

Increasing the Effectiveness and Customer Satisfaction of General Affairs Through the Implementation of Digital Transformation; Case Study : Indobara Smart Services at PT Borneo Indobara

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ABSTRACT

Manual processes in General Affairs (GA) at PT Borneo Indobara had long been a source of inefficiency, delays, and user dissatisfaction. As the company's operations expanded, the need for digital transformation became urgent to ensure faster, more accurate, and transparent internal services. This study aims to analyze the effectiveness of digital transformation through the implementation of Indobara Smart Services (ISS) in improving GA's operational performance and employee satisfaction. Using a mixed-method approach, the research collected primary data via interviews, surveys, and observations, supported by internal documentation. The system automates key GA services such as fuel and unit management, visitor and meal coordination, leave recording, and internal reporting (GA Care). Results show significant improvements in service speed, data transparency, and user engagement, with an average satisfaction score of 4.26 out of 5. Employees reported enhanced communication, real-time request tracking, and faster approvals. The findings demonstrate that ISS not only streamlines workflows but also supports broader sustainability and digital transformation goals. This research provides actionable insights for organizations in resource-intensive industries aiming to modernize internal support functions for greater agility and user satisfaction.

Keywords: Digital transformation, General Affairs, effectiveness, customer satisfaction, Indobara Smart Services, PT Borneo Indobara.

INTRODUCTION

To date, coal remains a crucial natural resource across various sectors. It serves as the primary fuel for power plants and is a key energy source in industries such as metal, cement, and chemicals. Moreover, coal is an essential raw material for steel production, plastics, and the chemical industry (Felix & Rembulan, 2023; Gloor et al., 2021; Wee & Nga, 2025).

In Indonesia, the coal sector is anticipated to account for 59.37% of the national energy mix by 2030, with natural gas at 15.44%, oil fuel at 0.40%, and new renewable energy at 24.8%. This solidifies coal as the primary energy source in Indonesia. The Company recognizes the significant impact of coal mining activities on greenhouse gas (GHG) emissions, which contribute to climate change and global warming. In response, the Company is committed to implementing a range of initiatives to mitigate these effects and reduce its environmental footprint. These initiatives include: 1. Implementing more efficient mining practices. 2. Enhancing waste management processes. 3. Undertaking restoration and reclamation efforts in mining areas. 4. Rehabilitating watersheds and surrounding areas. 5. Incorporating renewable energy sources in mining operations. 6. Adopting eco-friendly transportation methods, such as the use of eco-friendly fuel (biodiesel). 7. Improving energy efficiency across operations (O'Higgins, 2023; Safari et al., 2016; Wang & Ma, 2022).

In addition to the initiatives undertaken above to address these challenges, the global coal industry, including in Indonesia, has begun to adopt digital technologies as part of its efforts to improve operational efficiency and reduce environmental impacts. Digitalization in the mining sector includes the application of technologies such as the Internet of Things (IoT), big data, artificial intelligence (AI), as well as drones and robotics. These technologies enable more efficient mining processes, reduce equipment downtime, increase workplace safety, and improve resource management (Vaska et al., 2021; Verhoef et al., 2021).

Legally, the implementation of digitalization in the mining industry in Indonesia is supported by various regulations (Arief & Bachmid, 2023; Jaelani et al., 2023; Kusmiarto et al., 2021). Ministerial Decree 1827/K30/MEM/2018 specifically grants permission for the implementation of new technologies in mining activities. Mining companies are given more space to experiment with various types of new technologies, encouraging the emergence of new innovations in the mining sector and the potential to increase operational efficiency and productivity. Revision of the Minerba Law: This revision of the law encourages the implementation of Industry 4.0 to increase productivity, the implementation of automation technology in various mining processes, the utilization of big data for better decision making, and the integration of various systems and equipment in one network. Minerba Instruction: This instruction encourages the acceleration of the transformation towards Mining 4.0 in the mining business process, sets a clear time target for achieving digital transformation, determines priorities in the implementation of technology and requires good coordination between the government, mining companies, and other stakeholders. Overall, these regulations provide a positive signal for the future of the mining industry in Indonesia. With the support of the right policies and commitment from all parties, digital transformation in the mining sector can be achieved and provide great benefits to the country (Wirtz et al., 2010).

At PT Borneo Indobara, the implementation of digitalization is very massive, starting from the mining process to delivery to customers. PT Borneo Indobara has integrated various technologies to improve efficiency, productivity, work safety, and customer satisfaction.

