eliminate potential bias based on gender, age, or background, ensuring that each candidate is assessed based on their capabilities objectively.

5. Employee Training and Development Based on Technology

Employee training at PT. Kotamas is conducted regularly, with at least one session every month. Training topics vary, ranging from technical skills like Excel to understanding the latest products. These sessions are sometimes conducted simultaneously for all employees but can also be personalized based on the needs of individual departments. Digital technology plays a crucial role in supporting this training, allowing online sessions that improve flexibility and accessibility.



6. Transparency in Salary and Employee Compensation Management

PT. Kotamas ensures transparency in salary management by implementing a clear range system based on employee position and seniority. Salaries are also determined by factors such as education and experience, ensuring that every employee receives fair compensation for their contributions.

7. Monitoring and Evaluation of Equality

To ensure that equality and non-discrimination policies are consistently applied, PT. Kotamas holds regular Town Hall meetings every three months. These forums provide employees with education on company rules and government regulations while reinforcing the commitment to equality values.

8. Inclusive Work Environment and Handling of Discrimination

PT. Kotamas has not faced any discrimination cases due to its focus on a family-oriented work culture and continuous education. However, if such a case arises, the company has established a mechanism for handling it in accordance with applicable regulations, including imposing appropriate sanctions to maintain the integrity of the work environment.

Overall, the equality system at PT. Kotamas focuses on transparency, fairness, and legal compliance, ensuring that employees are treated fairly without discrimination in all aspects of their work.

The results of this study indicate that the application of equality and non-discrimination principles not only enhances employee satisfaction and retention but also contributes to increased creativity and productivity in the workplace. This is reinforced by a case study of PT Her Yeong Kitchenware Indonesia, where task-oriented leadership and an effective reward-punishment system, such as promoting employee skills and providing verbal praise, have created a productive and harmonious work environment (Noviani, 2017).

Additionally, a similar study at PT Haeng Nam Sejahtera Indonesia revealed that the implementation of the Six Sigma method in production process management successfully improved product quality with an average sigma level of 3.32. The company was able to minimize production defects through structured and data-driven improvement steps, supporting operational efficiency and management transparency (Suprpto & Triana, 2015).

The combined insights from these two case studies are relevant for PT Kotamas to develop a data-driven approach and inclusive leadership strategies. The integration of equality principles in



human resource management not only strengthens an innovative and productive work culture but also enhances the company's overall competitiveness.

4.2 Discussion

Based on the interviews conducted with representatives from PT. Kotamas Makmur National Agency, various insights regarding workplace equality and non-discrimination policies can be analyzed through relevant theoretical perspectives. In this discussion, each response provided by the interviewees will be linked to existing theories outlined in the literature review to identify the application of these concepts in the company's human resource management practices. This analysis aims to uncover the alignment between the company's policies and the theories of equality and non-discrimination presented earlier.

4.2.1 Inclusive and Anti-Discrimination Work Environment

PT. Kotamas Makmur National Agency is committed to creating an inclusive and non-discriminatory work environment. Based on interviews, the company has never experienced cases of workplace discrimination. However, this does not necessarily reflect the effectiveness of existing policies but could instead be due to a lack of openness or the absence of secure reporting channels for employees. As a proactive step, PT. Kotamas regularly conducts Town Hall Meetings to educate employees about company policies, government regulations, and to strengthen the sense of camaraderie in the workplace. This approach aligns with theories emphasizing the importance of education and communication in preventing discrimination, as stated by (Aprian et al., 2024). However, despite these educational efforts, the effectiveness of these Town Hall Meetings in reducing discrimination needs further evaluation. Researchers could critique whether these meetings truly achieve their objectives or merely serve as formalities without significant impact on employees' attitudes and understanding of discrimination issues.

The implementation of collaborative technology at PT. Kotamas, which has the potential to support inclusivity, is also still limited. Technologies such as remote work platforms and cloud-based applications have significant potential to reduce geographical barriers, improve accessibility, and strengthen team communication. These technologies could also support digital training programs that



help employees understand the importance of valuing diversity. However, while theory supports the use of technology to enhance inclusivity, its application at PT. Kotamas remains suboptimal. There is a gap between the potential envisioned by theory and the reality on the ground. Hence, there is a need to enhance the implementation of such technologies, possibly by increasing employee access to more comprehensive and structured technology-based training programs.

