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Navigating Human Resource Challenges and Key Success Factors in the Transition to Integrated Logistics Systems: A Change Management Perspective

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ABSTRACT

This study examines the process of change management, identifies human resource obstacles, and explores critical success factors in deploying an integrated logistics system at PT Kubota Indonesia. Employing a qualitative approach and case study methodology, data were gathered via semi-structured interviews, observations, and document analysis. Findings reveal that PT Kubota Indonesia employs a systematic change management strategy that considers human and cultural dimensions. Despite encountering challenges like deficiencies in technical expertise and resistance to change, the company effectively addressed these issues through proactive communication, staff engagement, training initiatives, and strong management backing. Key drivers of success identified encompass executive support, transparent communication, employee involvement, comprehensive training, and adept cultural change management. This study contributes insights into a comprehensive approach to change management, emphasizing the synchronization of technical aspects with human and cultural factors to ensure the triumphant integration of an advanced logistics system.

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INTRODUCTION

In the era of globalization and rapid technological advancement, logistics management has become a key factor in organizational success. Companies strive to optimize their logistics operations through the implementation of integrated logistics systems that leverage information and communication technology [1]. Integrated logistics systems aim to improve efficiency, visibility, and collaboration throughout the supply chain, as well as enable better decision-making [2]. However, the implementation of such systems often faces significant challenges, especially in terms of change management and human resources [3], [4].

This research was conducted at PT KUBOTA INDONESIA, a manufacturing company based in Indonesia. PT KUBOTA INDONESIA has been operating for more than 20 years and has a complex supply chain, involving various suppliers, logistics partners, and customers both domestically and internationally. In an effort to improve efficiency and competitiveness, PT KUBOTA INDONESIA has decided to implement an integrated logistics system that incorporates technologies such as the Internet of Things (IoT), Big Data Analytics, and Artificial Intelligence (AI).

However, based on initial observations and interviews with PT KUBOTA INDONESIA's logistics managers, it is known that the company faces several challenges in the implementation process of this system. One of the main challenges is resistance from employees who feel threatened by the change and are worried about losing their jobs due to automation. Additionally, the lack of skills and knowledge of employees in operating the new system is also a significant barrier. These challenges demonstrate the

importance of effective change management and appropriate human resource development strategies in supporting the successful implementation of integrated logistics systems at PT KUBOTA INDONESIA.

Although many organizations, including PT KUBOTA INDONESIA, have recognized the importance of integrated logistics systems in improving supply chain performance, the success rate of implementing such systems still varies [5]. Some manufacturing companies in Indonesia have successfully adopted and utilized integrated logistics systems effectively, as demonstrated by improved operational efficiency, reduced logistics costs, and increased customer satisfaction. However, on the other hand, some other companies, including PT KUBOTA INDONESIA, still face significant challenges in implementing these systems, resulting in not achieving the expected benefits.

The gap between the potential benefits of integrated logistics systems and the reality of implementation results at PT KUBOTA INDONESIA indicates a phenomenon gap that needs to be further investigated. A deeper understanding of the factors that contribute to the success or failure of system implementation, especially from the perspective of change management and human resources, can provide valuable insights for PT KUBOTA INDONESIA and other manufacturing companies facing similar challenges.

Although previous research has recognized the importance of change management and human resources in the implementation of integrated logistics systems, there are still significant research gaps. First, most research focuses on technological and process aspects, while human and organizational factors often receive less attention [6], [7]. Second, existing research

tends to be conducted in the context of developed countries, so understanding of challenges and success factors in the context of developing countries, such as Indonesia, is still limited [8]. Third, there is still little research that specifically investigates the interaction between change management and human resource challenges in the implementation of integrated logistics systems, especially in the context of manufacturing companies in Indonesia [9], [10].

Therefore, this study aims to contribute to filling these research gaps by investigating in-depth the change management process, human resource challenges, and success factors in the implementation of integrated logistics systems at PT KUBOTA INDONESIA. The results of this study are expected to provide a more comprehensive understanding of the dynamics of change management and human resource management in the context of implementing integrated logistics systems in Indonesian manufacturing companies, as well as offer practical insights for logistics managers and decision-makers in overcoming implementation challenges.

