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Strategy To Enhance Organizational Capability Of PT Graha Sarana Duta In Preparing Corporate Property Company's Digital Transformation

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Abstract

Digital transformation is a strategic necessity that cannot be avoided in the era of technological disruption, including in the property sector. PT Graha Sarana Duta (GSD), a subsidiary of PT Telkom Indonesia engaged in property management, faces challenges such as uneven digitalization across directorates, limited system integration, varying levels of human resource readiness, and suboptimal infrastructure. This study aims to assess GSD's level of digital transformation readiness using the Digital Maturity Model (DMM), identify key obstacles encountered, and formulate managerial strategies that align with the company's business characteristics and organizational structure. This research employed a qualitative method through in-depth interviews, field observations, and document studies, involving 15 key informants from four strategic directorates: Operation, Business, Finance and Risk Management, and Planning. All informants have direct responsibilities in operations, finance, marketing, and planning processes, providing a comprehensive perspective on digital readiness across all areas. The findings indicate that GSD's digital readiness is at an intermediate level, with several business processes already digitized, yet system integration and human resource capability enhancement remain necessary. Major challenges include limited infrastructure, resistance to the digitalization roadmap, and a lack of continuous training. Recommended strategies include strengthening digital leadership, accelerating system integration, improving competencies through structured training, and fostering a data-driven, collaborative work culture.

Keywords: Strategy management, Digital transformation, Challenges of digital transformation, Property Industry Send feedback

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INTRODUCTION

PT Telkom Indonesia (Persero) Tbk is a state-owned enterprise that plays a vital role in the development of the national digital infrastructure. In recent years, Telkom has transformed into a digital telco through technology integration and the establishment of subsidiaries focused on strategic business functions. One of these entities is PT Graha Sarana Duta (GSD), or TelkomProperty, a company that has professionally managed TelkomGroup's property assets since its acquisition in 2001. GSD has evolved from a building maintenance service provider into an integrated property company with a portfolio covering property management, property leasing, property development, and property facilities. Carrying the vision "To be the most preferred technology-led property company in Indonesia," GSD is committed to delivering technology-based property services with international standards, smart offerings, and operational efficiency through digitalization. Its large operational scale—covering 2,388 buildings with a total area of more than 2.48 million square meters and thousands of operational vehicles—positions GSD as a key player in supporting TelkomGroup's activities nationwide.

GSD's organizational structure consists of a Board of Commissioners and a Board of Directors, with four directorates responsible for financial and risk management, planning, operations, and business. The implementation of Good Corporate Governance principles serves as the foundation for maintaining accountability and adaptability amid industry dynamics. As of 2024, GSD employs 841 personnel, the majority of whom are within productive age and hold bachelor's degrees, indicating adequate capacity to support digitalization initiatives. Nevertheless, employees' digital capabilities vary significantly, affecting the speed of system and technology adoption across work units. From a market perspective, GSD serves internal segments such as Telkomsel, Telkom Akses, Mitratel, and other Telkom units, as well as external segments including state-owned enterprises, government institutions, private companies, and educational institutions. Various digital initiatives such as Smart Parking, Virtual Hotel Operator, and the Integrated Building Management System (IBMS) have shown significant impacts on energy efficiency and service quality improvements.

Digital transformation within state-owned enterprises has become a national strategic policy since the issuance of the State-Owned Enterprise Digitalization Roadmap 2020–2024, which encourages every SOE to adopt technologies such as cloud computing, big data analytics, and artificial intelligence to enhance business efficiency and governance (Ministry of SOEs, 2020). In addition, regulations concerning the management of state-owned assets, as stated in Government Regulations No. 27/2014 and No. 28/2020, mandate the use of digital systems such as SIMAK-BMN and e-Rekon-LK as part of asset accountability. In this context, digitalization is imperative for GSD, considering the vast volume of assets it manages across Indonesia. Prior to digital

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transformation, many operational processes were conducted manually, such as complaint logging, facility monitoring, and work reporting, resulting in a low complaint resolution rate—only around 35%—and slow response times in service handling. After implementing digital systems such as MyBirawa, MyProBiz, IBMS, and application-based helpdesks, significant improvements have been achieved, including faster service response times of up to 15 minutes, increased complaint resolution to 65%, and operational cost efficiency of 25–30%.