In addition, PT. Kotamas has clear enforcement policies, including strict sanctions to address potential future discrimination. This step demonstrates the company's commitment to justice and harmony in the workplace. As highlighted by Serang et al. (2024), an inclusive organizational culture plays a crucial role in creating a supportive work environment that values individual differences. Although the existing policies are clear, it is essential to assess how effectively they are implemented at the operational level. Researchers could evaluate whether these policies are well-received by all employees and whether there are clear indicators of success to measure their effectiveness in preventing discrimination. Furthermore, an in-depth analysis is needed to determine whether employees have a space to report injustices anonymously, if necessary, to ensure that the policies are implemented more comprehensively.

By integrating routine education, firm policies, and the potential of collaborative technology, PT. Kotamas can further strengthen its principles of inclusivity and create a more positive, harmonious work environment that fosters collaboration amidst diversity. However, it is essential to further critique the extent to which existing theories are truly implemented in practice and to evaluate the gaps between theory and practice that still exist within the company. This evaluation will help the company identify areas for improvement to create a genuinely inclusive and discrimination-free work environment.

4.2.2 Application of Digital Technology in Human Resource Management

PT. Kotamas Makmur National Agency has adopted digital technology, particularly Human Resource Information Systems (HRIS), to manage various aspects of human resource (HR) management. HRIS enables the automation of administrative tasks such as payroll, attendance, and employee performance evaluations while also supporting recruitment and career development processes. This implementation aligns with the theory presented by Danuri (2021), which states that digital technologies like HRIS can optimize HR data management and improve accuracy and time



efficiency in administrative processes. However, the implementation of HRIS at PT. Kotamas has not yet fully reduced reliance on manual processes in certain areas. This indicates a gap between the theory emphasizing automation efficiency and the practice, which still depends on manual procedures in some aspects of HR management.

In addition to HRIS, PT. Kotamas also utilizes Learning Management Systems (LMS) to provide remote training, allowing employees to enhance their skills flexibly. Through this technology, the company can monitor employee performance in real-time, support process automation, save time, and improve data accuracy. This reflects the company's understanding of the importance of creating an innovative, inclusive, and adaptive work environment, as highlighted by Fitri & Gunawan (2023), who emphasize the role of digital technology in helping companies navigate rapid changes in the workplace. However, the implementation of LMS at PT. Kotamas faces several practical challenges that must be addressed to achieve optimal results. Challenges such as limited infrastructure and uneven digital literacy among employees need to be addressed to maximize the use of this technology.

Interviews with PT. Kotamas revealed several key challenges in implementing this technology. One of them is infrastructure limitations in remote locations, which hinder employees from effectively accessing LMS, as well as low digital literacy among some employees, particularly senior ones. This affects the uneven adoption of technology and calls for a deeper approach to training and infrastructure improvement.

As highlighted by Adiawaty (2019) and Rosidah & Arantika (2018), HR managers' competence in implementing digital technology is crucial for recruiting, retaining, and developing quality employees. However, in practice, PT. Kotamas must pay attention to employees' readiness to adapt to this technology. Therefore, the company needs to conduct intensive training to improve digital literacy and ensure all employees can operate LMS and HRIS effectively.

Based on interviews, PT. Kotamas faces several challenges in implementing LMS- and HRIS-based training technology:

- a. **Infrastructure Limitations:** Unstable internet connections in remote operational locations are a major barrier for employees in accessing technology-based training. This reduces the effectiveness of training and forces the company to seek alternative solutions to ensure optimal access to this technology.



- b. Low Digital Literacy: Many employees, especially from older generations, lack confidence in using new systems such as LMS. They require more time to understand the system, leading to uneven technology adoption across the workforce.
- c. Resistance to Change: Some employees feel that traditional training methods are easier to understand compared to technology-based training. This resistance to change creates challenges in ensuring full use of LMS among employees.
- d. Suboptimal Training Evaluation: A lack of holistic evaluation approaches in LMS makes it difficult for the company to measure the effectiveness of training from various perspectives, such as material relevance or its direct impact on employee performance.

