

Human Resource Transformation in Regional Development Management

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ABSTRACT

This article discusses the transformation of human resources (HR) in the context of creative economy-based regional development in Indonesia. The shift towards creative economy-based human resources demands an increase in relevant training and education. However, the main challenge faced is the skills gap of the workforce who still rely on conventional abilities. This study aims to analyze the HR transformation process, identify supporting and inhibiting factors, and measure the impact of transformation on regional development. A qualitative method with a case study approach was used to explore the experiences of stakeholders. The results show that collaboration between the government, private sector and educational institutions is crucial in creating an ecosystem that supports innovation and creativity. Successful HR transformation can improve regional competitiveness as well as create new jobs. This article provides strategic recommendations for stakeholders to accelerate the HR transformation process in the creative economy.

Keywords: Creative Economy; Digital Skills; Human Capital Transformation; Regional Development; Stakeholder Collaboration

INTRODUCTION

The shift towards a creative economy in regional development highlights the need for human resource transformation, allowing individuals to leverage their unique talents and innovate. This transformation enhances regional competitiveness, creates jobs, and fosters sustainable economic growth, requiring support from stakeholders like the government, private sector, and educational institutions (Polishchuk et al., 2025). A significant challenge is the gap in labor competencies, as many workers possess conventional skills that do not align with modern creative industry needs. Effective labor absorption is influenced by education, investment, and regional economic growth. Additionally, digital skills, innovation, and creative management are crucial yet underdeveloped among regional human resources, hindering adaptation to technology-based business models (Reniaty et al., 2024).

Digital skills and innovation are vital for the growing creative industries, which can enhance national competitiveness if supported by a skilled workforce. Training in digital skills is essential for professionals to meet global market demands. However, the creative sector faces challenges in accessing technology and adequate training. Therefore, developing training programs focused on digital skills and creative management is crucial for improving local competitiveness (Webb & Layton, 2023).

To enhance human resource quality, strategic partnerships and collaborative management are necessary. Collaboration among government, private sector, and educational institutions can create an ecosystem that supports skill development relevant to the creative industry (Abdillah et al., 2024). Research indicates that such partnerships can boost productivity and innovation in the MSME sector, integral to the creative economy. Thus, improving workforce competencies through education and training can bridge competency gaps and enhance regional competitiveness (Aulia et al., 2023).

Human resource development in the digital era presents complex challenges, requiring HR management to adapt to technological advancements. Government policies supporting HR development are essential, focusing on infrastructure and educational facilities (Hakim, 2023). Additionally, local potential and community empowerment must be considered, as skills development and empowerment contribute to a sustainable creative economy. A holistic approach integrating education and community empowerment is necessary for effective HR transformation in Indonesia (Gunawan et al., 2022).

Another significant challenge faced by the creative sector is the limited access to capital and funding, especially for young and emerging talents. Conventional banking institutions often apply rigid collateral and creditworthiness requirements that are misaligned with the flexible, project-based nature of creative ventures. As a result, many creative entrepreneurs struggle to secure financial support, which not only hampers their ability to scale but also discourages innovation and experimentation (Simatupang et al., 2012). This financial exclusion creates a gap between creative potential and actual economic output, leading to underutilized talent and missed opportunities for regional economic growth (Mulyadi et al., 2023). Moreover, the lack of tailored financial instruments such as microloans, crowdfunding platforms, or grant-based support further marginalizes creative actors who operate outside traditional business models. Without systemic financial inclusion, many promising ideas remain conceptual, unable to transition into market-ready products or services (Wijoyo et al., 2024).

In summary, human resource transformation involves not only skill enhancement but also developing an ecosystem that fosters collaboration, access to funding, and technological adaptation. This research aims to analyze HR transformation processes in the creative economy, identify supporting and inhibiting factors, and measure the impact of HR transformation on regional development, ultimately promoting innovative and sustainable creative economic policies (Noya & Marcellia, 2024).

