



ANALYSIS OF HUMAN RESOURCE EMPOWERMENT STRATEGY BASED ON ANALYTICAL HIERARCHY PROCESS (AHP) FOR LOCAL CREATIVE ECONOMY DEVELOPMENT

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Abstract

This study examines effective human resource (HR) empowerment strategies to improve the local creative economy. The urgency of this research is based on the fact that the creative economy, despite being a driver of economic growth, has not reached its optimal potential due to the low capacity of local HR. This research is important to identify effective HR empowerment strategies to increase the productivity, innovation, and competitiveness of creative economy actors at the local level. The results are expected to serve as a reference for the government and stakeholders in formulating HR-based policies. The purpose of this study is to analyze the inhibiting and supporting factors of HR empowerment in the local creative economy sector, formulate strategies that are appropriate to the characteristics and needs of creative economy actors, and provide policy recommendations to increase this sector's contribution to local development. The method used is a qualitative approach with literature studies, in-depth interviews, and Focus Group Discussions (FGDs). SWOT analysis will be used to evaluate strengths, weaknesses, opportunities, and challenges, while AHP (Analytic Hierarchy Process) analysis will be used to prioritize strategies based on weighted criteria. The results of this study indicate a significant relationship between HR empowerment strategies and the improvement of the local creative economy. Through the analysis, the most effective strategy was identified as a combination of increasing technology access and business mentoring. The formulated empowerment model is applicable and evidence-based, providing policy recommendations for the government and stakeholders. Thus, this research contributes to the development.

1.0. INTRODUCTION

The creative economy has become one of the main drivers of Indonesia's economic growth, contributing 7.38% to the national GDP in 2022.[1]. However, this potential has not been optimally utilized due to limited local human resource capacity, particularly in digital technology, business management, and product innovation. A study by the Ministry of Tourism and Creative Economy showed that 65% of creative economy players in the regions still rely on conventional method with 30% lower productivity compared to urban workers. Previous research by Adiyani et al. on the strategy for developing human resource competencies in the creative industry based on manual screen printing as an effort to increase industrial competitiveness in the digital era.[2]

While emphasizing the importance of digital training, it fails to address integration with local wisdom as a core value. The creative economy sector has been recognized as a strategic driver of economic growth, both nationally and locally. Its contribution is significant, as evidenced by its 2022 report, which showed a contribution of approximately IDR 1,300 trillion to Indonesia's Gross Domestic Product. Furthermore, the sector has successfully absorbed more than 19 million workers nationally, demonstrating its high economic value and ability to create jobs and foster innovation. However, this enormous potential is not fully supported by equitable human resources, particularly at the local level. Many local creative economy entrepreneurs still face various challenges, such as limited skills, limited understanding of digital technology, limited access to financing, and weak business management. Data from a 2023 survey by the Ministry of Tourism and Creative Economy noted that approximately 65% of local creative economy entrepreneurs had never participated in training to improve their business capacity. Another significant obstacle is the lack of collaboration between local governments, educational institutions, and the private sector, which hinders the creation of sustainable human resource empowerment strategies. In fact, a cross-sector collaborative approach, known as the triple helix model, has been proven to increase the competitiveness of local businesses by up to 40% within two years of implementation. In response to this situation, an appropriate, relevant, and locally-needed human resource empowerment strategy is needed to encourage inclusive, adaptive, and sustainable creative economic growth. The urgency of this research lies in the suboptimal potential of the local creative economy due to weak human resources. Furthermore, there is a significant gap in skills and access to technology between creative economy actors in urban and rural areas. To date, there is no applicable human resource empowerment strategy model based on local wisdom to support the growth of the regional creative economy sector. This research aims to address several key issues: the profile and condition of local human resources involved in the creative economy sector today; the main challenges faced by local human resources in developing their creative economy potential; the most relevant and effective empowerment strategies for increasing human resource capacity in the local creative economy sector and the impact of implementing human resource empowerment strategies on the productivity and competitiveness of the local creative economy. The results of this research are expected to provide policy recommendations and intervention models that can be adopted by local governments, training institutions, and creative industry actors.

