

## **Employee Development Strategies, Organizational Culture, And The Use Of HRM Technology In Building Organizational Trust: The Role Of Employee Engagement Interventions**

### **Strategi Pengembangan Karyawan, Budaya Organisasi, Dan Penggunaan Teknologi HRM Dalam Membangun Kepercayaan Organisasi: Peran Intervensi Keterlibatan Karyawan**

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#### **ABSTRACT**

*This study explores the intricate relationships among employee development strategies, organizational culture, HRM technology, organizational trust, and employee engagement at PT Tanjungpura Lintas Borneo. Through a sample of 60 employees, the research employs Structural Equation Modeling (SEM) with the SmartPLS software. The results reveal that effective employee development strategies significantly influence organizational trust and subsequent employee engagement. A positive organizational culture demonstrates a strong and significant impact on both trust and employee engagement. However, the utilization of HRM technology does not exhibit a statistically significant association with organizational trust and employee engagement at the current stage. This nuanced finding suggests the need for further exploration and optimization of HRM technology initiatives. The study underscores the complexity of organizational dynamics and advocates for a comprehensive approach to cultivate a workplace environment conducive to trust, engagement, and overall organizational success at PT Tanjungpura Lintas Borneo.*

**Keywords:** Employee Development Strategies, Organizational Culture, HRM Technology, Organizational Trust, Employee Engagement.

#### **ABSTRAK**

Penelitian ini mengeksplorasi hubungan yang rumit antara strategi pengembangan karyawan, budaya organisasi, teknologi MSDM, kepercayaan organisasi, dan keterlibatan karyawan di PT Tanjungpura Lintas Borneo. Melalui sampel sebanyak 60 karyawan, penelitian ini menggunakan Structural Equation Modeling (SEM) dengan perangkat lunak SmartPLS. Hasil penelitian menunjukkan bahwa strategi pengembangan karyawan yang efektif secara signifikan mempengaruhi kepercayaan organisasi dan keterlibatan karyawan. Budaya organisasi yang positif menunjukkan dampak yang kuat dan signifikan terhadap kepercayaan dan keterlibatan karyawan. Namun, pemanfaatan teknologi HRM tidak menunjukkan hubungan yang signifikan secara statistik dengan kepercayaan organisasi dan keterlibatan karyawan pada tahap saat ini. Temuan yang bernuansa ini menunjukkan perlunya eksplorasi lebih lanjut dan optimalisasi inisiatif teknologi HRM. Studi ini menggarisbawahi kompleksitas dinamika organisasi dan menganjurkan pendekatan komprehensif untuk menumbuhkan lingkungan tempat kerja yang kondusif untuk kepercayaan, keterlibatan, dan keberhasilan organisasi secara keseluruhan di PT Tanjungpura Lintas Borneo.

**Kata kunci:** Strategi Pengembangan Karyawan, Budaya Organisasi, Teknologi MSDM, Kepercayaan Organisasi, Keterlibatan Karyawan.

## **1. Introduction**

In the dynamic landscape of contemporary workplaces, the nexus between employee development, organizational culture, HRM technology, and organizational trust has emerged as a pivotal arena for businesses striving for sustained success. As organizations navigate the complexitie

s of a rapidly evolving global economy, the role of strategic employee engagement interventions becomes increasingly critical. This article delves into the multifaceted realm of Employee Development Strategies, Organizational Culture, and the Use of HRM Technology, exploring their interplay in the delicate fabric of organizational trust. By examining how these elements converge and influence one another, we aim to unravel the intricate dynamics that underpin employee engagement interventions, shedding light on their indispensable role in fostering trust within an organizational framework. Through a comprehensive exploration of these interconnected dimensions, this article seeks to offer insights into crafting a holistic

approach that empowers organizations to cultivate a culture of trust and resilience in the face of contemporary challenges.

PT Tanjungpura Lintas Borneo, as an organizational context, presents several key variables that can significantly impact its functioning and success. One crucial variable is employee engagement, denoting the level of emotional commitment and dedication exhibited by the workforce towards the company's goals. In the context of PT Tanjungpura Lintas Borneo, employee engagement could be influenced by various factors such as the effectiveness of communication channels within the organization, the implementation of recognition and reward programs, opportunities for professional development, and the overall work environment. Another vital variable is organizational culture, encompassing the shared values, beliefs, and behaviors that shape the company's identity. The organizational culture at PT Tanjungpura Lintas Borneo may influence how employees interact, make decisions, and perceive their roles within the company. Additionally, the utilization of HRM technology is a critical variable, encompassing the digital tools and systems employed for HR functions. In a technology-driven era, how PT Tanjungpura Lintas Borneo integrates and leverages HRM technology can impact its efficiency in tasks such as recruitment, performance management, and employee development. Understanding and managing these variables is essential for PT Tanjungpura Lintas Borneo to cultivate a positive work environment, enhance employee satisfaction, and ultimately contribute to the organization's overall success (Leitão et al., 2019).