This research is expected to provide significant contributions, both theoretically and practically. Theoretically, this research will expand the understanding of change management and human resource challenges in the context of implementing integrated logistics systems, taking into account relevant contextual factors in manufacturing companies in Indonesia. The findings of this research will complement existing literature and provide a foundation for further research in the field of logistics and supply chain management. Practically, the results of this research will provide

valuable insights and recommendations for PT KUBOTA INDONESIA and other manufacturing companies that are implementing or planning to implement integrated logistics systems. A better understanding of the change management process, human resource challenges, and success factors can help logistics managers and decision-makers design effective strategies to overcome implementation barriers and ensure optimal system utilization. Thus, this research has the potential to contribute to improving supply chain performance and competitiveness of Indonesian manufacturing companies in facing the challenges of the digital era.

RESEARCH METHOD

This research used a qualitative approach with a case study design. The qualitative approach is chosen because this research aims to gain an in-depth understanding of the change management process, human resource challenges, and success factors in the implementation of integrated logistics systems at PT KUBOTA INDONESIA. The case study allows researchers to investigate phenomena holistically in real-life contexts, taking into account various relevant contextual factors [11]. The subjects of this research include employees and managers directly involved in the implementation of integrated logistics systems at PT KUBOTA INDONESIA.

Interviews in this research use semi-structured interview guides to collect data from research subjects. The interview guide will be developed based on literature review and adapted to the research context. In addition, researchers will also use observation sheets to record observations during field visits and document reviews to

analyze relevant documents, such as SOPs, project reports, and training documents. The collected data is analyzed using a thematic analysis approach [12]. Analysis steps include: **Data transcription:** Interview recordings will be transcribed verbatim, and field notes and documents will be organized; **Data coding:** Researchers will conduct open coding to identify themes and patterns that emerge from the data; **Theme categorization:** Identified themes will be grouped into broader and interrelated categories; **Data interpretation:** Researchers will interpret the analysis results to answer

research questions and develop an understanding of the phenomena being studied; and **Validation of findings:** Triangulation of data from various sources and methods will be used to validate research findings. To ensure data validity, triangulation techniques are used [13]. Triangulation will be carried out using various data sources (interviews, observations, and documents) and data collection methods. In addition, researchers will also conduct member checking by requesting feedback from participants regarding the accuracy of data interpretation that shown in [figure 1](#).

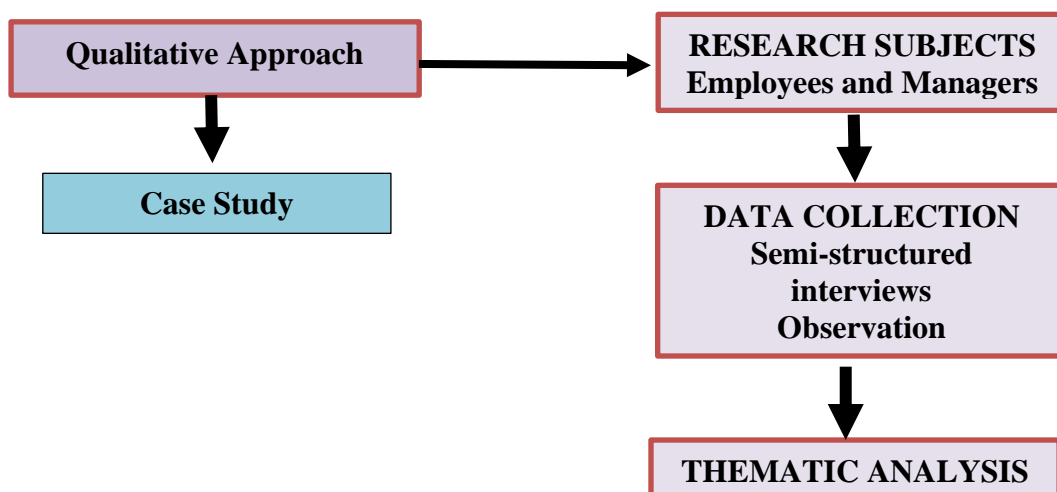


Figure 1. Research Flow Design

RESULT AND DISCUSSION

Result

This [table 3](#) summarizes the main findings from the research on the implementation of integrated logistics systems at PT KUBOTA INDONESIA, including information about the research subjects, the change management process applied, human resource challenges faced, and key success factors identified. The company's change management processes, employee training

programs, and commitment to stakeholder engagement have enabled it to navigate challenges in the HR space and remain competitive. These factors have enabled the company to maintain its leadership in the market and contribute to the growth and development of Indonesia's economy. By leveraging these key success factors, PT Kubota Indonesia continues to thrive and contribute to Indonesia's agricultural and industrial sectors describes in [figure 2](#) and [figure 3](#).

