

## Human Resource Development Strategy in the Creative Industry of Sih Sasomo Art Studio

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### ABSTRACT

This research aims to develop an effective human resource (HR) development strategy to enhance the competitiveness of the Sih Sasomo Art Studio in the creative industry. Focusing on HR needs, the study designs training programs in karawitan and puppetry, along with sustainability strategies to support local creative industry growth. Using a qualitative case study approach, data were gathered through in-depth interviews, participatory observations, and internal document analysis. The data analysis process involved data reduction, presentation, and conclusion drawing. The findings highlight three HR development priorities: strengthening skills in karawitan and puppetry, improving creative project management, and enhancing digital literacy. Community involvement in training activities significantly supports HR engagement and the sustainability of the studio. Theoretically, the research contributes to HR development literature in the creative sector by emphasizing the value of a community-based approach. Its originality lies in combining traditional arts with modern digital strategies. Practically, this study offers a strategic HR framework applicable to other art studios and similar organizations. However, the study is limited to the Sih Sasomo Art Studio context, and broader testing is needed to generalize the findings across different organizational settings.

Keywords: Art Studios, Community-Based Training, Creative Industries, Digital Literacy, Human Resource Development.



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### INTRODUCTION

The creative industry is a sector that has a strategic role in encouraging economic growth, creating jobs, and preserving cultural wealth. In Indonesia, one of the important branches of the creative industry is traditional arts, which include karawitan and puppet arts. This art is not only part of the nation's cultural identity but also has significant economic potential through performance activities, training, and development of cultural products. Sanggar Seni Sih Sasomo, as one of the active actors in the field of karawitan and puppet arts, faces challenges as well as opportunities to develop its competitiveness in the local creative industry (Carito, Sulistyan, & Setyobakti, 2022;

Hui & Shih-yang, 2023; McEwana, Szablewska, Lewis, & Nabulime, 2022; Sulistyan & Setyobakti, 2022; Tewu, Lengkong, & Rares, 2022). Non-formal educational institutions such as art studios were established with the aim of preparing students to become human beings with good specifications of knowledge, skills and expertise and later the skills they have are useful for their future (Bain, Young, & Kuster, 2022). Lumajang Regency, which is famous for its nickname the City of Bananas, also has art studios that stand and develop, one of which is the Sih Sasomo Art Studio which is located on Jl. Dieng, Dawuhan Lor Village RT 024/RW 008, Sukodono District, Lumajang Regency. The non-formal education provided includes karawitan training, puppet training, puppet education and regional language lessons.

Le succès du Sih Sasomo Art Studio est indissociable de la qualité des ressources humaines (RH) qui y sont (Carito et al., 2022). Skilled, innovative, and adaptable human resources are the key to the sustainability and competitiveness of art studios. However, human resource management in this sector still faces various obstacles, such as the lack of targeted training in karawitan and puppetry, low digital literacy among traditional arts actors, and lack of mastery of creative project management. Therefore, a human resource development strategy that not only focuses on artistic skills but also includes managerial and technological aspects is needed (Apriyanti, Ahmad, & Rohana, 2025).

In facing the dynamics of the times, especially in the era of globalization, the development of human resources (HR) in the creative industry of Sanggar Seni Sih Sasomo is required to remain relevant without losing the noble values that are its identity. This encourages art studios to manage and develop human resources professionally and adaptively to change. An effective art studio is one that is able to adapt to the era of cultural globalization in Indonesia, while paying attention to the quality of education and human resource regeneration. Good human resource management in this organization aims to create structured management, support the sustainability of karawitan and puppet arts, and produce innovative works of art without overriding elements of moral values as a guideline (Amelia & Simangunsong, 2023; Sianipar, 2021).

The results of a survey conducted at the Sih Sasomo art studio located in Lumajang Regency show that the studio has not been said to have a structured and systematic Human Resource Development Strategy in the Creative Industry, so that the existing potential is not fully optimal. Although it has several art activities that are carried out regularly, there are still shortcomings in terms of human resource management that can support the development of the creative industry, such as skills training, increasing insight into the market, and the preparation of programs that focus on career development of artists and creators at the Sih Sasomo art studio which focuses on karawitan and puppet puppetry activities.