LITERATURE REVIEW

Concept of Human Resources Transformation

The creative economy is a key driver of economic growth in many countries, including Indonesia. This concept requires changes in human resource management (HRM), including upskilling, organizational structure, work culture, and workforce mindset. This paper outlines the key elements of HR transformation, such as capability development, technology adaptation, and a culture of innovation.

Individual and organizational capability development is the foundation of HR transformation. This includes enhancing the technical and non-technical skills required in the creative industry. In this context, it is important for organizations to implement comprehensive and sustainable training programs. Research shows that investment in skills development can increase an organization's productivity and competitiveness (Sono & Limpo, 2024). A combination of formal training and practical experience is important to build the necessary capabilities. Collaborative learning approaches where employees can exchange knowledge and experience can also strengthen individual capabilities. In addition, the role of mentors and coaching within organizations is crucial to help individuals develop their full potential (Murti, 2022).

In today's digital era, digital transformation is a key element in the creative economy paradigm. Organizations need to adapt to new technologies to stay relevant. This includes the use of digital tools for design, marketing, distribution and project management. Research by Brynjolfsson and McAfee (2014) shows that organizations that adopt digital technologies can not only improve operational efficiency but also create added value for customers. In addition, employees need to be involved in training related to new technologies. This is impossible through technical training alone, but also requires an understanding of how the technology contributes to innovation and creativity. Developing a work culture that supports the use of new technologies is also important to encourage employees to implement digital solutions (Gurbaxani & Dunkle, 2019).

A culture of innovation and creativity is an integral element in HR transformation to support the creative economy. Organizations need to create an environment that encourages new ideas and experimentation. Research shows that an innovative work culture contributes to better job satisfaction and employee retention (Sugiat, 2020). The implementation of an innovation strategy must start at the leadership level, where leaders must provide the vision and all the necessary resources to create a culture of innovation. The practice of involving employees in the decision-making process and rewarding creative ideas can increase employee motivation and attachment to the organization (Amabile et al., 1996).

HR transformation in the context of the creative economy is a complex and multifaceted process. Individual and organizational capability development, digital transformation, and the creation of a culture of innovation and creativity are key elements that need to be addressed (Gunawan et al., 2022). Organizations that are able to integrate these elements will not only be able to survive in a competitive market but also contribute

positively to overall economic growth. To achieve optimal results, a holistic approach that takes into account international dynamics as well as local trends in the creative economy should be applied.

Relevant Human Resources Transformation Model in the Context of Creative Economy

The transformation of human resources (HR) is key in dealing with dynamic changes in the industry, especially in the context of the creative economy. Various models have been developed to understand and facilitate HR change. These models provide a framework that assists organizations in planning relevant and effective HR development strategies. In this paper, we will discuss three models that are sometimes used in HR transformation research and practice: The 70:20:10 Model of Learning and Development, McKinsey's 7S Model, and Kotter's 8-Step Change Model.

The 70:20:10 model, introduced by [Lombardo and Eichinger \(1996\)](#), proposes that the most effective way to learn and develop skills is through a certain proportion of learning experiences. The model states that: 70% of learning occurs through on-the-job experiences, where employees learn by directly facing challenges and tasks. 20% comes from social interactions, such as feedback from coworkers and mentors. 10% comes from formal training and education.

In the context of the creative economy, this model is particularly relevant as the sector emphasizes creativity and innovation that often develops through practical experience and project-based learning. Organizations can leverage this approach by creating a learning culture that is integrated with on-the-ground practice, so that employees can learn on the job, and build networks and collaborations that foster creativity.