PT Borneo Indobara has successfully built a strong digital ecosystem to support its mining operations. By integrating various technologies, the company has been able to improve efficiency, productivity, work safety and customer satisfaction. The implementation of digitalization like this can be an example for other mining companies in Indonesia and around the world.

The urgency of this study stems from the critical need for organizations, especially in resource-intensive industries such as coal mining, to modernize internal services to remain competitive and sustainable. At PT Borneo Indobara, General Affairs plays a strategic role in supporting daily operations, and inefficiencies in this division directly impact productivity and employee satisfaction. Prior to the digital transformation, manual processes in General Affairs were time-consuming, error-prone, and lacked transparency. As PT Borneo Indobara scales its operations, an urgent need emerged to automate these processes to ensure faster, more accurate, and employee-oriented services. This study becomes even more relevant in the broader context of Indonesia's national push for digital transformation across industries, as mandated by Ministerial Decree 1827/K30/MEM/2018 and the Mining 4.0 roadmap.

This research introduces a novel perspective by examining the implementation of Indobara Smart Services (ISS), a customized digital platform specifically developed for internal service automation in a coal mining environment. Unlike previous studies that focus on external digital solutions, this study explores the direct impact of an internally developed system on non-core business functions, particularly in General Affairs. The integration of multiple service modules—such as fuel management, visitor handling, meal logistics, and complaint resolution—into a single digital ecosystem is a relatively unexplored approach in industrial contexts. The study also uniquely combines qualitative and quantitative analyses to measure both operational effectiveness and user satisfaction, providing a comprehensive assessment of digital transformation outcomes.

Many studies have explored digital transformation in organizational settings, particularly in relation to process efficiency and employee engagement. Supriadi et al. (2024) and Wahyudi et al. (2023) highlighted that digital platforms significantly improve internal coordination and operational efficiency when properly integrated into business processes. They also emphasized that success in digital transformation is closely tied to the adaptability of organizational culture and leadership in embracing change. These findings are consistent with the broader transformation goals seen in Industry 4.0 initiatives.

Similarly, Widayanti (2015) and Aulia et al. (2023) discussed the importance of digitizing support functions like administration and HR to enhance service delivery and internal satisfaction. Their studies noted that such transformations reduce processing time, increase transparency, and eliminate redundancies. However, these works generally focused on generic administrative contexts rather than industry-specific operational support divisions such as General Affairs in mining.

Other researchers such as Tulungen et al. (Tulungen & Maramis, 2022) and Ross et al. (2017) explored digital leadership and its role in driving transformation success. They argued

that leadership commitment, supported by appropriate digital tools, leads to sustained improvement in performance and satisfaction. However, while digital transformation in core operational units has been well-documented, limited attention has been given to how internal service divisions in resource-heavy industries manage this shift using customized systems like Indobara Smart Services.

Despite extensive literature on digital transformation in manufacturing, logistics, and HR, there is limited research focused on the application of digital solutions within General Affairs—especially in the mining sector. Most existing studies overlook the internal service dynamics of support departments in operationally complex and resource-intensive industries. This study addresses that gap by providing a case-specific analysis of a tailored digital platform (Indobara Smart Services) and its impact on operational effectiveness and customer satisfaction within the General Affairs division at PT Borneo Indobara.

The novelty of this research lies in its in-depth examination of a custom-built digital platform for General Affairs operations within a coal mining context—an area previously underexplored. Unlike most studies that focus on enterprise-wide digital transformation, this research assesses how targeted technological integration in internal support services, like visitor management, fuel logistics, and complaint resolution, can drive operational efficiency and employee satisfaction. The study's dual use of qualitative and quantitative methods also adds rigor to its evaluation.

The primary objective of this study is to analyze the effectiveness of digital transformation in enhancing business process efficiency and employee satisfaction within General Affairs at PT Borneo Indobara. Specifically, it aims to assess the operational changes brought by the implementation of Indobara Smart Services, identify which aspects of the system contribute most to process improvement, and evaluate employee perceptions regarding its usability and responsiveness. Furthermore, this study seeks to provide strategic recommendations for continuous improvement and potential expansion of the system to other organizational units or industry players.

The findings of this research offer both theoretical and practical benefits. Theoretically, it contributes to the literature on internal digital transformation by highlighting the strategic role of digital platforms in supporting administrative functions. Practically, it provides a case study that other companies in the mining and heavy industry sectors can emulate to improve service quality and operational transparency. For PT Borneo Indobara, the insights from this research serve as a blueprint for further development of ISS, aligning digital innovation with the company's long-term sustainability goals. It also empowers decision-makers with evidence-based recommendations to optimize internal processes and enhance employee experience.