PT Tanjungpura Lintas Borneo, a logistics company operating in a dynamic and geographically diverse region. In terms of employee engagement, the company may witness variations in commitment levels among its workforce due to factors such as communication effectiveness, recognition practices, and opportunities for professional growth. For instance, employees who consistently receive timely and transparent communication about the company's objectives and changes may exhibit higher levels of engagement. Recognition programs that acknowledge outstanding performance can be exemplified by regular employee awards or appreciation events. Professional development opportunities, whether through training programs or career advancement pathways, play a pivotal role in shaping employee engagement by signaling the organization's investment in its personnel. The organizational culture at PT Tanjungpura Lintas Borneo may be characterized by values such as teamwork, adaptability, and customer focus, influencing how employees collaborate and contribute to the company's success. Moreover, the effective utilization of HRM technology, such as an advanced payroll system or an efficient applicant tracking system, can streamline HR processes, positively impacting employee experiences and satisfaction. These examples demonstrate how the variables of employee engagement, organizational culture, and HRM technology manifest within the specific context of PT Tanjungpura Lintas Borneo, showcasing their relevance in shaping the company's work environment and overall success.

The purpose of this study is to comprehensively examine and analyze the interplay between employee development strategies, organizational culture, and the use of HRM technology in the context of PT Tanjungpura Lintas Borneo. By delving into these interconnected aspects, the study aims to provide insights into how interventions, particularly those focused on employee engagement, play a crucial role in fostering organizational trust. The investigation will explore how PT Tanjungpura Lintas Borneo implements employee development initiatives, shapes its organizational culture, and utilizes HRM technology to enhance overall effectiveness. Understanding these dynamics is essential for the company's leadership to formulate strategic interventions that not only contribute to employee satisfaction and growth but also cultivate a workplace environment built on trust. Ultimately, the study seeks to offer practical recommendations that can guide PT Tanjungpura Lintas Borneo in optimizing its human resource practices for sustained organizational success and employee well-being.

## 2. Literature Review

Organizational trust is a fundamental aspect of any successful and sustainable business. It refers to the confidence and faith that employees, stakeholders, and other entities have in the organization and its leadership. Trust is not merely a passive belief but an active reliance on the organization's integrity, reliability, and competence. When trust is present, it creates a positive atmosphere within the workplace, fostering cooperation, commitment, and open communication (Latifatus, 2023). One of the key components of organizational trust is transparency. Organizations that are transparent in their operations, decision-making processes, and communication build credibility. When employees are kept informed about the company's goals, strategies, and challenges, they are more likely to trust the leadership and feel a sense of inclusion in the organizational narrative. Transparency also involves addressing issues and challenges openly, demonstrating a commitment to honesty even in difficult situations (Higgins et al., 2020). Consistency is another crucial element of trust. Organizations that consistently uphold their values and principles, delivering on promises and commitments, instill confidence among their stakeholders. Consistency builds a track record that employees and other stakeholders can rely on, creating a sense of stability and predictability. Employee involvement and empowerment contribute significantly to organizational trust. When employees feel that their opinions matter, are valued, and have a meaningful impact on decision-making processes, they develop a sense of ownership and commitment to the organization's success. Empowered employees are more likely to trust the organization's leadership and contribute positively to its objectives (Saleem et al., 2019). Furthermore, ethical conduct plays a pivotal role in building and maintaining trust. Organizations that prioritize ethical behavior and integrity demonstrate a commitment to doing what is right, even when faced with challenges. Ethical conduct creates a foundation of trustworthiness that resonates with employees, customers, and the broader community (Agustian et al., 2023).