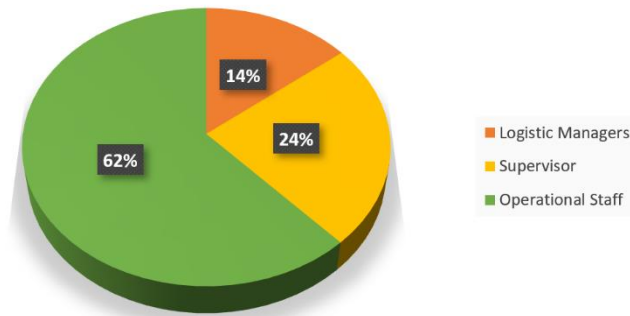


Figure 2. Research Subject By Position

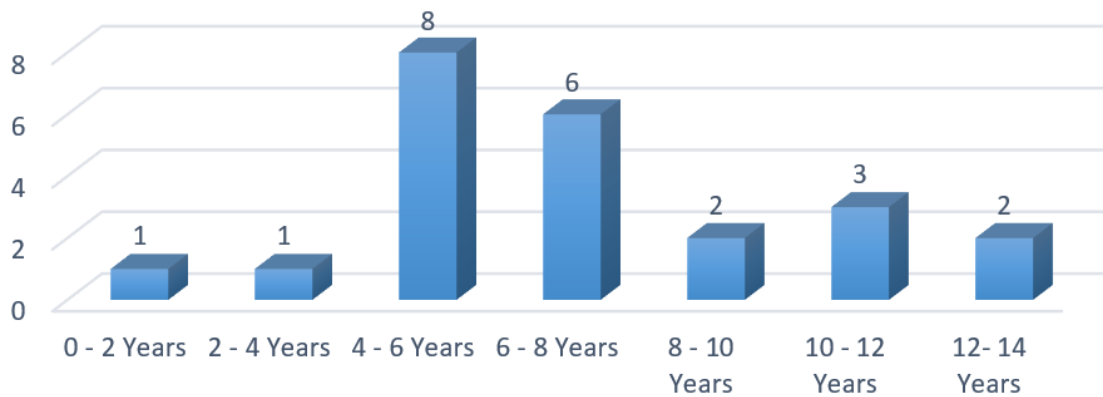


Figure 3. Research Subject By Distribution Of Work Experience

Change Management Process Integrated Logistics System Implementation

The research results show that PT KUBOTA INDONESIA applies a structured change management approach in implementing integrated logistics systems. This process includes several key stages in [table 1](#) :

1. Change planning:

PT KUBOTA INDONESIA management forms a project team consisting of representatives from various departments to plan the implementation of integrated logistics systems. This team is responsible for setting project goals, scope, and timeline.

2. Change communication:

PT KUBOTA INDONESIA holds a series of communication sessions to inform employees about the changes to be

made, expected benefits, and potential impacts on their roles and responsibilities. Communication is carried out through various channels, such as face-to-face meetings, email, and the company's intranet portal.

3. Training and development:

PT KUBOTA INDONESIA provides comprehensive training programs to equip employees with the knowledge and skills needed to operate integrated logistics systems. Training is conducted both in-house and through external vendors.

4. Support and assistance:

During the implementation phase, the project team provides support and assistance to employees to ensure they

can adapt to the new system. Helpdesk and technical support teams are also available to address issues and questions that arise.

5. Continuous evaluation and improvement: PT KUBOTA INDONESIA regularly evaluates implementation progress and collects feedback from system users. Evaluation results are used to identify areas for improvement and make necessary adjustments.

Synthesis of interview results with research subjects reveals that most employees appreciate management efforts in managing change. However, some challenges faced include initial resistance to change, lack of understanding of the benefits of the new system, and difficulties in adjusting to different workflows. Logistics managers emphasize the importance of clear and consistent communication and ongoing support to overcome these challenges.