This research aims to formulate an effective human resource development strategy to increase the competitiveness of the Sih Sasomo Art Studio in the creative industry, especially in the field of karawitan and puppet arts. The main focus of the research is to identify human resource needs, develop karawitan and puppet training programs, and design sustainability strategies to support the growth of the local creative industry. With the right approach, the Sih Sasomo Art Studio can be a relevant human resource development model for other arts organizations.

The Importance of Human Resource Development Strategy in the Creative Industry at Sih Sasomo art studio, especially in the field of karawitan and puppet arts, is crucial to ensure the sustainability and growth of these traditional arts (Wartina, Sambung, Kristinae, & Syamsudin, 2022). Here are some reasons why human resource development in the creative industry is so important:

- a. Cultural Preservation: Karawitan and puppets are part of a rich and high-value cultural heritage. With a good human resource development strategy, the younger generation can be involved in in-depth learning and training, so that this tradition can continue to be maintained and developed, and not become extinct.

- b. Improving the Quality of Artworks: A planned human resource development strategy will provide better training and education to artists in the field of karawitan and puppetry. This will improve the quality of the artworks produced, both in terms of technique, creativity, and innovation, so that it is more acceptable to the community and the wider creative industry market.
- c. Higher Competitiveness: In the world of a highly competitive creative industry, having skilled and competent human resources will increase the competitiveness of Sih Sasomo art studios. Artists who have qualified knowledge and skills can face existing challenges and create new opportunities in the traditional and modern art markets.
- d. Improving Artists' Welfare: With a targeted human resource development program, artists at Sih Sasomo art studio can get opportunities to increase their income and welfare, both through staging, training, and other creative products. It will also open up opportunities for them to collaborate with other creative industries, expand their networks, and introduce their art to a higher level.
- e. Innovation in Traditional Arts: Human resource development focuses not only on training basic skills, but also on the application of innovation. In the field of karawitan and puppetry, innovation can include combining new elements with tradition, thus creating works that are relevant to the development of the times without sacrificing existing cultural values.

With the right development strategy, Sih Sasomo art studio in the field of karawitan and puppetry can strengthen its position in the creative industry, improve the quality of the art produced, and involve more young generations in maintaining and developing traditional arts. Therefore, the urgency of this research is carried out so that the Human Resource Development Strategy (HR) in the Creative Industry of Sih Sasomo art studio can become a good organization.

The Sih Sasomo Art Studio in Lumajang Regency has an important role in the preservation of local arts and culture, such as puppetry, karawitan, and other traditional arts. However, in its implementation, this studio faces various challenges related to the Human Resource Development Strategy in the Creative Industry. Some of the problems that arise include

- a. Lack of Structured Training and Education: While the studio has great potential in the preservation of local arts and culture, there is still a shortage in terms of structured training and education for the members of the studio. The lack of training programs that focus on improving technical skills and knowledge related to the development of the creative industry causes the quality and competitiveness of artists in studios to be not optimal.
- b. Limited Access to Resources and Facilities: One of the challenges faced is the limited access of studios to the resources needed, such as traditional musical instruments, adequate practice rooms, and production facilities. These limitations limit the development of skills and artistic exploration by artists, which ultimately affects the resulting work.
- c. Limited Network and Collaboration: Sanggar Seni Sih Sasomo still faces obstacles in establishing networks with various parties, both at the local and national levels. This hinders opportunities to collaborate with other artists or creative industries, as well as difficulties in accessing a wider market for their artwork.
- d. Lack of Understanding of the Art Market and Marketing: Many artists in this studio are more focused on the creative process and less understand the importance of marketing and managing artworks. Without an effective marketing strategy, it is difficult for karawitan, puppeteer, and other traditional arts to reach a wider audience, both inside and outside the region.
- e. Economic and Financing Factors: Financing for human resource development and arts activities is still an obstacle. Limited financial resources make it difficult for studios to conduct training, renew facilities, and implement development programs that can improve the quality of artists' work and skills.
- f. Lack of Motivation and Support from the Young Generation: Although traditional arts have high cultural value, the interest of the younger generation to explore arts such as karawitan and puppetry tends to decline. This can be due to a lack of understanding of the importance of

preserving local culture as well as a lack of efforts to attract their interest in engaging in such artistic activities.