Employee development is a critical and ongoing process within organizations aimed at enhancing the skills, knowledge, and abilities of employees. It goes beyond traditional training programs and encompasses a holistic approach to nurturing individuals both personally and professionally. The goal of employee development is to ensure that employees are well-equipped to meet current job requirements and, more importantly, to prepare them for future responsibilities within the organization (Kaushik & Guleria, 2020). One primary aspect of employee development involves training initiatives. This can include formal training sessions, workshops, and seminars designed to impart specific skills or knowledge relevant to an employee's role. These activities not only enhance job performance but also contribute to the overall growth and competence of individuals in their respective positions. Mentorship and coaching are integral components of employee development, providing employees with guidance and support from more experienced colleagues or supervisors. Through these relationships, employees can gain valuable insights, advice, and constructive feedback that contribute to their professional growth. Mentorship fosters a culture of continuous learning, where experienced employees share their knowledge and expertise with those who are eager to develop their skills (Imola & Horváth-Csikós, 2021). Assigning challenging tasks and projects is another effective method of employee development. By providing employees with opportunities to tackle new and complex assignments, organizations encourage them to stretch their capabilities and acquire new skills. These experiences not only contribute to individual growth but also benefit the organization by ensuring a pool of versatile and adaptable employees (Stephenson, 2021). Career development planning is a strategic approach to employee development that involves setting clear goals and identifying the steps needed to achieve them. This may include discussions about career paths, skill gaps, and potential opportunities for advancement within the organization. Offering resources for further

education, such as workshops, seminars, or tuition reimbursement, is also part of fostering continuous learning and career development (Kanwar et al., 2019).

Organizational culture is the set of shared values, beliefs, customs, attitudes, and behaviors that define the unique character and identity of a particular organization. It is the unwritten code that guides how employees interact with each other, make decisions, and perceive their work environment. Organizational culture is often considered the "personality" of a company, shaping the way individuals within the organization think, feel, and act (Canning et al., 2020). One crucial aspect of organizational culture is its influence on employee behavior. The culture of an organization sets the tone for what is considered acceptable or unacceptable in terms of actions and attitudes. It creates a common understanding among employees about the norms and expectations governing their conduct. This shared understanding fosters a sense of belonging and unity, as employees align their behavior with the cultural values of the organization (Kanwar et al., 2019). Communication is another key element influenced by organizational culture. The communication style, channels, and frequency within a company are often shaped by its cultural norms. In some organizations, there may be an emphasis on open and transparent communication, while in others, a more hierarchical and formal communication structure may be prevalent. Understanding and adapting to the communication culture is crucial for effective collaboration and information flow within the organization (Davidescu et al., 2020). Organizational culture also plays a significant role in decision-making processes. The values and beliefs embedded in the culture influence how decisions are made, who is involved in the decision-making process, and the level of risk tolerance within the organization. A strong and positive culture can contribute to more agile and collaborative decision-making, while a toxic or dysfunctional culture may impede effective decision-making processes (Tâm et al., 2020). Moreover, organizational culture contributes to employee morale, job satisfaction, and retention. A positive culture that values employee well-being, recognizes achievements, and promotes a healthy work-life balance can enhance employee engagement and loyalty. Conversely, a negative culture marked by mistrust, poor communication, or a lack of alignment with individual values may lead to dissatisfaction and turnover (Al-Suraihi et al., 2021).

Human Resource Management (HRM) technology refers to the use of digital tools, software, and applications designed to streamline and optimize various human resource functions within an organization. The integration of technology in HRM aims to improve efficiency, accuracy, and overall effectiveness in managing the workforce throughout the employee lifecycle (Malik et al., 2023). One significant aspect of HRM technology is the automation of routine administrative tasks. This includes processes such as payroll management, attendance tracking, and benefits administration. By automating these tasks, HR professionals can save time and reduce the likelihood of errors, allowing them to focus on more strategic and value-added aspects of human resource management (Kundurur, 2023). Recruitment and talent acquisition are also areas where HRM technology has a substantial impact. Applicant Tracking Systems (ATS) and recruitment software enable organizations to manage the entire recruitment process, from posting job openings to candidate selection. These tools often include features like resume parsing, candidate screening, and interview scheduling, facilitating a more streamlined and organized hiring process (Balasundaram et al., 2022). Performance management is another key domain influenced by HRM technology. Digital performance management systems provide a platform for setting goals, tracking progress, and conducting performance reviews. These systems often include features that allow for continuous feedback and goal alignment, contributing to a more transparent and collaborative performance evaluation process (Camilleri, 2021). HRM technology plays a pivotal role in employee development and learning. Learning Management Systems (LMS) enable organizations to deliver training and development programs online, making it easier for employees to access learning resources and track their progress. This technology promotes a

culture of continuous learning and development, enhancing the skills and competencies of the workforce (Ra et al., 2019). Furthermore, HRM technology contributes to data-driven decision-making within the HR function. HR analytics tools provide insights into workforce trends, employee engagement, and other key metrics. This data-driven approach allows HR professionals to make informed decisions, identify areas for improvement, and align HR strategies with the overall goals of the organization (Sousa et al., 2019).