Table 1. Structured Change Management

Research Aspect	Key Findings
Change Management Process	<ul style="list-style-type: none"> • Change planning • Change communication • Training and development • Support and assistance • Continuous evaluation and improvement
Human Resource Challenges	<ul style="list-style-type: none"> • Lack of technological skills • Resistance to change • Workload and stress • Need for new roles and skills
Key Success Factors	<ul style="list-style-type: none"> • Top management support and commitment • Clear and consistent communication • Employee involvement and participation • Adequate training and development • Cultural change management

Human Resource Challenges in Integrated Logistics System Implementation

This study identified several human resource challenges faced by PT KUBOTA INDONESIA in implementing integrated logistics systems, including:

1. Lack of technological skills:
Some employees, especially more senior ones, experience difficulties in adopting new technology and operating integrated logistics systems. This necessitates more intensive training efforts and ongoing support.

2. Resistance to change:
Some employees initially showed resistance to change, partly due to concerns about job security and partly due to comfort with existing ways of working. Effective communication and employee involvement are needed to overcome this resistance.
3. Workload and stress:
Implementation of integrated logistics systems results in a temporary increase in employee workload, as they have to learn new systems while still carrying out their

daily responsibilities. This causes stress and fatigue in some employees.

4. Need for new roles and skills:

Implementation of integrated logistics systems creates a need for new roles, such as data analysts and system specialists. PT KUBOTA INDONESIA needs to recruit or develop internal talent to fill these roles.

Synthesis of interview results shows that employees greatly appreciate the support and training provided by the company. However, they also emphasize the need for a more personal and empathetic approach in addressing individual challenges. Some employees propose mentoring programs and knowledge sharing between colleagues as ways to address skill gaps.

Key Success Factors in Change Management and HR Management

Based on data analysis, this study identified several key success factors in change management and human resource management during the implementation of integrated logistics systems at PT KUBOTA INDONESIA:

1. Top management support and commitment:

Active involvement and strong support from top management is crucial to align change efforts across the organization and provide necessary resources.

2. Clear and consistent communication:

Clear, frequent, and transparent communication about change objectives, progress, and expected impacts helps reduce uncertainty and build trust among employees.

3. Employee involvement and participation:

Involving employees in the change process, listening to their feedback, and valuing their contributions creates a

sense of ownership and commitment to change.

4. Adequate training and development:

Providing comprehensive training programs and ongoing learning support is essential to equip employees with the skills and knowledge needed to adapt to the new system.

5. Cultural change management:

Addressing the cultural aspects of change, such as changing mindsets and behaviors, is as important as addressing technical aspects. Deliberate efforts are needed to promote a culture of learning, collaboration, and continuous improvement.

Synthesis of interview results confirms the importance of these factors. Research subjects emphasize the value of open communication, practical training, and emotional support during the transition period. They also underline the role of strong leadership and positive role models in driving change adoption.

Overall, the results of this research provide in-depth insights into the complexity of change management and human resource challenges in the implementation of integrated logistics systems. These findings can help PT KUBOTA INDONESIA and similar organizations design more effective strategies to manage change and support their employees through technology transitions.

Discussion

1. Change Management Process in Integrated Logistics System Implementation

This research reveals that PT KUBOTA INDONESIA applies a systematic and structured change management approach in implementing integrated logistics

systems. This approach consists of several key stages, including change planning, change communication, training and development, support and assistance, as well as continuous evaluation and improvement. The change planning stage involves forming a project team consisting of representatives from various departments. This team is responsible for setting project goals, scope, and timeline. This approach aligns with the first step in change management model, which is creating urgency. By forming a project team and setting clear goals, PT KUBOTA INDONESIA creates a sense of urgency and mobilizes support for change initiatives [14], [15].

Change communication becomes an important aspect of the change management process at PT KUBOTA INDONESIA. The company holds a series of communication sessions through various channels, such as face-to-face meetings, email, and intranet portal, to inform employees about the changes to be made, expected benefits, and potential impacts on their roles and responsibilities. Clear, frequent, and transparent communication proves important in reducing uncertainty and building trust among PT KUBOTA INDONESIA employees. This finding is in line with previous research that emphasizes the importance of communication in the change management process [16], [8].

Training and development are key components in PT KUBOTA INDONESIA's change management approach. The company provides comprehensive training programs to equip employees with the knowledge and skills needed to operate integrated logistics systems. This training is conducted both in-house and through external vendors. This investment in

training reflects PT KUBOTA INDONESIA's commitment to empowering its employees and ensuring successful adoption of the new system. This finding is consistent with previous research linking training to successful information system implementation [17], [18].