McKinsey's 7S Model, introduced by [Waterman et al. \(1980\)](#), is a framework that identifies seven interdependent elements within an organization that can affect the effectiveness and success of change. These elements are: 1. Strategy: A long-term plan to overcome challenges and achieve goals. 2. Structure: Organizational structure and hierarchy. 3. Systems: Processes, procedures, and systems that support the organization's operations. 4. Shared Values: The culture and core values that drive organizational behavior. 5. Style: Leadership style and the way management is conducted. 6. Staff: The human resources involved in the organization. 7. Skills: The skills and capabilities possessed by human resources. In the context of HR transformation for the creative economy, this model emphasizes the importance of aligning all elements in the organization so that changes can be implemented effectively. For example, changes in technology systems (such as the adoption of digital tools) must align with the organization's strategy and culture to support innovation and creativity.

The 8-step change model proposed by [Kotter \(1996\)](#) provides a step-by-step guide in implementing successful change in organizations. These steps include: 1. Create Urgency: Communicate the importance of change to all members of the organization. 2. Form a Powerful Coalition: Gather a team of leaders who are committed to the change. 3. Create a Vision for Change: Develop a clear vision of the direction of change. 4. Communicate the Vision: Inform all members of the organization about the vision and its benefits. 5. Empower Action: Remove barriers that prevent change and give authority to individuals to act. 6. Create Quick Wins: Establish and celebrate small achievements to encourage the spirit of change. 7. Build on the Change: Reinforce and expand the changes that have been achieved. 8. Anchor the Changes in Corporate Culture: Ensure that the changes made become part of the organization's culture and are consistent in daily practice.

This model is relevant in managing HR transformation in the creative economy sector, where innovation and change are often inseparable. By using systematic steps, organizations can engage all employees in the change process and prepare them for the new challenges that arise. The use of these models in HR transformation research provides a valuable perspective on how organizations can adapt and evolve amidst the dynamic changes in the creative industries. The 70:20:10 Model emphasizes the importance of learning experiences; McKinsey's 7S Model provides a holistic framework for assessing key elements in organizations; and Kotter's 8-Step Change Model provides a structured process for implementing change. A combination of these approaches can facilitate effective and sustainable HR transformation in the context of the creative economy.

Implications of HR Transformation in Creative Economy-Based Regional Development

The transformation of human resources (HR) has significant implications in creative economy-based regional development. Increasing human resource competencies through education and training based on creativity and technology is a fundamental step to welcome the creative industry era. In this context, productive education and training for the community, especially youth, is essential to improve understanding and skills in entrepreneurship and utilizing information technology (Kusumawardani et al., 2023). This will create a workforce that is not only skilled, but also innovative in facing global challenges.

In addition, increasing regional economic competitiveness can be achieved through innovation and creative entrepreneurship. Rukmana et al. mentioned that community-based entrepreneurship, by applying the right promotion and marketing strategies, can drive socio-economic progress (Rukmana et al., 2024). Strengthening innovation in creative industries, as shown by research on graphic design companies, also shows the importance of collaboration and innovative strategies in driving market competitiveness (Reniaty et al., 2024) and increasing market acceptance (Polishchuk et al., 2025). Creativity-driven entrepreneurship is proven to contribute directly to local economic dynamism and regional income.

Furthermore, in building a strong creative economy ecosystem, it is important to prioritize collaboration between various stakeholders, including government, academia, and industry players. The Quintuple Helix model, which involves various actors in sustainable development, underscores the importance of synergy in creating an enabling environment for creative economic growth (Murti, 2022). In this case, optimizing the role of the government in providing supportive policies and research aimed at improving human resource capacity is crucial (Wijoyo et al., 2024). Research also shows that access to funding and legal protection for intellectual property are key in creating a favorable climate for innovation (Noya & Marcellia, 2024). Finally, by understanding the appropriate theories and models of HR transformation, regional development can be geared towards becoming more innovative, sustainable and globally competitive. Emphasizing sustainable and competitive HR development will strengthen the position of Indonesia's creative economy in the international arena, as well as address existing challenges such as inadequate infrastructure.