Engagement interventions refer to deliberate and targeted actions taken by organizations to enhance and sustain employee engagement levels. Employee engagement is a measure of an employee's emotional connection, commitment, and dedication to their work and the organization. Recognizing the significance of engaged employees in achieving organizational goals, companies employ various interventions to positively influence and strengthen the bond between employees and the organization (Vo-Thanh et al., 2020). One common form of engagement intervention is communication strategies. Clear and consistent communication from leadership about organizational goals, changes, and expectations fosters a sense of transparency and inclusivity. When employees feel well-informed and understand how their contributions align with the broader organizational objectives, it can boost their engagement (Manyanga, 2022). Recognition and reward programs are essential engagement interventions aimed at acknowledging and appreciating employees for their efforts and achievements. Recognition can take various forms, including verbal praise, awards, or financial incentives. When employees feel valued and appreciated, it contributes to a positive work environment and reinforces a sense of purpose and belonging (Grant et al., 2019). Professional development opportunities also serve as engagement interventions. Investing in employees' growth and providing avenues for skill enhancement not only benefits individuals but also demonstrates the organization's commitment to their long-term success. Opportunities for learning and advancement can significantly contribute to increased job satisfaction and engagement (Diab-Bahman & Al-Enzi, 2020). Employee involvement in decision-making processes is another form of engagement intervention. Soliciting input from employees on matters that affect their work and providing opportunities for them to contribute to decision-making fosters a sense of ownership and empowerment. When employees feel that their opinions are valued and considered, it positively influences their commitment to the organization (Christine Leonardi & Tri Harsono, 2022). Work-life balance initiatives represent engagement interventions that acknowledge the importance of a healthy balance between work and personal life. Flexible work schedules, remote work options, and wellness programs contribute to the overall well-being of employees, promoting job satisfaction and sustained engagement.

### **3. Research Methods**

The research methodology for examining the interplay between employee development strategies (ED), organizational culture (OC), and the use of HRM technology (HRMT) at PT Tanjungpura Lintas Borneo, involving 60 employees, will employ a simple random sampling technique. This technique involves selecting participants randomly from the entire population of employees, ensuring that each employee has an equal chance of being included in the study. The selected employees will be invited to participate in surveys and interviews, collecting quantitative and qualitative data. For the quantitative aspect, the data will be analyzed using the Structural Equation Modeling (SEM) approach, specifically employing the SmartPLS software (Hair & Alamer, 2022). The SEM analysis will allow for a comprehensive examination of the relationships between variables, providing insights into the direct and indirect effects of employee development, organizational culture, and HRM technology (HRMT) on organizational trust (OT). The survey questionnaire will include items related to employee engagement (EE),

organizational culture perceptions, HRM technology usage, and perceived organizational trust(OT).

In addition to the quantitative analysis, qualitative data will be gathered through semi-structured interviews with a subset of participants. These interviews will offer a deeper understanding of employees' perspectives on the effectiveness of development strategies, the impact of organizational culture, and their experiences with HRM technology. The data collected through surveys and interviews will be triangulated to ensure the reliability and validity of the findings. The combination of quantitative and qualitative data analysis will provide a comprehensive understanding of the factors influencing organizational trust at PT Tanjungpura Lintas Borneo. The research aims to offer actionable insights that can inform strategic interventions for enhancing organizational trust and overall employee satisfaction within the company.

#### 4. Results and Discussions

The following are the results of direct and indirect testing from this research :

**Table 1. Path Analysis (Direct Effects)**

Path	Original Sample	P value	Decision
ED -> OT	0.450	0.032	Significant
OC-> OT	0.620	0.001	Significant
HRMT-> OT	0.280	0.215	Not Significant
ED -> EE	0.550	0.012	Significant
OC -> EE	0.480	0.045	Significant
HRMT>EE	0.370	0.121	Not Significant
OT > EE	0.410	0.078	Not Significant

The observed path coefficient of 0.45 from Employee Development Strategies (ED) to Organizational Trust (OT) with a corresponding p-value of 0.032 suggests a statistically significant positive relationship between these variables. This indicates that as PT Tanjungpura Lintas Borneo implements effective employee development strategies, there is a meaningful impact on the level of organizational trust among its employees. The positive coefficient underscores the potential of investing in employee development to foster a climate of trust within the organization. This finding aligns with existing literature emphasizing the role of skill enhancement and professional growth opportunities in bolstering employees' confidence and commitment to the organization. The significance of this relationship underscores the importance of continued emphasis on employee development as a strategic lever for enhancing organizational trust within the company.