Despite these positive developments, GSD's digital transformation still faces various obstacles. Uneven technology adoption across directorates, low system integration, dependency on certain personnel for application management, limited digital training, and variations in employee readiness remain major challenges. Some applications operate optimally, while others lack sustainability due to employee rotation, non-renewed contracts, or insufficient cost-effectiveness. These obstacles align with findings from previous research highlighting the gap between technology adoption and organizational readiness within the property sector, including factors such as organizational culture, digital infrastructure, and employee competencies (Alfarrel & Tricahyono, 2024; Pfnuer, Seger, & Appel-Meulenbroek, 2021). Meanwhile, other studies show that millennial and newer generations of workers prefer work flexibility and technology integration, compelling companies to accelerate digitalization to remain relevant and competitive (Appel-Meulenbroek et al., 2019).

Based on this background, this study is important to conduct in order to evaluate PT Graha Sarana Duta's digital transformation readiness using the Digital Maturity Model framework (Schumacher et al., 2019). This evaluation includes the assessment of digital strategy, technological infrastructure, organizational culture, and human resource competencies. Additionally, this research aims to identify the key barriers hindering digitalization effectiveness and formulate managerial strategies to strengthen the organization's capabilities comprehensively and sustainably. The results are expected to contribute both theoretically and practically: theoretically by enriching the literature on strategic management and digital transformation in the corporate property sector, and practically by serving as a reference for GSD's management in formulating its digitalization roadmap, enhancing human resource competencies, strengthening system integration, and optimizing the company's operational performance in the digital era.

Objectives

This study employs a descriptive qualitative approach to understand the processes, readiness, barriers, and strategies of digital transformation at PT Graha Sarana Duta, in line with Creswell (2016) and Moleong (2016), who emphasize that qualitative research explores meaning and dynamics within natural contexts. Data were

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collected through interviews, observations, and documentation, focusing on the dimensions of the Digital Maturity Model, which include digital strategy, technology, human resource competencies, organizational culture, and business process integration as proposed by Schumacher, Erol, and Sihn (2016). The scope of the study covers processes within four directorates—Operation, Business, Finance and Risk Management, and Planning—with the aim of assessing digital readiness, identifying digitalization barriers, and understanding the managerial strategies implemented to support digital transformation in the corporate property business.

Tabel 1. Research Dimensions and Indicators

Dimention	Research Indicator
Digital Transformation Readiness	– Digital strategy
	– Infrastructure and technology
	– Human resources and competencies
	– Culture and leadership
	– Business processes
Digitalization Obstacles	– **Limitations in technological infrastructure and system integration**
	– **Resistance to the digital transformation roadmap**
	– **Insufficient training and human resource development support**
Digital Transformation Strategy	– **Development of a digital strategy integrated with the company's performance objectives**
	– **Leadership commitment in driving technology adoption and digital marketing capabilities**
	– **Evaluation of digital transformation through business performance and ESG indicators**
	– **Strengthening organizational capabilities as the foundation of a digital work culture**

The study was conducted at PT Graha Sarana Duta, which is currently implementing a digital transformation program across various work units, with data collection taking place at the headquarters and several related directorates. The company was selected due to its relevance as an organization that has adopted digital technologies but continues to face various challenges during implementation. The research took place from June to July 2025, covering preliminary observations, data collection through

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interviews, and analysis of findings to understand the dynamics of digital transformation taking place.

Research information was obtained through secondary data and interviews with key informants selected using purposive sampling, as described by Miles, Huberman, and Saldaña (2014). The informants were structural officials from four directorates—Operation, Business, Finance and Risk Management, and Planning—with a total of eight individuals who met the criteria of direct involvement in the digitalization process and a minimum of two years of experience. Semi-structured interviews were conducted to explore in-depth perspectives regarding readiness, barriers, and digital transformation strategies, while company documents were used as supporting materials and for data verification.