2.0. LITERATURE

The creative economy has become a highly strategic sector in driving economic growth in various countries. Its contributions include high economic value and the ability to create jobs and innovation. However, this enormous potential is often hampered by the limited and uneven quality of human resources, especially at the local level. Challenges faced by local creative economy actors include limited skills, limited understanding of digital technology, lack of access to financing, and weak business management[3][4].

In the context of human resource empowerment, previous research has generally been sector-specific or focused solely on technical training. However, this approach is often inadequate to address the complexity of the problem. A more holistic and collaborative strategy is needed. Studies show that cross-sectoral collaborative approaches, such as the triple helix model involving government, academia, and industry, can significantly improve the competitiveness of local businesses[5]. This study explains the development of a triple-helix role model for the development of innovation and technology-based startups. This model

emphasizes the importance of synergy between various parties to create an ecosystem that supports the growth of the creative economy. To formulate an effective strategy, this study integrates several analytical methods. One method used is SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, a strategic evaluation tool for identifying internal and external factors. discusses the origins and applications of SWOT analysis in various contexts[6][7].

The main novelty in this research is the use of the Analytical Hierarchy Process (AHP) method in the strategic decision-making process [8][9][10][11] Using AHP for performance appraisal decision-making demonstrates the method's flexibility. AHP allows for an objective and structured assessment and ranking of various alternative human resource empowerment strategies, by weighting the importance of criteria such as training effectiveness, ease of access, policy support, and program sustainability[12], [13], [14]. By combining a literature review, a field survey-based human resource needs analysis, a gap analysis, and a SWOT analysis, this study aims to strengthen its strategic foundation[15], [16], [17]. This integrated approach distinguishes this study from previous research, which often does not involve mapping local potential and active community participation in strategy formulation. The final result is expected to be not only conceptual recommendations but also an implementable model for human resource empowerment in the local creative economy that can be implemented by local governments and development partners. Thus, this study provides a new contribution to the development of a contextual, evidence-based, and highly competitive human resource empowerment model for building a sustainable creative economy.

3.0. RESEARCH METHODS

This research employed a mixed-methods approach that integrates qualitative and quantitative methods sequentially (explanatory sequential design). The first phase consisted of exploratory qualitative research through in-depth interviews and focus group discussions (FGDs), followed by a quantitative phase, a survey, to test the initial findings. The research was conducted among creative economy actors in North Lampung Regency. A purposive qualitative sample of 15 key informants was drawn five artisans, five culinary entrepreneurs, and five creative service providers. Selection criteria included a minimum of three years of business experience and a licensed business. A quantitative sample of 100 respondents was selected using stratified random sampling with a 5% margin of error and a 95% confidence level, representing various creative economy sectors.

Data Collection Techniques: Data were collected through semi-structured interviews using a validated interview guide, and focus group discussions involving representatives from business actors, government officials, and academics. The survey used a structured questionnaire tested for validity and reliability, and a document study of official reports and related regional regulations. Qualitative data were analyzed using thematic analysis techniques through data transcription and familiarization, open coding, identification of key themes, and triangulation of sources and methods. Quantitative data were analyzed using descriptive statistics to profile respondents, linear regression tests to measure the influence of variables, and ANOVA to test differences between groups. This study ensured validity through triangulation of data sources and methods, expert validation of research instruments, member checking with key informants, reliability measured by Cronbach's Alpha (>0.7) for quantitative instruments and inter-coder reliability for qualitative data. **Research Tools:** Several supporting tools, including NVivo 12 software for qualitative analysis and SPSS for quantitative analysis, were used. **Hardware:** a digital recorder and a documentary camera, research materials in the form of interview guides, questionnaires, and FGD equipment.

4.0. RESULTS

This research is a synthesis of qualitative and quantitative analysis, as well as strategy determination using AHP. A mixed-methods approach was used to gain a comprehensive understanding of the human resource conditions of creative economy actors and formulate appropriate empowerment strategies. Qualitative analysis, conducted through in-depth interviews and Focus Group Discussions (FGDs) with key informants, revealed that the local human resource profile in the creative economy sector is dominated by micro-entrepreneurs driven by passion but with limited non-technical skills. Key challenges include weak business management, limited understanding of digital technology, and difficulty accessing financing.