Based on the interview results, here are some solutions to help PT. Kotamas address the challenges faced in implementing training technology:

- a. Enhancing Technology Infrastructure: PT. Kotamas can invest in cloud-based technology to enable LMS access even with limited internet connectivity. Additionally, the company can partner with local internet service providers to improve network coverage in remote locations.
- b. Gradual Digital Literacy Programs: Conduct introductory training on using LMS and HRIS for all employees with a gradual approach to ease the adoption of new technology. Furthermore, training programs can be tailored to age groups or levels of technological literacy to make the material more relevant.
- c. Improved Monitoring and Evaluation: To optimize LMS utilization, PT. Kotamas should integrate deeper analytics features to monitor training effectiveness. Adding feedback survey mechanisms after training will help identify barriers experienced by employees and provide insights for future improvements.
- d. Managing Resistance to Change: Conduct educational sessions explaining the benefits of using technology for career development and performance improvement to help reduce resistance. Additionally, the company can offer rewards or incentives to employees who actively use the technology, encouraging motivation and setting positive examples among peers.



4.2.3 Equality in Performance Appraisal

PT. Kotamas Makmur National Agency employs a Key Performance Indicator (KPI) system to ensure performance evaluations that are objective, structured, and transparent. Through this system, each employee is assessed by their supervisor based on their performance achievements over the past year and the extent to which they meet job expectations as outlined in their job description. This approach aligns with the principles of equity in performance appraisal, which include procedural, distributive, and interactive justice, as described by Hartmann & Slapničar (2012). By using KPI, PT. Kotamas seeks to guarantee a fair and acceptable evaluation process for all employees. The system also provides employees with the opportunity to identify areas for improvement, allowing them to enhance their performance in the future. This reflects the principles of justice outlined by Selvarajan et al. (2018) and Nair & Salleh (2015), as well as a holistic approach to performance evaluation to promote productivity and employee development (Abdelwahed & Doghan, 2023; Na-Nan et al., 2020a).

However, interviews reveal a gap between theory and practice in the implementation of KPI at PT. Kotamas. While theory emphasizes the importance of procedural justice, the evaluation process at PT. Kotamas tends to focus more on final outcomes rather than an in-depth analysis of the processes underlying those achievements. This indicates that procedural justice principles have not been fully implemented to ensure that employees feel valued based on their efforts and work processes. Overreliance on final outcomes may also create a perception of unfairness, especially if those outcomes are influenced by external factors beyond the employee's control.

To address these challenges, PT. Kotamas can utilize data analytics from supporting technologies such as a Learning Management System (LMS). This technology can help the company enhance transparency, accuracy, and insights into employees' work patterns, rather than solely focusing on final outcomes. As a result, performance evaluations can better reflect individual contributions as a whole, which aligns with the principles of distributive justice. However, it is essential to critically assess how effectively this technology can be implemented, as its success depends on optimal system integration and the company's capacity to analyze data holistically.

Furthermore, although PT. Kotamas has implemented communication sessions between managers and employees regarding KPI results, it is necessary to evaluate whether these sessions are



sufficiently in-depth to ensure the fulfillment of interactive justice principles. If communication is merely one-sided or limited to explaining results without allowing employees to provide feedback, interactive justice has not been fully achieved. Therefore, communication sessions need to be designed to be more participatory so that employees feel valued and have opportunities to express their perspectives.

These measures must be continuously monitored to ensure that the implementation of the KPI system aligns with the principles of justice. Researchers must critically examine whether PT. Kotamas has consistently applied these principles across all organizational levels or if potential biases still exist in daily practices. With a more comprehensive approach, PT. Kotamas can not only uphold equity in performance evaluation but also create an environment that supports sustainable employee development in accordance with the theories underlying this evaluation system.

4.2.4 Technology-Based Employee Training and Development

PT. Kotamas Makmur National Agency conducts regular employee training at least once a month, covering topics such as technical skills like Excel and product knowledge. These training sessions are designed to meet the specific needs of individuals or divisions, demonstrating a responsive approach to employee development. The company has also implemented a Learning Management System (LMS) to support the training process, providing a more organized structure. This approach aligns with theories emphasizing the importance of structured learning systems within organizations, which highlight the efficiency and effectiveness of LMS in managing training programs. However, while LMS has been implemented, the evaluation of its effectiveness in delivering personalized training materials and achieving desired outcomes remains limited.

Despite this progress, advanced technologies such as AI-based e-learning have not yet been fully adopted by PT. Kotamas. These technologies hold significant potential to create adaptive and flexible learning environments. AI-based systems enable the personalization of training materials, flexibility in learning time and location, and self-managed learning by employees, as described by Vardarlier (2020) and Al-Alawi et al. (2022). However, PT. Kotamas has yet to fully integrate these technologies, creating a gap between technological potential and its application in the company. Theories suggest that the use of LMS integrated with AI can support the era of digital transformation by creating a more



modern and relevant training process (Fitriah et al., 2023). However, the application of this theory at PT. Kotamas has not yet reached its optimal stage.