METHOD

This study employs a case study approach to examine the impact of digital transformation on improving business process changes, work effectiveness, and customer

satisfaction in the General Affairs division of PT Borneo Indobara through the use of Indobara Smart Services. Data were collected from General Affairs staff and application users via interviews, surveys, field observations, and document analysis. The research design comprises five parts: background, literature review, methodology, discussion, and conclusion. Data collection utilized both primary sources—through semi-structured interviews and observations—and secondary sources such as audit reports, CSI results, and relevant literature. Interview respondents were selected using purposive and saturated sampling methods, involving personnel from HRGA, HSE, Security, IPM, and Catering. Observation instruments assessed process changes pre- and post-digitalization, user behavior, system security, and SOP compliance. Data analysis followed a qualitative descriptive approach, thematically analyzing narratives on business process shifts, service impact, and user satisfaction. Quantitatively, a Customer Satisfaction Index (CSI) using a Likert scale assessed user feedback from 150 respondents, selected via Slovin's formula. The results were organized into thematic tables and descriptive narratives to evaluate Indobara Smart Services' role in enhancing service quality, speed, accessibility, communication, and overall satisfaction, while identifying areas for improvement aligned with the company's sustainability goals.

RESULT AND DISCUSSION

This chapter will discuss and explain the changes in business processes, results and benefits obtained by digital transformation in the general affair of PT Borneo Indobara. The initial stage will focus on discussing and explaining the results obtained from changes in business processes in general affairs from manual processes to digital transformation through Indobara Smart Services. Furthermore, it will explain the effectiveness and efficiency of PT Borneo Indobara's general affair performance after implementing Indobara Smart Services in its business processes. Finally, this chapter displays the results of customer satisfaction, namely PT Borneo Indobara employees as users of Indobara Smart Services, in accordance with the methodology that has been designed.

A. Business processes in General Affairs of PT Borneo Indobara that have been automated through Indobara Smart Services

1. Modul BBM & Unit / Facilities Management

The digital transformation of general affairs through Indobara Smart Services was first carried out in the BBM & Unit / Facilities Management business process on January 01, 2023. In the BBM & Unit / Facilities Management feature, there are several sub-features including:

a. Implementation of Fuel Request and Deposit Using Indobara Smart Services Application (Internal Memo IM22212156).

Prior to the implementation of the Indobara Smart Services application, the business process in fuel requests was ineffective and several times there had been abuse of authority by drivers by forging general affair signatures, which

resulted in fuel losses by drivers. The work steps in the process of submitting a fuel request are quite long, starting with the process of the driver taking a vacancy coupon to do manual writing related to writing the unit's hull number, last odometer, date and company stamp. After the data is filled in completely by the driver, then the driver will carry out a manual approval request process, the first approval is approval by the general affair, after the general affair approves, then the driver will ask for approval from finance. In the approval process itself, there are many obstacles that occur, first the driver must go to the office first to request a fuel coupon, then the driver will look for general affair and finance personnel available so that a wet signature approval can be made. Another obstacle is when general affairs or finance are not in place so that there is a waiting process, while operations must continue. In addition, there is a human error factor, for example, there is a lack of approval or stamp, while the driver is already at the filling station, automatically filling cannot be done and must return to the office to make repairs.

b. Recording the Entry and Exit of Light Vehicle (LV) Units and Passengers Using the Indobara Smart Services Application:

Changes occur in this business process, where before the digital transformation through Indobara Smart Services, all workers who leave the guard gate must be recorded by security officers manually through the security notebook. The points recorded by security when workers leave the gate are the hull number of the unit, driver, passengers and the destination of the trip. The manual process and the amount of data recorded will slow down the process of entering and exiting the unit and the inaccuracy of the data recorded by the security team. After going through Indobara Smart Services, workers who will use the LV unit will select the unit in the Indobara Smart Services application, the system will automatically record the driver who will use the LV unit. After recording the driver and the unit to be used, the driver will then add passengers by scanning the Indobara Smart Service barcode of the prospective passenger. The driver will also choose the destination of the trip or work location to be addressed. Furthermore, the system will automatically issue a travel qr code when the driver starts his journey at Indobara Smart Services, this qr code is used by all drivers who will enter and exit the security gate.

c. Unit Fuel Request at SPBU Banjarbaru Using Indobara Smart Services Application:

Prior to digitization through Indobara Smart Services, in this business process, drivers who would travel to take employees on day off, leave, business and other purposes, drivers had to first ask for cash to general affairs for the purpose of purchasing fuel oil at city gas stations. The process has a high potential for misuse of cash. In fact, in some cases, the general affairs team was

forced to use personal funds to give to drivers so that fuel purchases could still be made, considering that cash advance funds from the finance department were not yet available while operations had to continue.