Support and assistance also become important aspects of the change management process at PT KUBOTA INDONESIA. During the implementation phase, the project team provides support and assistance to employees to ensure they can adapt to the new system. Helpdesk and technical support teams are also available to address issues and questions that arise. This ongoing support helps employees overcome challenges during the transition period and ensures smoother system adoption.

Continuous evaluation and improvement are carried out by PT KUBOTA INDONESIA to monitor implementation progress and identify areas for improvement. The company regularly collects feedback from system users and uses evaluation results to make necessary adjustments. This approach reflects PT KUBOTA INDONESIA's commitment to continuous improvement and ensures that the integrated logistics system continues to be optimized according to organizational needs and goals.

Overall, the change management approach applied by PT KUBOTA INDONESIA aligns with established change management models, such as Kotter's model [19]. However, this research also highlights the importance of cultural and human aspects in the change process. Research subjects emphasize the importance of emotional support, empathy, and strong leadership in

facilitating change. These findings in [figure 4](#) underscore the need for a holistic and human-centered approach in managing organizational change, beyond mere technical aspects.

The implications of these findings are that organizations wishing to successfully implement integrated logistics systems or

other major change initiatives need to adopt a systematic and structured change management approach, while also paying special attention to human and cultural aspects. This comprehensive approach can help organizations overcome challenges, build resilience, and achieve desired results from their change initiatives it can be shown in [figure 4](#).

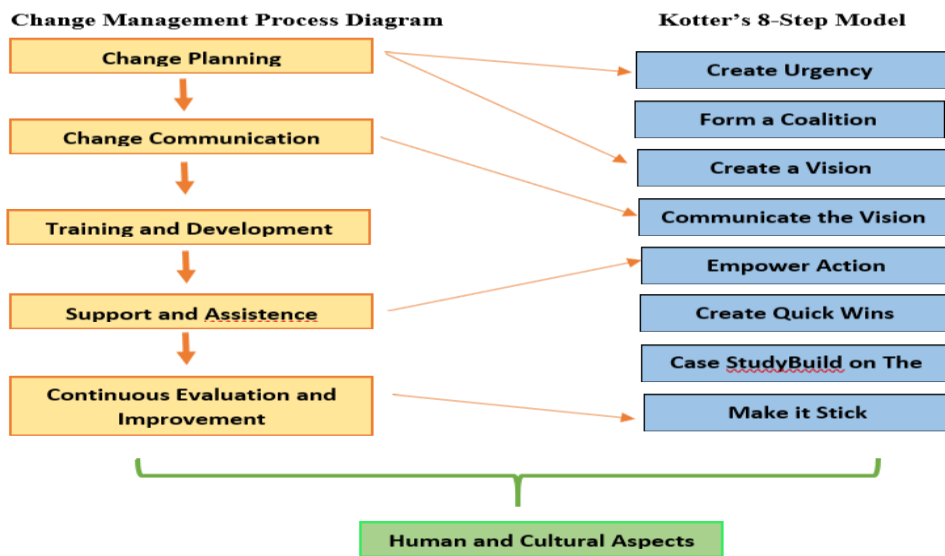


Figure 4. PT Kubota Indonesia Change Management Process

2. Human Resource Challenges in Integrated Logistics System Implementation

This research identifies several human resource challenges faced by PT KUBOTA INDONESIA in implementing integrated logistics systems. These challenges include lack of technological skills, resistance to change, increased workload and stress, as well as the need for new roles and skills. Lack of technological skills becomes one of the main challenges faced by PT KUBOTA INDONESIA. Some employees, especially more senior ones, experience difficulties in adopting new technology and operating integrated logistics systems. This skills gap necessitates more intensive training efforts and ongoing support. This finding is in line with previous research highlighting the lack

of technological skills as a barrier in information system implementation [\[20\]](#), [\[21\]](#).

Resistance to change also becomes a significant challenge faced by PT KUBOTA INDONESIA. Some employees initially showed resistance to change, both due to concerns about job security and comfort with existing ways of working. This resistance can hinder new system adoption and reduce implementation effectiveness. This finding is consistent with existing literature on resistance to change as a barrier in new system implementation [\[13\]](#), [\[5\]](#).

To overcome this resistance, PT KUBOTA INDONESIA relies on effective

communication, employee involvement, and management support. The company strives to proactively address employee concerns, involve them in the change process, and provide necessary support. This approach aligns with recommendations from previous research on strategies to manage resistance to change [22], [13].