This gap is evident in the fact that, while the company has adopted LMS to provide structure to training programs, it has not fully utilized AI's capabilities in personalizing training and analyzing data to improve training effectiveness. PT. Kotamas can address this issue by integrating AI-based training systems that enable real-time monitoring of employee progress and data analysis to identify further training needs. By leveraging this technology, PT. Kotamas can not only support individual employee development but also enhance overall company performance.

The implementation of AI-based systems can help create a more engaging, efficient, and adaptive learning experience, aligned with the changing needs of the organization while closing the gap between existing theories and practices. This step would bring PT. Kotamas closer to its vision of creating a more dynamic learning environment, in line with the demands of the ever-evolving digital transformation era.

4.2.5 Recruitment Process and Anti-Discrimination Policy

PT. Kotamas Makmur National Agency has implemented a competency-based recruitment policy through a blind recruitment system and data-driven evaluation to ensure an inclusive and fair selection process. In this system, personal information such as name, age, gender, and educational background is removed from the initial selection process. This aims to reduce biases often present in traditional recruitment methods and allows the company to focus entirely on the competencies and skills of applicants relevant to the job. This approach aligns with theories proposed by Beattie & Johnson (2011), Vivek (2018), and Foley & Williamson (2018), which suggest that blind recruitment is an effective solution for addressing biases and enhancing inclusivity in the recruitment process.

However, while PT. Kotamas has adopted blind recruitment, the evaluation of how effectively this system reduces biases and enhances diversity remains limited. The implementation of the blind recruitment system could be further optimized with a more holistic approach, including long-term measurement of its impact on diversity and inclusivity within the company. Although theory supports the notion that this approach can reduce bias, its application at PT. Kotamas has not been systematically



monitored to assess whether the selection process truly operates without bias and achieves the desired level of diversity.

This policy also supports the principle of diversity by providing equal opportunities for all candidates, regardless of gender, age, or background, which is increasingly relevant in the digitalization era. However, a gap arises when applied to PT. Kotamas's organizational culture, which may not fully embrace the blind recruitment system. For instance, some recruitment teams may still be accustomed to traditional selection methods that consider applicants' personal information. In this regard, the company needs to assess how resistance to this change impacts the policy's effectiveness and ensure that training for managers and recruitment teams is prioritized.

Through this competency-based recruitment policy, PT. Kotamas demonstrates its commitment to creating an inclusive and fair work environment. However, it is crucial to integrate a deeper evaluation of this policy's impact on day-to-day practices and the extent to which inclusive recruitment practices have been consistently implemented. This step will strengthen the alignment between the theory of diversity in recruitment and its application at PT. Kotamas, ultimately fostering a fairer, more transparent environment that supports the development of a diverse workforce.

4.2.6 Transparency in Salary and Compensation Management

PT. Kotamas Makmur National Agency has established a clear salary range based on job levels, seniority, and education. This policy aims to ensure equity among employees by utilizing objective criteria. While this system has been effective in maintaining transparency manually, it has yet to fully leverage technology to enhance efficiency and accuracy.

According to the theory of Compensation Equity and Salary Management Technology proposed by Martiany (2012), utilizing technologies such as the Human Resources Information System (HRIS) is essential in ensuring transparency and fairness in salary management. In the context of PT. Kotamas, although the company has a system that ensures transparency manually, the implementation of HRIS in salary management processes remains limited. The existing manual processes pose risks of errors and delays, which could undermine employee trust if not addressed promptly. A more in-depth evaluation of how HRIS can be integrated into the company is necessary to identify gaps between theory and practice.



With HRIS, the company can automate the calculation of salaries, allowances, deductions, and bonuses, resulting in more accurate data that is easily accessible to employees. However, while PT. Kotamas has implemented a reasonably transparent system, the full utilization of HRIS has not been optimally realized. Greater use of HRIS could improve efficiency in payroll calculations and distribution. This highlights a gap between the theoretical benefits of technology in salary management and the current practices, which still rely heavily on manual procedures.