Furthermore, a communication gap was identified between business actors and local governments and educational institutions, resulting in existing empowerment programs often being irrelevant to needs on the ground.

Quantitative analysis of 100 respondents revealed a significant relationship between Human Resource Empowerment Strategies and the Development of the Local Creative Economy. Based on regression tests, 52.6% of the variation in the development of the local creative economy can be explained by the human resource empowerment variable. Partially, business mentoring and access to technology had the most significant influence on the development of the local creative economy. Meanwhile, descriptive analysis strengthens the qualitative findings, showing that most creative economy actors have never participated in business capacity building training as described in tables 1 and 2.

Table 1. Summary of Correlation and Regression Tests

Metrics	Value	Remarks
Correlation Coefficient (r)	0.725	Strong positive correlation between variables X and Y
Significance Level (p)	< 0.05	Statistically significant relationship
Nilai R2(R-squared)	0.526	52.6% of the variation on variable Y is explained by variable X

Table 2. Descriptive Analysis of Respondent Characteristics

Indicator	Average Score	Remarks
Age	35 years old	Average age of respondents
Long Term of Effort	7 Years	The average length of time respondents have been running a business
Monthly Income	IDR 5,000,000	Average monthly income of business actors
Percentage Increase in Revenue	60%	Percentage of respondents who experienced an increase in income

The results of the AHP analysis are shown in Table 3, which presents the importance weights of the criteria used to determine strategic priorities.

Table 3. AHP Criteria Weighting

Criteria	Weight (%)
Policy Support	40%
Training Effectiveness	30%
Ease of Access	20%
Program Sustainability	10%

Table 4 presents the priority order of recommended HR empowerment strategies based on the results of the AHP analysis.

Table 4. Prioritized Alternative Strategies Based on AHP

Ranking	Human Resource Empowerment Strategy
1	Increasing Access to Technology
2	Skills Training
3	Business Mentoring
4	Collaboration with Stakeholders er

AHP analysis was used to prioritize alternative empowerment strategies based on weighting criteria determined by the expert team. The results of the AHP analysis indicate the recommended strategy priority order is as follows: Improving Access to Technology. This

strategy is the highest priority because it is considered the most effective in supporting marketing and innovation, and has strong policy support. Sustainable Business Mentoring. This strategy is ranked second, indicating that mentoring is considered more crucial than single training because it provides continuous practical guidance. Technical and Non-Technical Skills Training. Although important, training is ranked below mentoring because it is often considered irrelevant or less sustainable. Cross-Sector Collaboration (Triple Helix) This strategy is considered fundamental but requires more time and effort to implement, so its priority is below strategies with more immediate impact.

5.0. CONCLUSION

The findings of this study confirm the urgency identified at the outset: the potential of the local creative economy has not been optimally developed due to weaknesses in human resources. The quantitative analysis shows that collective human resource empowerment strategies have a strong influence on the growth of the creative economy, as measured by increased revenue, number of products, and market reach. This discussion also contextualizes the findings with previous studies. The limitations of collaboration identified in the qualitative analysis align with a World Bank study showing that a cross-sectoral collaborative approach (the triple helix model) can improve the competitiveness of local businesses. The empowerment model formulated in this study, which combines analysis of the real needs of business actors with a structured AHP methodology, offers a novelty compared to previous research, which has generally been sector-specific or focused solely on technical training. This study suggests that the primary focus of empowerment should not be solely on skills training, but rather on sustainable business mentoring and increased access to technology. This finding is supported by the AHP results, which prioritize these strategies. Therefore, local governments and stakeholders need to design policies that facilitate digital access and build effective collaboration platforms, rather than just sporadic training programs. Ultimately, the results of this research are not only conceptual recommendations, but also contextual and evidence-based implementation models, which can be applied by local governments and development partners to build a sustainable creative economy.

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