- g. Limitations in Managing Diverse Human Resources: In art studios, there are various backgrounds and skill levels of artists involved. The management of this diverse human resource requires the right approach in order to optimize the potential of each individual. Without a clear management strategy, the potential of artists is difficult to develop to the fullest.

To address these issues, it is important for Sanggar Seni Sih Sasomo to formulate a comprehensive and integrated human resource development strategy, taking into account ongoing training, access to resources, effective marketing, and collaboration with relevant external parties. Thus, the preservation of local art and culture can go hand in hand with the development of the creative industry.

The purpose of the researcher to conduct research on Human Resource Development Strategies (HR) in the Creative Industry at the Sih Sasomo Art Studio includes:

- a. Identifying Human Resource Development Needs: This research aims to determine the training, skills, and education needs needed by artists at the Sih Sasomo Art Studio, especially in the fields of karawitan, puppetry, and other traditional arts, so that they can compete in the creative industry market.
- b. Analyzing Challenges in Human Resource Development: This study also aims to analyze the various challenges faced by art studios in developing human resources, including limited resources, facilities, and financing, as well as a lack of understanding of the art market and marketing.
- c. Evaluating Existing Development Strategies: The purpose of this study is to evaluate the extent of the human resource development strategies that have been implemented in this art studio, whether they are effective or still need to be improved and adjusted to better suit the needs of the creative industry.
- d. Developing Strategic Recommendations for Human Resource Development: Based on the results of the analysis, this study aims to provide recommendations related to more effective and sustainable human resource development strategies. This recommendation is expected to help art studios in improving the quality of their works, expanding their networks, and supporting more professional art management.
- e. Exploring Potential and Opportunities in the Creative Industry: This research aims to explore the potential and opportunities that exist for the Sih Sasomo Art Studio in developing traditional arts to be better known and accepted in a wider market, both at the local, national, and international levels.
- f. Improving Artists' Welfare: One of the main objectives of this research is to identify ways that human resource development can contribute to improving the welfare of artists in the studio, both through increased skills, market opportunities, and better management in the creative industry.

Encouraging the Preservation of Local Culture: This research aims to contribute to efforts to preserve local arts and culture through the development of human resources who are able to maintain and develop traditional arts, as well as make them relevant in the context of the development of the times.

With these objectives, this research is expected to provide in-depth insights into the development of human resources in the creative industry at Sanggar Seni Sih Sasomo and provide practical solutions to overcome various existing challenges.

## METHODS

This study uses a qualitative descriptive approach to analyze the Human Resources (HR) development strategy applied in the Sih Sasomo Art Studio in Lumajang Regency. This approach was chosen because it aims to understand the phenomenon in depth through observation, interviews, and data analysis related to human resource development activities in the creative industry (Sulityowati, Sulityowati, Saecidi, & Parvaneh, 2025).

### a. Data collection technique

Data collection is carried out through several techniques, namely:

#### 1) In-depth Interview

Interviews were conducted with studio administrators, trainers and members to obtain information regarding HR development strategies. The focus of the interview included training programs and member competency development, HR management patterns which include recruitment, training and performance evaluation, challenges and potential in developing human resources at the Sih Sasomo Art Studio.

#### 2) Direct Observation

Observations were carried out to understand the implementation of HR development strategies in daily activities. Things observed include the art training process carried out in the studio, interactions between members and trainers in creative activities, management of facilities that support human resource development.

#### 3) Document Analysis

Analysis is carried out on relevant documents, such as work programs, activity reports, training schedules and other supporting documents. This data is used to complement information from interviews and observations.