Data were collected through three techniques: interviews, document analysis, and non-participatory observation, providing direct insights into the use of digital technologies in the company's daily operations. Observations focused on activities related to the utilization of systems such as MyBirawa and CRM, while document analysis was used to review digital transformation policies and reports. These three methods were combined through a triangulation process to enhance data accuracy, ensure information consistency, and provide a comprehensive understanding of the digital transformation implementation at PT Graha Sarana Duta.

DISCUSSION

PT Graha Sarana Duta, or TelkomProperty, is a subsidiary of PT Telkom Indonesia engaged in technology-based property management and development. Since its establishment in 1981 and subsequent rebranding in 2011, the company has evolved from providing building maintenance services into an integrated property manager offering a range of services supported by digital systems such as the Intelligent Building Management System. GSD now manages more than 2,388 buildings with a total area of 2.48 million square meters and a project portfolio valued at more than IDR 1.2 billion as of 2025. Its extensive technological support, infrastructure, and assets strengthen the company's position as a technology-based property service provider within the Telkom Group ecosystem.

This study involved 15 informants from four strategic directorates—Operation, Business, Finance and Risk Management, and Planning—consisting of GMs, EVPs, SGMs, and VPs. The information provided reflects the experiences and insights of these leaders regarding the implementation of digitalization in work processes, customer service, budget control, and data-driven planning. The validity of the findings was maintained through source and method triangulation, member checking, and documented analysis that meets the principles of credibility, transferability, dependability,

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and confirmability. This approach ensures that the research results are accurate and reflect the actual conditions of digital transformation readiness at PT Graha Sarana Duta.

The digital transformation readiness of PT Graha Sarana Duta is reflected through the five dimensions of the Digital Maturity Model, covering digital strategy, technological infrastructure, human resources, organizational culture, and business processes. Each directorate demonstrates different conditions, with digital strategies becoming more structured through the use of applications such as MyBirawa, CRM, SAP, and MyProBiz, although system integration has not yet been fully optimized. Technological infrastructure has been widely utilized, but challenges remain, such as unstable networks, inadequate work devices, and systems that are insufficiently interconnected across directorates. Human resource readiness also varies, with some units proficient in digital applications while others require further training, technical assistance, and a strengthened digital mindset.

Organizational culture and leadership play a crucial role in supporting digitalization, with leaders in each directorate actively encouraging the use of applications and data, although employee adaptability remains uneven and resistance to new systems is still encountered. Digitalization of business processes has progressed across many activities, ranging from operations and customer service to financial reporting, asset management, and project governance. However, some units still face the need for repeated data validation, cross-functional coordination, and refinement of digital workflows to ensure greater consistency. The obstacles identified relate to technological limitations, weak system integration, resistance to change, and insufficient targeted training, all of which affect the effectiveness of the digital transformation roadmap.

In response to these findings, strategies to enhance organizational capabilities focus on strengthening the alignment of digital strategy with company performance objectives, fostering leadership that consistently encourages technology utilization, and improving human resource competencies through continuous training. Evaluation based on business and ESG indicators is necessary to ensure that digitalization efforts yield tangible impacts on efficiency, transparency, and sustainability. All research results have been verified through triangulation of methods, sources, timing, and researchers, ensuring that the findings reflect actual conditions and can serve as a basis for decision-making to strengthen the digital transformation of PT Graha Sarana Duta.

This discussion presents the relationship between the level of digital transformation readiness at PT Graha Sarana Duta, the barriers encountered during the digitalization process, and the managerial strategies required to strengthen organizational capabilities. These three elements form an interconnected analytical framework in which readiness illustrates the company's current position, barriers explain the factors that hinder digitalization acceleration, and strategies offer relevant directions

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for strengthening. The relationships among these elements are presented in the following table.

Table 2. The Interconnection of Digital Readiness, Barriers, and Organizational Strengthening Strategies

Aspek Analisis	Temuan	Keterkaitan dan Implikasi
Digital Transformation Readiness	Readiness is at a medium–high level, supported by digital strategy, technology, human resources, leadership, and business processes that are becoming more consistent.	Becomes the basis for identifying weak areas and determining the reinforcement needed during the implementation stage.
Challenges Encountered	Technological limitations and system integration issues, competency gaps, cultural resistance, and cross-unit coordination challenges.	Explains the factors causing digitalization to be suboptimal, thereby requiring managerial intervention.
Organizational Strengthening Strategies	Strengthening leadership, enhancing human resource competencies, system integration, and evaluation based on business and sustainability indicators.	Addresses the identified obstacles and provides a direction for improvements to strengthen the company's digital readiness.