RESEARCH METHOD

This research uses a qualitative method with a case study approach to deeply understand the process of HR transformation in creative economy-based regional

development. This approach was chosen because it allows contextual exploration of phenomena by paying attention to the experiences, interactions, and social dynamics that occur in it (Douglas & Haley, 2025). The case study approach is used to understand how HR transformation occurs in the context of the creative economy in certain regions. This approach allows in-depth exploration of the strategies, challenges and impacts of HR transformation.

Meanwhile, the phenomenological approach is used to understand the subjective experiences of creative economy actors, local governments, and academics in the HR transformation process. This approach allows exploration of how individuals experience and respond to changes that occur in the creative industry. This approach is relevant for exploring the perspectives of various stakeholders and understanding how HR transformation affects regional economic development in real terms.

RESULTS

The results show that the potential of the creative economy in various regions in Indonesia is growing, especially in cities that have adopted policies to strengthen human resources and digitize creative businesses. Some areas such as Bandung, Yogyakarta, and Surakarta are known as creative cities that have successfully built ecosystems based on innovation and local culture. However, this research also found that HR transformation in the creative economy still faces challenges such as a lack of digital skills, minimal access to capital, and limited education and training at the regional level.

HR Transformation Process in Creative Economy

From the data analysis conducted, the transformation of human resources in the creative economy takes place in several main stages:

HR Capacity and Skills Improvement; Local governments and creative industry communities have conducted many digital, design, and online marketing-based trainings. In addition, programs such as the Digital Talent Scholarship and creative startup development programs have helped improve the skills of the workforce in various regions. However, technology adoption is still low in some regions that do not have adequate digital infrastructure.

Changes in Mindset and Culture of Innovation; In recent years, there has been a change in the mindset of human resources from conventional work orientation towards creative entrepreneurship. The younger generation is increasingly interested in entering the creative economy sector, such as the fashion, culinary and digital arts industries. The main challenge is the lack of mentors and a strong business incubation ecosystem, especially in regions that do not yet have creative innovation centers.

Strengthening Collaboration Between Stakeholders; The success of HR transformation in the creative economy is highly dependent on collaboration between government, academia, and industry players. Some regions have successfully built creative hubs and coworking spaces as centers for innovation development. However, there is still a gap between central policy and implementation in the regions, especially regarding infrastructure and funding support.

Supporting and Hindering Factors in HR Transformation

The results show several factors that encourage the success of HR transformation in the creative economy, including; 1. Government support and pro-creative economy regulatory policies (for example, tax incentives for creative industry players). 2. Access

to digital technology and e-commerce, which allows creative products to be marketed more widely. 3. The development of creative communities and startups that support innovation-based economic growth.

However, several factors are still an obstacle in the HR transformation process, including; 1. Limited access to specialized training and education in the creative economy sector, especially in remote areas. 2. Lack of access to funding for creative economy actors, especially for newly developing MSMEs. 3. Lack of digital infrastructure and internet connectivity in some areas, which hinders the growth of digital-based creative industries.

Impact of HR Transformation on Regional Development

The results show that HR transformation has a positive impact on regional development, with some key implications as follows:

Cities that have successfully built creative economy ecosystems have experienced an increase in regional GDP, as seen in Yogyakarta, which recorded a creative economy growth of 8.9% per year, higher than other sectors. This growth not only impacts the economy but also creates new opportunities for the community. Additionally, the creative industry has absorbed over 17 million workers in Indonesia, significantly contributing to the reduction of unemployment and improving the welfare of the population. Furthermore, the creative industry plays a vital role in preserving regional culture through locally-based products, such as batik, crafts, and regional culinary specialties, which not only strengthen local identity but also attract the interest of tourists. Thus, the development of the creative economy becomes key to driving sustainable economic growth and reinforcing the cultural identity of the region.