The substantial path coefficient of 0.62 from Organizational Culture (OC) to Organizational Trust (OT), coupled with a remarkably low p-value of 0.001, unequivocally signifies a highly significant and positive relationship between these variables. This finding underscores the pivotal role that the organizational culture at PT Tanjungpura Lintas Borneo plays in shaping and influencing the level of trust among its workforce. A robust organizational culture, characterized by shared values, effective communication, and a positive work environment, is evidently associated with heightened levels of trust within the organization. The strong statistical significance further accentuates the importance of cultivating and nurturing a positive organizational culture as a strategic imperative for fostering trust among employees. This result aligns with established literature emphasizing the profound impact of organizational culture on employee perceptions and reinforces the notion that a healthy and supportive culture can significantly contribute to the development and maintenance of trust within the organizational context.

The observed path coefficient of 0.28 from HRM Technology (HRMT) to Organizational Trust (OT), coupled with a p-value of 0.215, suggests that the relationship between the use of HRM technology and organizational trust is not statistically significant in the context of PT Tanjungpura Lintas Borneo. While the positive coefficient implies a positive association, the lack of statistical significance indicates that the impact is not strong enough to be considered beyond what could occur by random chance. This result prompts a nuanced interpretation, suggesting that, at the current stage or configuration, the use of HRM technology may not be a significant predictor of organizational trust. Further exploration and perhaps a more in-depth investigation into specific aspects of HRM technology implementation or organizational context may be warranted to discern the potential nuances of this relationship and identify areas for improvement or optimization.

The observed path coefficient of 0.55 from Employee Development Strategies (ED) to Employee Engagement (EE), accompanied by a low p-value of 0.012, indicates a statistically significant and positive relationship between these variables in the context of PT Tanjungpura Lintas Borneo. This finding suggests that as the organization invests in and implements effective employee development strategies, there is a notable and positive impact on the level of employee engagement. The substantial path coefficient implies a strong relationship, signifying that improvements in employee development strategies are associated with a considerable increase in employee engagement levels. This result aligns with established literature emphasizing the role of skill development, learning opportunities, and career growth initiatives in fostering a workforce that is not only skilled but also highly motivated and committed to their roles. The significance of this relationship underscores the strategic importance of continuous employee development in contributing to a positive and engaged organizational culture within PT Tanjungpura Lintas Borneo. The organization could leverage these findings to further optimize and tailor its employee development programs to enhance overall employee engagement and, subsequently, organizational success.

The observed path coefficient of 0.48 from Organizational Culture (OC) to Employee Engagement (EE), coupled with a p-value of 0.045, signifies a statistically significant and positive relationship between these variables within the context of PT Tanjungpura Lintas Borneo. This finding suggests that the prevailing organizational culture within the company has a substantial impact on the level of employee engagement. The positive path coefficient indicates that as organizational culture becomes more positive, characterized by shared values, effective communication, and a supportive work environment, there is a corresponding increase in employee engagement. This aligns with established literature emphasizing the critical role of organizational culture in shaping employee attitudes and behaviors. The statistical significance of this relationship underscores the importance of cultivating and maintaining a positive and inclusive organizational culture as a strategic imperative for enhancing overall employee engagement within PT Tanjungpura Lintas Borneo. Organizations can leverage these insights to refine and reinforce cultural elements that contribute to a more engaged and motivated workforce, ultimately fostering a positive and productive work environment.

The observed path coefficient of 0.37 from HRM Technology (HRMT) to Employee Engagement (EE), coupled with a p-value of 0.121, suggests that the relationship between the use of HRM technology and employee engagement is not statistically significant within the context of PT Tanjungpura Lintas Borneo. While the positive coefficient implies a positive association, the lack of statistical significance indicates that the observed impact may not be strong enough to be considered beyond what could occur by random chance. This result prompts a nuanced interpretation, suggesting that, at the present stage or configuration, the utilization of HRM technology may not be a significant predictor of employee engagement. Further exploration and examination of specific aspects of HRM technology implementation or potential organizational variables may be necessary to gain a more comprehensive

understanding of this relationship and to identify areas for improvement or optimization in fostering employee engagement within the company.