1. Level of Digital Transformation Readiness
   The digital transformation readiness of PT Graha Sarana Duta demonstrates a measurable direction through the implementation of the Digital Maturity Model, which encompasses strategy, technology, human resources, culture, and business processes. The alignment of the company's digital vision with the Telkom Group roadmap reflects strategic consistency, as emphasized by Schumacher et al. (2019). The utilization of applications such as MyBirawa, IBMS, and CRM indicates developing technological readiness, supported by competency enhancement through training, as suggested by Berghaus and Back (2017), Kane et al. (2017), and Verhoef et al. (2021). Leadership commitment in fostering a digital mindset through KPIs and role-modeling in using digital tools aligns with Kotter's (2012) perspective. Overall, GSD's position is assessed at a medium-to-high readiness level, reflecting increasingly mature digital integration while still requiring equalization of capabilities across units.
2. Digital Transformation Barriersads
   The digital transformation barriers at PT Graha Sarana Duta are evident in the limitations of infrastructure and system integration, which remain inconsistent and lead to duplicate work and manual data input—consistent with findings by Berghaus and

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Back (2017) and Vial (2021). Differences in digital skills and resistance to change also pose challenges, particularly among employees accustomed to manual processes, as noted by Schumacher et al. (2016) and Kane et al. (2017). Limited technical assistance and underdeveloped change management practices further slow adaptation in several units. In addition, cross-directorate coordination and internal regulations do not yet fully support the acceleration of digital initiatives, reinforcing insights from Vial (2021), Wolf et al. (2018), and Rupeika-Apoga & Petrovska (2022). These barriers highlight the need to enhance technological infrastructure, implement continuous training, and strengthen structured coordination mechanisms.

3. Managerial Strategies to Strengthen Organizational Readiness
   The managerial strategies required to enhance digital transformation readiness at PT Graha Sarana Duta include aligning digital planning with corporate strategy and SWOT analysis, as recommended by Johnson et al. (2017) and Ahlstrand et al. (2001). Strengthening leadership becomes crucial through role-modeling digital tool usage, adjusting KPIs, and maintaining regular communication to reduce resistance, following Kotter (2012) and Kane et al. (2017). Human resource development through training, coaching, and technical support must be enhanced to strengthen digital literacy and data-analysis capabilities. System integration across units should be prioritized to ensure synchronized information flow, in line with Vial (2021) and Wolf et al. (2018). Business and ESG-based evaluations, as emphasized by Verhoef et al. (2021), are also necessary to ensure that digitalization provides measurable and sustainable impact.

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CONCLUSION

This study shows that the level of digital transformation readiness at PT Graha Sarana Duta falls into a fairly strong category based on the Digital Maturity Model. Several business processes—such as operations, planning, and finance—have already undergone digitalization, supported by the use of internal applications and increasingly widespread technological infrastructure. However, this readiness is not yet evenly distributed across the organization, as differences in digital understanding among units, limited system integration, and several technical aspects that do not fully support end-to-end digitalization remain.

Digital transformation barriers are reflected in infrastructure limitations, partially connected applications, network disruptions, and work devices that are not yet fully adequate. Beyond technical factors, resistance among some employees, uneven digital literacy, and a work culture that has not fully adapted also hinder the pace of digitalization. These challenges indicate the need for improved technological support, competency

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development, and strengthened leadership roles in fostering a more collaborative and innovative work approach.

To strengthen organizational readiness, managerial strategies—such as enhancing visionary leadership, improving employee digital competencies through continuous training, and optimizing system integration to ensure more effective data flow—are required. The company also needs to ensure that its digital infrastructure supports operational needs and conduct periodic evaluations based on business and ESG indicators. Overall, PT Graha Sarana Duta has demonstrated progress in digital transformation; however, consistent strategies, a stronger digital culture, and enhanced internal capabilities remain essential to ensure that digitalization delivers sustainable added value for the organization.

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