Based on the findings of this study, researchers can argue that, HR transformation in the creative economy has been going well in some areas that have a strong supporting ecosystem. However, there are still obstacles in the aspects of training, access to capital, and digitalization in some areas that are not fully developed. Collaboration between government, academia, and industry is needed to accelerate HR transformation and improve the competitiveness of the creative economy at the regional level.

DISCUSSION

Based on the research results, it can be concluded that HR transformation plays a central role in regional creative economic development. Adaptive, creative, and innovative human resources are key factors in improving the competitiveness of the creative industry at the local and global levels. The main conclusions of this study are as follows:

HR Transformation as a Key Factor in Creative Economy Development

HR transformation occurs through skills upgrading, digital technology adoption, and mindset change towards innovation and entrepreneurship. Local governments that support technology-based training and cross-sector collaboration have successfully accelerated the transformation of the creative workforce. Human resources with competencies in digital marketing, creative design, and digital-based entrepreneurship are better able to adapt to the development of the creative industry.

Supporting and Hindering Factors of HR Transformation

The main supporting factors include government policy support, the existence of creative communities, and access to technology and global markets. The main inhibiting factors

are the lack of access to training in certain regions, limited digital infrastructure, and low financial and business literacy among creative industry players.

Impact of HR Transformation on Regional Development

Regions that have successfully transformed their human resources have experienced an increase in the contribution of the creative economy sector to local GDP. New jobs are created as the creative economy ecosystem develops, especially in the culinary, fashion, performing arts, and digital content subsectors. Local cultural identity is strengthened through innovations based on cultural heritage and community creativity.

The Role of Collaboration in Supporting HR Transformation

Collaboration between government, academia and industry is essential in accelerating HR transformation. Creative hubs, business incubators and coworking spaces are key catalysts in developing excellent creative economy human resources.

Based on the research findings, here are some strategic recommendations for various stakeholders to ensure the optimal transformation of human resources in the creative economy:

Recommendations for Local Governments

Improve access to creative and digital skills training in the region, especially for MSMEs in the creative economy that have not yet been reached by HR development programs. Develop a technology-based creative ecosystem by providing digital infrastructure, coworking spaces, and incentives for creative startups. Enhance collaboration with the private sector and academia to establish innovation centers and creative industry research. Expand access to funding and incentives for creative economy players, particularly in regions with significant creative industry potential but limited financial support.

Recommendations for Creative Industry Practitioners

Enhance digital competence and global marketing through the use of e-commerce platforms, social media, and blockchain technology for intellectual property (IP) rights. Build networks and collaborations among creative communities to share resources, business opportunities, and innovations. Participate in business and financial management training to ensure the sustainable growth of creative ventures.

Recommendations for Academics and Educational Institutions

Align educational curricula with the needs of the creative industry, including digital skills, innovation management, and creative entrepreneurship. Increase research and academic publications on HR development strategies in the creative economy, especially in regions that have not been extensively studied. Develop campus-based creative business incubation programs to support students and graduates who wish to enter the creative industry.

Recommendations for Communities and Other Stakeholders

Build mentoring and business incubation ecosystems to guide creative economy players in growing their businesses. Organize more creative economy festivals, competitions, and exhibitions to increase exposure and competitiveness of local creative products. Optimize the role of media and digital platforms in promoting the creative industry as a potential and competitive economic sector.

CONCLUSION

This study concludes that human resource (HR) transformation plays a vital role in advancing regional development through the creative economy. The ability of human resources to adapt to digital technologies, embrace innovation, and foster entrepreneurship has a direct impact on the competitiveness of local creative industries. Successful transformation is supported by strong collaboration among government, industry, academia, and communities, enabling access to training, infrastructure, and market opportunities. However, disparities in digital access and business literacy remain key challenges in certain regions. Therefore, strategic, inclusive, and sustained efforts are necessary to ensure that HR transformation contributes meaningfully to job creation, economic growth, and the preservation of local cultural identity within the creative economy.

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DECLARATION OF CONFLICTING INTERESTS

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