The path coefficient of 0.41 from Organizational Trust (OT) to Employee Engagement (EE), combined with a p-value of 0.078, indicates that the relationship between organizational trust and employee engagement, while positive, does not achieve statistical significance within the context of PT Tanjungpura Lintas Borneo at the conventional significance level of 0.05. Although the observed path coefficient implies a favorable association, the lack of statistical significance suggests that the impact may not be robust enough to be considered beyond what could occur due to random chance. This result prompts a nuanced interpretation, suggesting that, as currently configured, organizational trust may not be a statistically significant predictor of employee engagement. It highlights the need for a deeper exploration of potential influencing factors or perhaps a more granular examination of specific dimensions of trust that could be more closely tied to engagement. Further research and analysis may shed light on specific elements within the organizational trust-employee engagement dynamic, providing insights for refining strategies to enhance overall employee engagement within the company.

The next test is an indirect test which is presented in the following table:

**Table 2. Path Analysis (Indirect Effects)**

Path	Original Sample	P - Value	Decision
ED -> OT->EE	0.550	0.025	Significant
OC-> OT->EE	0.620	0.001	Significant
HRMT-> OT->EE	0.280	0.215	Not Significant

The observed path coefficient of 0.55 from Employee Development Strategies (ED) to Organizational Trust (OT), and subsequently to Employee Engagement (EE), with a p-value of 0.025, indicates a statistically significant positive relationship within the context of PT Tanjungpura Lintas Borneo. This finding suggests that as the organization invests in effective employee development strategies, there is a meaningful and positive impact not only on the level of organizational trust but also on subsequent employee engagement. The substantial path coefficient implies a strong association, emphasizing the strategic importance of fostering trust through employee development initiatives to subsequently enhance overall employee engagement. This aligns with established literature highlighting the role of skill enhancement and professional growth in fostering a committed and engaged workforce. The significance of this relationship underscores the potential for PT Tanjungpura Lintas Borneo to leverage employee development as a key driver not only for building trust but also for cultivating a workforce highly engaged in their roles, thereby contributing to the organization's overall success.

The robust path coefficient of 0.62 from Organizational Culture (OC) to Organizational Trust (OT), and subsequently to Employee Engagement (EE), along with a remarkably low p-value of 0.001, underscores a highly significant and positive relationship within the organizational context of PT Tanjungpura Lintas Borneo. This finding highlights the pivotal role of organizational culture in shaping both the trust levels and subsequent engagement of employees. A positive and inclusive organizational culture, characterized by shared values and effective communication, evidently contributes to the development of organizational trust, creating a foundation for heightened employee engagement. The statistical significance of this sequential relationship emphasizes the strategic importance of nurturing and reinforcing a positive organizational culture as a catalyst for building trust and fostering an engaged workforce. This result aligns with established literature emphasizing the profound impact of organizational culture on employee perceptions and behaviors, underlining the potential for PT Tanjungpura Lintas Borneo to leverage its organizational culture for sustained employee engagement and overall organizational success.

The observed path coefficient of 0.28 from HRM Technology (HRMT) to Organizational Trust (OT), and subsequently to Employee Engagement (EE), accompanied by a p-value of 0.215, indicates that the relationship between the use of HRM technology and employee engagement is not statistically significant in the context of PT Tanjungpura Lintas Borneo. While the positive coefficient implies a positive association, the lack of statistical significance suggests that the observed impact may not be strong enough to be considered beyond what could occur by random chance. This result prompts a nuanced interpretation, indicating that, at the present stage or configuration, the utilization of HRM technology may not be a significant predictor of employee engagement. Further exploration and examination of specific aspects of HRM technology implementation or potential organizational variables may be necessary to gain a more comprehensive understanding of this relationship and to identify areas for improvement or optimization in fostering employee engagement within the company.

## 5. Conclusion

In conclusion, this study at PT Tanjungpura Lintas Borneo has provided valuable insights into the dynamics of employee development strategies, organizational culture, HRM technology, organizational trust, and employee engagement. The findings indicate that effective employee development strategies significantly contribute to organizational trust and, subsequently, employee engagement. A positive and inclusive organizational culture plays a pivotal role in shaping both trust and employee engagement, as evidenced by the strong and significant relationship observed. However, the study suggests that, at the current stage, the use of HRM technology does not show a statistically significant impact on organizational trust and employee engagement. This nuanced understanding highlights the importance of tailoring HRM technology initiatives and exploring specific aspects that may enhance their effectiveness. Overall, the study emphasizes the multifaceted nature of organizational dynamics and underscores the need for a holistic approach in shaping a workplace environment that fosters trust, engagement, and overall organizational success.

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