After the implementation of the Indobara Smart Services application policy for the fuel purchase process at the city's gas stations, all manual processes and the use of cash are no longer applied. The initial step taken by general affairs in this business process transition was to establish an approach and cooperation with one of the city's gas stations, namely SPBU 64.701.11 Banjarbaru, South Kalimantan. The selection of SPBU 64.701.11 Banjarbaru is based on strategic location considerations, which is in the vicinity of Syamsudin Noor Airport, an airport that is often used by PT Borneo Indobara employees in order to carry out day off, leave, business and so on.

After the cooperation between the general affair of PT Borneo Indobara and SPBU 64.701.11 Banjarbaru, the general affair will submit an e-money deposit through Indobara Smart Services, this request will then be approved by SPBU 64.701.11 Banjarbaru. After the request is approved, the e-money balance will appear on the Indobara Smart Services system, and can be used by the driver to refuel at SPBU 64.701.11 Banjarbaru.

d. Operational Vehicle Permit (LV) Night Out :

One of the activities of workers outside working hours is leaving the mess area to carry out personal activities in general such as: looking for daily necessities at the super market, looking for food and drink and others. To maintain order and security, the general affair of PT Borneo Indobara implements a policy that every worker who wants to leave the office or mess outside of office operating hours, the worker must make a written permit. The permit must first be approved by the immediate supervisor and the general affair. After the night out letter is approved, the worker will receive a night out letter, which must be shown to the security officer when passing through the security gate. If the worker is unable to show the night out permit, the security officer has the right not to grant access out of the mess.

As with other manual business processes, this activity requires a lot of time and is ineffective. Workers must first take a manual form, then fill in the data and proceed to seek approval from superiors and general affairs. This process is less efficient, especially when workers have a sudden need to go out for the night, so they have to contact the supervisor and general affairs staff outside of working hours just to get approval or a wet signature. In terms of recording, this manual method has many limitations. All data is recorded in a security log book, which makes data accuracy less guaranteed. In addition, the monitoring and reporting process cannot be done in real time, making it difficult to monitor, track and evaluate workers' night out activities.

After the implementation of the policy, all workers' night permits must go through Indobara Smart Services, this business process is easier and more time efficient, workers only need to submit a night permit request and fill in the submission details such as: selecting the unit to be used when going out at night, the driver used, the destination of the night out location, date and time of departure, date and time of return to the office / mess, the need to go out at night and passengers.

e. Implementation of Day Off, Day On, Annual Leave and Service Worker Records

In the business process of Recording Day Off, Day On, Annual Leave and Service Workers before the implementation of digital transformation through Indobara Smart Services, this activity is a time-consuming process and often causes misunderstanding between workers and security. This is because when employees will leave the site for the purposes of day off, day on, annual leave and so on, workers must first get out of the car and make a manual record at the security post. In this process, it is not uncommon for many workers to complain about this to the general affair, especially when the recording process is at critical hours, such as 01.00 at night, where workers with fatigue and sleepy conditions, but must first get out of the car to make notes at the security post. The data recorded at the security post are: worker name, worker ID number, purpose, date of leaving the site, and date of returning to the site.

2. Employee reporting services through General Affair (GA) Care Through Indobara Smart Services:

After successfully implementing the BBM and Unit Management Features, another main feature implemented through Indobara Smart Services is the GA Care feature. Before being digitized through Indobara Smart Services, in this business process all employee reporting to general affairs, both repair request reports, procurement requests, transfer requests, revocation/destruction requests and complaints were done manually. The reporting process can be done directly to the personal general affair, by telephone, or WhatsApp. The weakness of this manual process, in terms of report recapitulation and monitoring related to the follow-up of the reporting status, if this continues then employee satisfaction will decrease due to the slow response and completion of a report.

Therefore, in the implementation of Indobara Smart Services, another important module that is implemented is the GA Care module, this module accommodates all employee reporting to general affairs, which in the reporting will be very detailed regarding the type of location report and what repairs are needed. General affairs will also very quickly and completely get the report, so that they can make quick decisions on what actions to take so that the report can be completed.