Increased workload and stress also become significant human resource challenges in implementing integrated logistics systems at PT KUBOTA INDONESIA. Employees have to learn new systems while still carrying out their daily responsibilities, causing a temporary increase in workload. This situation can cause stress and fatigue in some employees. This finding highlights the need for effective workload management and employee wellbeing support during the change process. Additionally, the implementation of integrated logistics systems also creates a need for new roles and skills in the organization. PT KUBOTA INDONESIA needs to recruit or develop

internal talent to fill new roles such as data analysts and system specialists. This need reflects the shift in skill requirements triggered by digital transformation and new technology adoption. This finding is consistent with previous research highlighting the importance of skill development in the context of information system implementation [18], [8].

The implications of these findings in figure 5 are that organizations need to adopt a multi-faceted approach in managing human resource challenges during the implementation of integrated logistics systems or other major change initiatives. This approach should include formal strategies, such as training, communication, and performance management, as well as more informal and relational practices, such as mentoring, emotional support, and knowledge sharing. By addressing human resource challenges holistically, organizations can create a more supportive environment for their employees to adapt and thrive in the face of change.

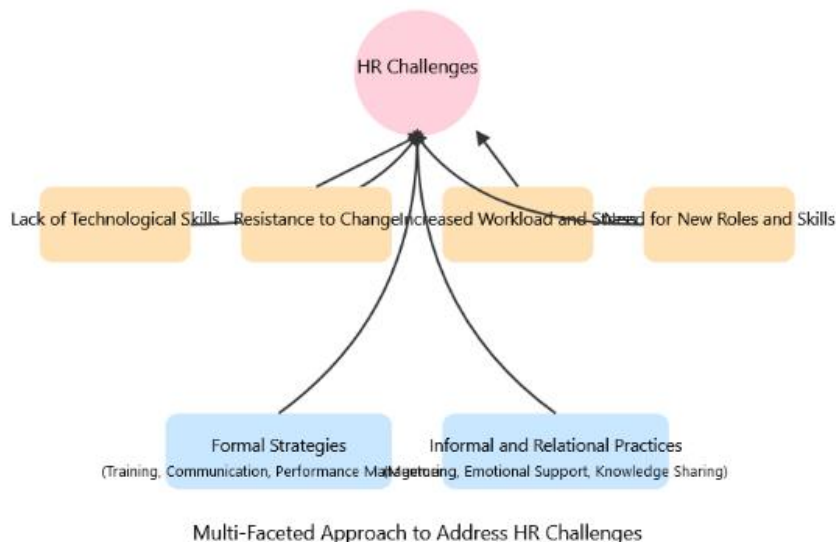


Figure 5. Human Resource Challenges Integrated Logistic System Implementation

3. Key Success Factors in Change Management and HR Management

This research identifies several key success factors in change management and human resource management during the implementation of integrated logistics systems at PT KUBOTA INDONESIA. These factors include top management support and commitment, clear and consistent communication, employee involvement and participation, adequate training and development, and cultural change management.

Top management support and commitment prove to be important factors in the successful implementation of integrated logistics systems at PT KUBOTA INDONESIA. Active involvement and strong support from top management help align change efforts across the organization and ensure the availability of necessary resources. This finding is in line with previous research emphasizing the important role of top management support in the successful implementation of supply chain management systems [21], [13].

Clear and consistent communication also becomes a key success factor in change management at PT KUBOTA INDONESIA. Frequent, transparent, and easily understood communication about change objectives, progress, and expected impacts helps reduce uncertainty and build trust among employees. This finding supports previous research that underlines the importance of effective communication in organizational change processes [14], [18].

Employee involvement and participation also prove to be important factors in the success of change management at PT KUBOTA INDONESIA. Involving employees in the change process, listening to their

feedback, and valuing their contributions creates a sense of ownership and commitment to change. This participatory approach helps reduce resistance and increase acceptance of the new system. This finding is consistent with previous research that emphasizes the importance of employee involvement in change initiatives [9], [13].

Adequate training and development are also identified as key success factors in the implementation of integrated logistics systems at PT KUBOTA INDONESIA. Providing comprehensive training programs and ongoing learning support proves important to equip employees with the skills and knowledge needed to adapt to the new system. This finding is in line with previous research linking training to successful information system implementation [9], [1].