#### 4) Data Analysis Procedures

The data collected was analyzed thematically with the following stages:

##### a) Data Reduction

Select data that is relevant to the research focus, namely HR development strategies.

##### b) Data Presentation

Group data based on main themes, such as training programs, HR management, challenges and potential.

##### c) Drawing conclusions

Interpret data to understand the strategies implemented, as well as formulate recommendations for future HR development.

### b. Reasons for Selecting Methods

1) A qualitative method was chosen because it provides the flexibility to explore various aspects of human resource development in depth. With this approach, the research was able to:

2) Out of a sample of 60 people at the Sanggar, 37 were active and provided information.

3) Understand the challenges faced in human resource development at the Sih Sasomo Art Studio.

4) Identify potential areas that can be optimized to improve the quality of human resources.

## RESULTS AND DISCUSSION

The Sih Sasomo Lumajang art association is an art studio that focuses on teaching and learning the art of karawitan and puppetry (puppetry). This studio is located on Jalan Dieng, RT 024/RW 008, Dawuhan Lor Village, Sukodono District, Lumajang Regency. With a strong commitment to preserving traditional culture, this studio is a vital place for those who want to explore traditional Javanese arts, especially karawitan and puppets which have high cultural value.

Since its establishment, this studio has grown rapidly. The number of members who have joined from the beginning until now has reached around 60 people, which are divided into two main

groups. The first group is adult members totaling 25 people, while the second group consists of 35 young people who show high enthusiasm in learning this traditional art. Of these, as many as 37 people are still actively participating in various activities held by the studio, along with 2 trainers who are directors and supervisors in every art activity carried out.

The activeness of members in the studio shows the great interest and dedication to the preservation of regional cultural arts, especially in the field of karawitan and puppet arts. Karawitan is a traditional Javanese musical art that uses various musical instruments such as gamelan, while puppet is a puppet performance art that depicts epic stories from Javanese culture, such as the Ramayana and Mahabharata. Both require in-depth skills and a broad understanding of the philosophy and aesthetics of Javanese culture. Therefore, teaching in this studio is not only limited to techniques, but also prioritizes understanding of the cultural values contained in each performance and song studied.

The activities carried out at the Sih Sasomo Art Studio have been well documented and continue to run to this day. One of the main activities that is routinely carried out is the practice of karawitan and puppetry arts which is held regularly. This activity was attended by studio members who had been divided by age group and skill level. The practice of karawitan usually includes teaching about the technique of playing a gamelan musical instrument and the introduction of various types of gending (traditional songs) in karawitan. Meanwhile, puppet training focuses more on teaching the art of puppetry, where members are taught to move puppets and tell stories with expressions that match the existing characters.

In addition to routine training, this studio also often holds art performances to show off members' abilities in the field of karawitan and puppetry. This art performance is a place for members to show the results of their practice, as well as to entertain the surrounding community. This activity is also an important means of maintaining relationships with the community, as well as introducing traditional arts to the younger generation and the wider community. In addition, the studio also participates in various art festivals and events in the area, further expanding their network and influence in the world of traditional art.

Not only that, this studio is also committed to introducing and teaching this traditional art to young people so that they can get to know and love the local culture better. Through various learning programs tailored to children's ages and interests, this studio hopes to produce the next generation who will not only inherit traditional arts, but also maintain and preserve them in the future.

With various activities that continue to be carried out, both in the form of training, art performances, and participation in art festivals, the Sih Sasomo Lumajang Art Association continues to be committed to maintaining and preserving the art of karawitan and puppetry. This is part of an effort to introduce and develop traditional arts, as well as strengthen the bond of brotherhood between members and the community around the studio. This studio is an important symbol in maintaining the sustainability of Javanese culture and provides a creative forum for people to be creative and develop their talents in the field of traditional arts.