3. Modul Visitor Management

The next business process change is in visitor management. Guest visits and their recording at the security post before switching to Indobara Smart Services, all processes were carried out manually, starting from the visit plan in the form of submitting a guest visit form, information via email, and notification to security from general affairs regarding upcoming guests. The next process is that incoming guests will be verified again at the security post to be recorded manually by security as a requirement to obtain a visitor card. From this process, there is often a misunderstanding of information between general affairs and the security team which results in guests being detained at the security post, this certainly causes a bad impression for visitors regarding the services provided by PT Borneo Indobara. After guests get a visitor card, the next step is that guests must take part in the Environmental Mining Safety Induction, which lasts around 10-15 minutes before carrying out the visit activity.

4. Modul Meals Management

In July 2023, general affairs re-developed Indobara Smart Services by adding meals management features, implementing food submission policies and recording them in the canteen using the Indobara Smart Services application, of course, changing the overall business process which was previously manual. In this business process, it is one of the most crucial and there are many lost costs due to the business process being run ineffectively and not being monitored properly.

B. The impact of Indobara Smart Services on the effectiveness and efficiency of processes at General Affairs PT Borneo Indobara

Digital transformation through Indobara Smart in General Affairs PT Borneo Indobara has a significant impact on operational efficiency and productivity in the General Affairs work process. Based on the results of interviews, observations and data obtained, there are five main aspects that are significantly affected by the implementation of Indobara Smart Services, which can be described as follows:

First, the implementation of digital technology allows the automation of business processes that previously required manual intervention (Supriadi & Abadi, 2024); Hernita (2024)). This can reduce human error, eliminate routine tasks, and speed up operational cycle times. This is what happened in the general affairs business process of PT Borneo Indobara, from all processes carried out manually, either through forms or physical approvals, in digital transformation through Indobara Smart Services.

In the unit BBM process, with high transportation mobility at PT Borneo Indobara, a feature of unit and fuel management helps the general affairs team to manage visitors and fuel recording accurately, using encrypted qr code technology, thus eliminating differences in fuel calculations with partners due to errors or loss of fuel records. The process of submitting unit fuel coupon approval is faster and can be done anywhere because it can be done in real time. In addition to speeding up and simplifying the fuel

coupon approval process, the digital process prevents fraud or coupon forgery because with Indobara Smart Services, details of submission and conformity of odometer and fuel usage can be monitored in real time, so that general affairs can validate data accurately before making approval. With Indobara Smart Services, the use of cash in purchasing fuel at city gas stations can also be eliminated, making it easier for drivers to fill up cashless.

PT Borneo Indobara always ensures the provision of food in the right amount, delivery to the right location and high quality, the meals management feature on Indobara Smart Services is a system that manages food preparation that is adjusted to the occupancy of employees and guests at the PT Borneo Indobara site. This feature also manages the consistency of food quality, which can be measured from the testimonials of employee and visitor satisfaction with the food served.

The large number of guests visiting PT Borneo Indobara, makes the general affairs team must continue to maintain its performance in providing assistance and preparation for guest arrivals so that facilities can be available according to needs. To realize this, the general affairs team is supported by the visit management module on Indobara Smart Services, which facilitates guest visits digitally and integrated so that guests get clear information before the arrival schedule and the PT Borneo Indobara security team gets information about guests who will visit PT Borneo Indobara.

The second is increased access and collaboration: digital technology facilitates faster and easier access to organizational information and resources (Wahyudi et al., 2023; Widayanti, 2015). With online collaboration platforms and communication tools such as email, instant messaging, and video conferencing, employees can communicate and collaborate efficiently without geographic location constraints (Setiawan et al. (2023); Subekti et al. (2024)).

In its implementation, Indobara Smart Service has been proven to improve coordination and collaboration between general affairs and related departments. For example, Indobara Smart Services is equipped with the GA Care feature which functions as a two-way communication channel between employees and the general affairs team, and those responsible for related improvements regarding improvements to facilities for conveying improvement ideas, as well as other general fulfilments based on the spirit of transparency so that all corrective actions and current progress status can be monitored online and in real time by all parties. With the GA Care feature, the performance of the general affairs team in following up on improvements can be measured well and the best service can be provided consistently to all employees.

The visit management feature makes it easier for general affairs to collaborate with the Security department regarding guest arrival information, so that there will be no misinformation that will have an impact on reducing the quality of service to guests visiting PT Borneo Indobara.