Cultural change management also emerges as a key success factor in this research. PT KUBOTA INDONESIA recognizes that addressing the cultural aspects of change, such as changing mindsets and behaviors, is as important as addressing technical aspects. Deliberate efforts are needed to promote a culture of learning, collaboration, and continuous improvement. This finding expands the understanding of the importance of cultural change management in the context of logistics system implementation, an aspect that has been less deeply explored in previous research. Overall, the findings of this research indicate that the success of change management and human resource management in implementing integrated logistics systems depends on a combination of interrelated key factors. Top management support, effective communication, employee involvement,

adequate training, and attention to organizational culture all contribute to the success of change initiatives.

The implications of these findings are that organizations need to adopt a holistic and multi-faceted approach in managing change and human resources. Rather than focusing only on technical aspects, organizations must give equal attention to human, cultural, and organizational factors. By developing comprehensive strategies that encompass these key success factors, organizations can increase the chances of success in implementing

integrated logistics systems and other major change initiatives. Additionally, these findings in [figure 6](#) also highlight the importance of effective leadership in managing change. Organizational leaders play a crucial role in driving these key success factors, from demonstrating commitment and support to facilitating communication, employee involvement, and organizational learning. Developing leadership capacity to effectively manage change should be a priority for organizations wishing to succeed in implementing integrated logistics systems and broader organizational transformation.

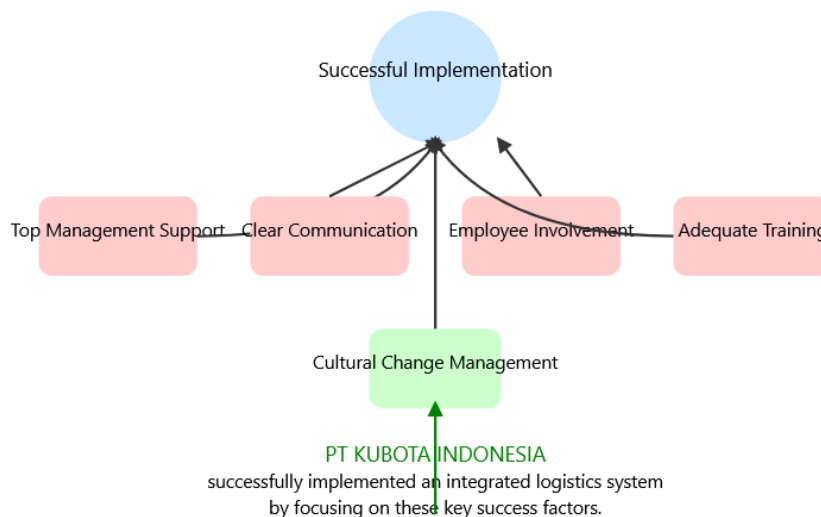


Figure 6. Key Success Factors in Change Management and HR Management

CONCLUSION

This research explores change management and human resource challenges in the implementation of integrated logistics systems at PT KUBOTA INDONESIA. The results show that PT KUBOTA INDONESIA applies a structured change management approach, which includes change planning, communication, training and development, support and assistance, as well as continuous evaluation and improvement. This approach aligns with established change management

models, such as Kotter's model, but also highlights the importance of human and cultural aspects in the change process. Despite facing various human resource challenges, such as lack of technological skills, resistance to change, increased workload, and the need for new roles, PT KUBOTA INDONESIA is able to overcome these challenges through a combination of formal strategies and more personal and empathetic approaches. Effective communication, employee involvement, training, and management support prove important in managing resistance and

building employee capacity to adapt to the new system. This research also identifies several key success factors in change management and human resource management, including top management support and commitment, clear and consistent communication, employee involvement and participation, adequate training and development, and cultural change management. These factors are interrelated and contribute to the successful implementation of integrated logistics systems at PT KUBOTA INDONESIA. The implications of these findings are that organizations need to adopt a holistic and multi-faceted approach in managing change and human resources. Aligning technical aspects with human, cultural, and organizational factors is key to the success of change initiatives. Additionally, effective

leadership in managing change also becomes an important factor in driving these key success factors. Overall, this research contributes to a deeper understanding of the dynamics of change management and human resource challenges in the context of implementing integrated logistics systems. These findings can help other organizations facing similar challenges in designing more effective strategies to manage change and support their employees through digital transformation. Although conducted in the context of PT KUBOTA INDONESIA, lessons learned from this research can be applied to various industries and organizational contexts experiencing significant technological changes.

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