**Figure 1. Sih Sah Somo Studio's Practice and Performance Activities**

## Research Results

This research aims to analyze the strategy of developing Human Resources (HR) in the creative industry implemented by the Sih Sasomo Art Studio in Lumajang Regency. Based on the results of data collection through interviews, observations, and document analysis, the following are the main findings of the study:

- 1) HR Development Planning
  - Sih Sasomo Art Studio has a training program designed to improve members' artistic skills, such as training in traditional dance, music and performing arts.
  - Every year, the studio prepares a work program which includes a training schedule, target participants, and budget allocation for human resource development activities.
  - The main focus of planning is maintaining local cultural heritage while developing members' creativity to create artistic innovations.
- 2) Implementation of Training and Development Programs
  - The studio holds regular training involving experienced trainers, both internal and external.
  - Apart from technical training, the studio also holds workshops on arts management and marketing of works of art to increase members' understanding of the business aspects of the creative industry.
  - Mentoring program is implemented for new members, where they are guided directly by senior members or trainers.
- 3) HR Management and Evaluation
  - The studio implements a performance-based evaluation system which is carried out through routine assessments every quarter.
  - Evaluation includes aspects of technical skills, participation in activities, and individual contribution to the success of the studio.
  - Input from evaluations is used to improve training programs and determine additional training needs.
- 4) Challenges in HR Development
  - Budget limitations are one of the main obstacles in implementing more intensive training programs.
  - Lack of free time for members, especially those who have other jobs outside the studio, causes limited participation in training programs.
  - Access to coaches or mentors with specific expertise is often limited.
- 5) The Potential of the Studio
  - The existence of members who have a high commitment to preserving local arts and culture is a major strength.
  - The studio has quite extensive networks with other art communities, enabling collaboration and exchange of experiences.
  - Support from the surrounding community and local government provides opportunities to develop more innovative programs.

## Discussion

The research results show that the human resource development strategy at the Sih Sasomo Art Studio is based on the principles of local cultural sustainability and creativity development. The approach taken includes important aspects of management functions, namely:

### 1. Directed Planning

Sih Sasomo Art Studio has demonstrated a commitment to preparing clear and structured HR development plans. However, consistent with Sianipar, F. (2021), funding remains a limiting factor. While previous studies often emphasized reliance on government or institutional support, this research suggests the need for funding diversification strategies, including collaboration with private sectors and crowdfunding initiatives.

2. Implementation of Diverse Programs

The studio organizes both technical (e.g., *karawitan*, puppetry) and non-technical (e.g., digital literacy, project management) training. This aligns with Amelia, & Simangunsong, A. S. (2023), who emphasized the importance of tailored training in the creative sector. However, this study further recommends strengthening mentoring programs, which were not deeply explored in prior studies, to enhance learning for new members.

3. Continuous Evaluation

Regular performance assessments allow monitoring of member development. Compared to previous research Tewu, N., Lengkong, F. D., & Rares, J. J. (2022) that focused primarily on internal assessments, this study recommends expanding evaluation methods by involving external stakeholders such as audience members and artistic collaborators to ensure broader feedback and performance relevance.

4. Opportunities for Innovation

Innovation is critical in the creative industry. Previous research Tewu, N., Lengkong, F. D., & Rares, J. J. (2022) highlighted the growing role of digital platforms in artistic expression. Consistently, this study supports integrating technology-based training, including digital media promotion and online learning, as a means to modernize and expand the studio's reach.

5. Challenges That Need to Be Overcome

Time constraints and low member participation are common challenges. Similar issues were reported by Sianipar, F. (2021) in their study of rural art communities. However, this research offers a new solution through the adoption of modular training models, providing flexibility without sacrificing content depth.

## CONCLUSION

Conclusion The HR development strategy implemented by Sanggar Seni Sih Sasomo has covered important aspects in human resource management, including planning, implementation, and evaluation. The studio has managed to maintain its commitment to the preservation of local cultural arts while developing the creative potential of its members. However, some challenges, such as budget constraints and members' free time, need to be overcome with more innovative strategies.

By strengthening collaboration with external parties, utilizing digital technology, and adopting modern management approaches, Sanggar Seni Sih Sasomo can continue to grow and contribute to the creative industry in a sustainable manner. This will open up new opportunities to produce artworks that are more creative and relevant to the times.

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