Another collaboration improvement is between general affairs and partners regarding the balance or fuel deposit in the partner's fuel tank, where the fuel balance can

be monitored in real time, so that general affairs can know when to top up the fuel balance. This fuel deposit is very crucial in terms of impact if there is a shortage of fuel balance in the partner's account, because the partner can stop the fuel filling process, which will have an impact on overall operations, because the operational unit cannot be operated.

The third, is better data analysis: digital transformation opens up access to larger and more diverse amounts of data. By using data analysis and artificial intelligence, organizations can extract valuable insights from their data to make better decisions (Aulia Rizki et al., 2023; Deni, 2023).

C. The impact of Indobara Smart Services on customer satisfaction in General Affairs services

The analysis is based on six main aspects based on the questionnaire data that has been collected. The assessment is based on the experience of using the Indobara Smart Services application. With the following rating scale: 1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Moderately Satisfied, 4 = Satisfied, 5 = Very Satisfied.

First, the assessment of the quality of Indobara Smart Services, which consists of three main aspects. First, related to the level of satisfaction with the suitability of Indobara Smart Services provided to the needs of employees, based on the results of the Indobara Smart Services user survey, the average score is 4.07, which indicates that employees are satisfied. Second, the question regarding the level of employee satisfaction with the clarity of solutions from manual processes to the use of Indobara Smart Services provided by General Affairs. Respondents answered on average getting a score of 4.45 which indicates that they are satisfied. Third, the assessment of the attitude and professionalism of GA staff when handling employee requests through Indobara Smart Services. Respondents answered an average score of 4.27, which means that employees are satisfied with the services provided.

Indobara Smart Services provides a service experience that is considered quality by users and is a solution to the problems that exist in the general affairs business process. This is reflected in the ease of access to existing services in Indobara Smart Services and the professionalism of the General Affairs team in handling employee needs also experienced a significant change compared to the manual process. Users feel that Indobara Smart Services simplifies administrative processes, and there is an increase in response to requests, approvals made by employees to general affairs.

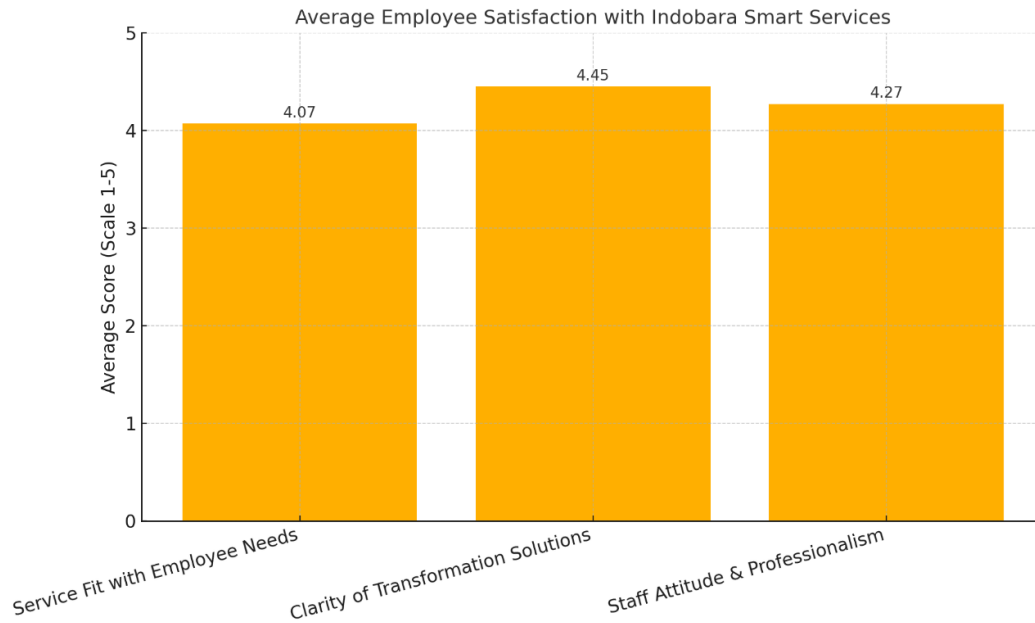


Figure 1. Average Service Quality

Second, an assessment of the speed of general affair services using Indobara Smart Services. The first aspect is related to the level of satisfaction with the speed of response (approval/follow-up) after the request is sent through the Indobara Smart Services application, based on the survey results, the average score is 4.21, which indicates that it is satisfied. The second aspect related to satisfaction with the timeliness of service completion in Indobara Smart Services, respondents answered an average of 4.07, which means that employees are satisfied with the timeliness of service completion in Indobara Smart Services.