In addition to improving efficiency, implementing HRIS can enhance employee trust in the company. As explained by Wijaya et al. (2023), transparency in managing salaries and compensation positively impacts employee trust and job satisfaction. However, the challenge lies in the fact that HRIS implementation has not yet fully addressed real-time wage gap issues or provided deeper data analysis to identify potential inequality. Further application of this technology could offer more comprehensive insights, reduce human errors, and provide more transparent and easily accessible reports for employees and managers.

Although PT. Kotamas is currently striving to create equity in salary management, the integration of more advanced technology still needs to be strengthened. HRIS not only enhances transparency but also enables more strategic and responsive compensation management aligned with the company's evolving needs. Therefore, adopting more sophisticated technology and data-driven analytics in salary management could be a significant step toward improving efficiency, fairness, and employee trust in the company's compensation system.

4.2.7 Equality Monitoring and Evaluation

PT. Kotamas Makmur National Agency ensures the implementation of equality and non-discrimination policies through Town Hall meetings held every three months. In these forums, employees are educated on company policies, government regulations, and the reinforcement of the company's commitment to equality values. This approach reflects the company's efforts to maintain consistency in applying equality principles, as emphasized by Ilham & Velianto (2022), who stress the importance of policy evaluation for achieving optimal results.

However, while Town Hall meetings provide education and reinforce commitment to equality, a more systematic evaluation of the policy's implementation across all operational levels of PT. Kotamas



has yet to be fully conducted. The periodic nature of these meetings may not be sufficient to assess the long-term impact of equality policies. For instance, while there may be awareness of the policy, the lack of structured feedback or integrated data on the policy's effectiveness can hinder the identification of areas needing improvement. Therefore, a deeper evaluation is needed to determine the extent to which these changes have been accepted and internalized within PT. Kotamas' work culture.

In addition to manual meetings, PT. Kotamas could integrate digital technologies, such as a Human Resource Information System (HRIS) or Learning Management System (LMS), to support a more inclusive and sustainable evaluation of its policies. These technologies enable real-time monitoring of policy implementation, provide rapid feedback, and support personalized and efficient employee training, as outlined by Kurniawan & Aruan (2021). However, despite the significant potential of these technologies, their application within PT. Kotamas remains limited. Researchers should explore the extent to which these technologies have been adopted and utilized to their fullest potential in evaluating equality policies, as well as any challenges the company may face during implementation.

This approach not only provides deeper insights into the effectiveness of equality strategies, as suggested by Ari et al. (2022), but also helps identify areas requiring improvement. However, the current use of evaluation technology may not yet be able to deliver a more in-depth and sustainable analysis of the policy's impact on employee welfare and career development across the organization. By incorporating digital elements into manual methods like Town Hall meetings, the company can enhance accessibility, transparency, and efficiency in ensuring that every employee has equal opportunities to grow in alignment with the ever-changing demands of the workplace. However, to achieve more optimal results, PT. Kotamas must deepen its evaluation of the policy's impact using a combination of technology and stronger data analytics.

Through a combination of manual methods and digital technology, PT. Kotamas can ensure that equality policies are implemented consistently, effectively, and sustainably. Nonetheless, a more holistic and data-driven evaluation is essential to create an inclusive work environment that supports the optimal growth of all employees while ensuring that the implementation of equality policies aligns with the desired objectives.



V. CONCLUSION

Based on the research and discussion conducted by the author at PT. Kotamas Makmur National Agency, it can be concluded that the implementation of equality and non-discrimination principles in the company's human resource management has successfully fostered a more inclusive and productive work environment. Policies such as the utilization of Human Resource Information Systems (HRIS) and performance assessment systems based on Key Performance Indicators (KPI) have promoted transparency and fairness in managing human resources, including recruitment, promotion, career development, and compensation.

This research highlights that implementing equality and non-discrimination principles enhances employee satisfaction and retention, which in turn boosts productivity and creativity within the workplace. Furthermore, the company's commitment to diversity and inclusion has contributed to creating a harmonious and collaborative work environment that supports its long-term sustainability.

Potential avenues for further research include comparing similar businesses in the kitchenware and household industries, evaluating the long-term effects of equality policies on performance and retention, and investigating the potential of cutting-edge technology like artificial intelligence to lessen HR prejudices. At all organizational levels, involving additional stakeholders can provide deeper insights into the success of equality programs. It is also advised to combine quantitative and qualitative approaches in order to bolster results and offer a thorough perspective on how technology integration promotes workplace equality. This will guarantee a more thorough comprehension of the efficacy of policies as well as their actual application across industries.

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