Indobara Smart Services has a significant impact on the acceleration of services performed by the general affairs team. Users/employees stated that the response time of General Affairs has become shorter than before the implementation of Indobara Smart Services. Requests submitted through the Indobara Smart Services system can be immediately approved or processed by the relevant general affairs team, thus speeding up operational processes, follow-up and problem resolution.

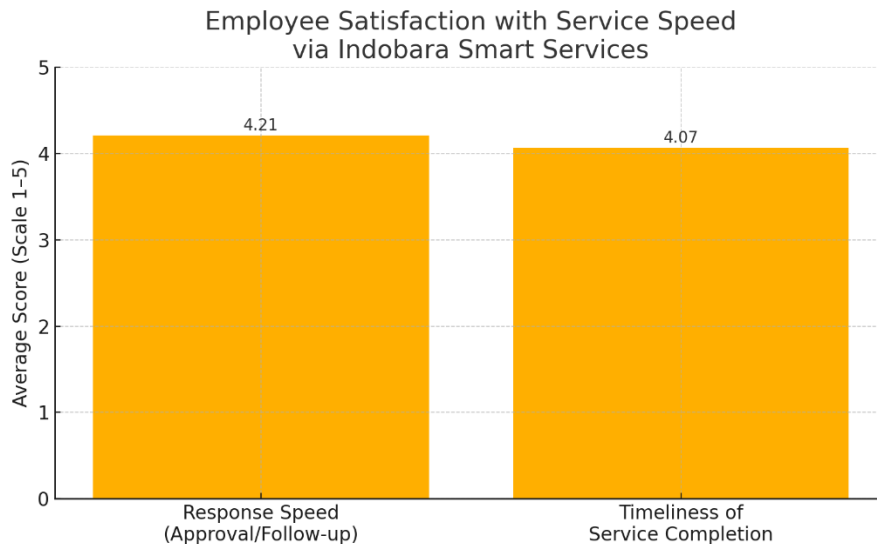


Figure 2. Average Service Speed

Third is the ease of use of the Indobara Smart Services application, the first aspect asked to users is how satisfied employees are with the ease of use of the Indobara Smart Services application. Respondents answered an average score of 4.63, which means that employees are satisfied with the ease of using the Indobara Smart Services application in their daily activities. Users were also asked about how satisfied with the ease of accessing the features available in the Indobara Smart Services application, based on the survey results, the average score was 4.09, which indicates that it is satisfied. Finally, regarding user satisfaction with the ability of the Indobara Smart Services application to display request status in real-time, respondents answered an average of 4.01. This shows that employees are satisfied with the transparency of service status information in Indobara Smart Services both requests and approvals.

The ease of use of the Indobara Smart Services application is one of the factors that is highly appreciated by users / employees of PT Borneo Indobara. The application features are simple, informative and accommodate all business process needs in general affairs making users feel comfortable in using the Indobara Smart Services application. The request, reporting and status monitoring features also provide a sense of control and transparency for all users.

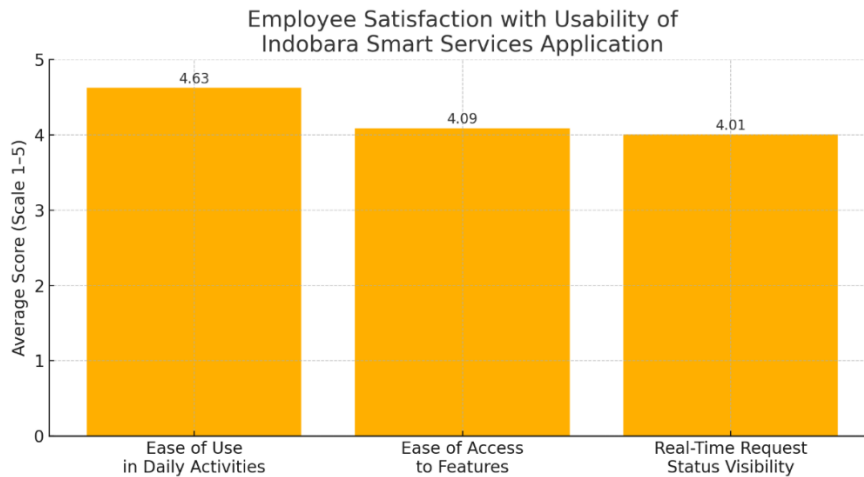


Figure 3. Average Ease of Application

Fourth is Communication and Information, in this aspect the author wants to know whether employees are satisfied with the clarity of information and notifications received during the Indobara Smart Services service process, based on the average survey results getting a score of 4.17 which indicates that it is satisfied. Another aspect is the level of satisfaction with the ease of communicating with the GA team through the Indobara Smart Services application. Respondents answered an average score of 4.13, which means employees are satisfied.

Communication and information is one of the important indicators of user satisfaction, Indobara Smart Services facilitates a two-way communication channel between users and the General Affairs team. Users find it helpful to automate all request approvals to general affairs and several automatic notifications received by users in real time, as well as the clarity of information conveyed through Indobara Smart Services regarding follow-up requests, reporting and so on.

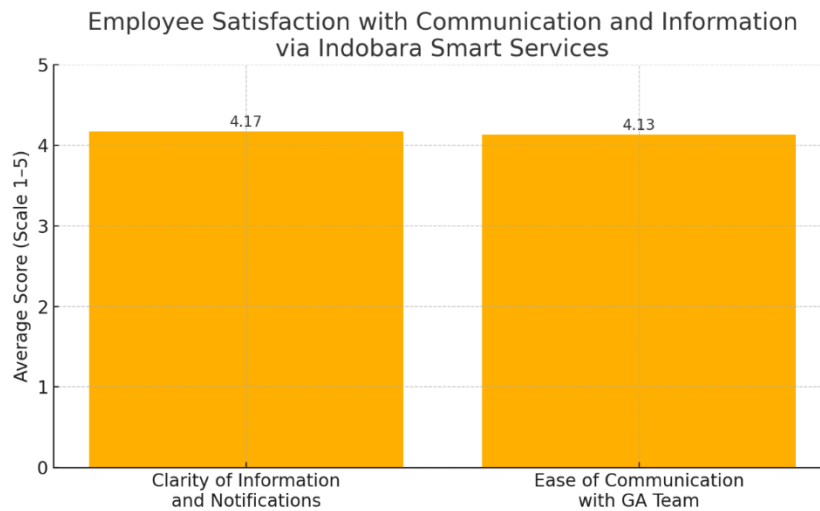


Figure 4. Average Communication and Information

Fifth is Overall Satisfaction: the overall average gets a score of 4.73 from the majority of respondents, this shows a high level of satisfaction with the implementation of Indobara Smart Services at PT Borneo Indobara. This employee satisfaction is certainly based on an increase in work effectiveness and process efficiency, the convenience of using the Indobara Smart Services system, as well as the speed of response of the general affairs team in completing services to PT Borneo Indobara employees. The application and implementation of Indobara Smart Services has been considered by employees as a form of digital transformation innovation that is very relevant to the operational needs of PT Borneo Indobara's general affairs, the high increase in coal production every year must be accompanied by fast, effective and smart general affair services.

Finally, in terms of impressions and development suggestions for Indobara Smart Services, some users provided suggestions related to the development of additional features, such as integration with other systems in PT Borneo Indobara. improvement of visual appearance, as well as minimizing the occurrence of errors and disruptions in the system that could have an impact on disrupting operations in the field. However, in general, the impression of the Indobara Smart Services application is very positive. Respondents, namely user employees, assess that Indobara Smart Services is a progressive step in the digital transformation of General Affairs which has a real impact on increasing the effectiveness and efficiency of internal services and customer satisfaction at PT Borneo Indobara.

CONCLUSIONS

This study concludes that the digital transformation within the General Affairs division of PT Borneo Indobara, through the implementation of Indobara Smart Services, has significantly improved business processes, work effectiveness, operational efficiency, and employee satisfaction. By digitizing previously manual tasks—such as fuel and unit

management, visitor and meal coordination, employee reporting (GA Care), and leave tracking—the system streamlined workflows, enhanced real-time data access, reduced errors, and enabled faster, more transparent decision-making. With an employee satisfaction score of 4.26, the findings confirm that the application effectively meets user expectations in speed, usability, and service responsiveness. The research recommends further system enhancements, including the addition of a Hail Riding System for shared vehicles, integration with Fleet and Building Management Systems for optimized energy use, and a paperless initiative with environmental impact tracking. These innovations are aligned with PT Borneo Indobara’s broader goals of sustainability and digital transformation. For future researchers, it is recommended to conduct longitudinal studies that assess the long-term impact of digital systems like Indobara Smart Services on organizational agility, environmental metrics, and cross-departmental collaboration, as well as to explore scalability models for adoption in other industries with similar operational structures.

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