Ugly Joger? How Can The Creative Industry Utilise Human Resources In Accordance With Local Wisdom

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Received	: 04 April 2026	Accepted	: 15 Mei 2026
Revised form	: 14 April 2026	Available Online	: 31 Mei 2026

ABSTRACT

Human resource management is a key factor in securing Joger's unique identity and competitiveness within the highly competitive creative industry. This paper aims to analyze Joger's HR management strategies and examine the implementation of humanistic HR management at Joger's "Word Factory," a creative company renowned for its cultural identity, word creativity, and distinctive Balinese service. The research employs a qualitative approach using a literature review design combined with descriptive analysis. Data were obtained through non-participatory observation, structured interviews, and documentation at Joger's "Word Factory." The findings explain how Joger fosters a strong work culture, employs a recruitment process that highlights a humanistic and family-oriented approach rooted in local wisdom, provides service-oriented employee training, and makes efforts to maintain employee loyalty. This study concludes that Joger's human resources are a key to the company's success by incorporating elements of local wisdom—such as a sense of family, mutual cooperation, honesty, and creativity—into the organization, while not neglecting technological advancements as part of human resource development. These elements form the foundation and starting point of the human quality within the company and contribute to its continued existence.

Keywords: Creativity, Local Wisdom, Employee Loyalty, Employee Training, Leadership, Work Culture.

OPEN ACCESS

e-ISSN: 2527-9947/© 2026 The Authors
DOI: 10.30996/jem17.v11i1.133626
Published by Fakultas Ekonomi dan Bisnis, Universitas 17 Agustus 1945 Surabaya.

INTRODUCTION

The creative industry requires a highly skilled workforce to remain competitive. The creative industry sector in Indonesia makes a significant contribution, with an estimated workforce of 27.4 million by 2025, accounting for 18.70% of the total national workforce. [1]. One of the important factors in managing human resources is enhancing employee job satisfaction to enable them to deliver optimal performance in achieving the company's vision and mission. Job satisfaction can be achieved through competitive compensation, training, and career growth opportunities [2]. On the same side, employee job satisfaction can also be achieved when there is leadership that supports the work culture [3].

When it comes to job satisfaction, Joger's "Word Factory" is a popular tourist destination among both domestic and international visitors. This location is a shopping destination offering unique Balinese souvenirs. What makes this brand particularly appealing is its use of the tagline "Pabrik Kata-Kata" and its "BAJU2RA6BER" philosophy, which stands for: Kind, Honest, Friendly, Diligent, Responsible, Imaginative, Proactive, Brave, Grateful, and Useful [4]. This approach is implemented by the company and forms part of a consistent service foundation rooted in fundamental innovation and creativity, thereby creating a successful competitive edge. The Joger creative industry has been in existence for 45 years and distinguishes itself from other industries through its distinctive local wisdom. This distinguishing factor—a human resources strategy that prioritises local wisdom—will be explored as the urgent focus of this research. The company's success in achieving its goals is certainly not based solely on brand strength in the market; the human resources involved also play a crucial role behind the scenes.

Earlier research has shown that the implementation of effective leadership styles can increase job satisfaction, which in turn can boost loyalty, as evidenced by compliance with rules, a sense of responsibility, and a sense of belonging to the company [5]. Similar findings were reported, who noted that a positive work culture can improve employee retention. In this context, employee satisfaction can serve as an indicator of whether a company successfully meets the needs and desires of its employees in the dynamic creative industry. The creative industry requires ongoing human resource development efforts to enhance competitiveness [6].

Real-world conditions are not always ideal for fostering increased competitiveness through human resource development. These include a lack of funding for training and human resource development, difficulties in retaining creative talent, and a lack of digital infrastructure and access to training. Poses a challenge for human resource development in the creative industry [7]. Another challenge is the low financial compensation for workers' creativity [8]. At the same time, the recognition of creativity has not yet met the expectations of many stakeholders, as some creative workers have faced

legal action over allegations of inflating the value of their creative services [9]. The situation described above highlights the need for a different approach to managing human resources in the creative industry.

For a company's operations to run smoothly, management must be capable of controlling and directing all the human resources the company possesses. Competent human resources are the most important asset in a company, and their job satisfaction must be carefully addressed to foster workplace loyalty. To achieve employee job satisfaction and loyalty, leadership style plays a crucial role. This paper elaborates on human resource management strategies that incorporate elements of local wisdom, which have been key to the creative industry's success over the past 45 years.

Problem Statement

1. How does Joger's human resource management system help preserve the company's cultural identity and creativity?
2. How does Joger implement humanistic human resource management in its recruitment, training, career development, and performance evaluation systems?
3. What challenges does Joger face in human resource management amid competition in the creative industry?
4. How does Joger's work culture contribute to improved performance and service quality for consumers?

LITERATURE REVIEW

Human Resource Management

Human resource management in the creative industry is characterized by the fact that companies with products based on symbolic value require a different management approach than manufacturing companies [10]. Emphasises that human resource management takes a different approach in manufacturing and creative companies. Manufacturing companies focus on efficiency, standard procedures, and compliance, whereas creative companies prioritise innovation, flexibility, and the development of individual talent. These findings align with research, which states that local cultural values can strengthen a company's identity and play a role in fostering employee discipline and loyalty through the internalization of cultural values to create harmony [11].

Leadership

From the same point of view, assert that a humanistic leadership style has a significant impact on job satisfaction among Joger employees. Humanistic leadership, which emphasizes empathy, emotional closeness, and recognition of employee contributions, has been shown to improve service quality [5]. Employees who feel valued will exhibit behaviour aligned with company norms and rules—a critical

factor for maintaining creativity and the stability of service quality within the creative industry. A similar view is expressed, who state that employees serve as brand ambassadors capable of promoting the company's values and upholding its philosophy and brand identity [12]. This role is carried out through direct interaction with visitors and a deep understanding of Joger's distinctive messages, which are integral to the company's culture.

Corporate Culture

In the creative industry, corporate culture plays a significant role in the performance of daily tasks. Corporate culture is a set of beliefs and values, as well as the ways in which members of an organization think, behave, act, and interact with one another during a typical workday and when faced with new challenges and obstacles, that distinguish them from other organizations and groups [13]. A robust organizational culture can boost employee morale and creativity. A supportive work environment that emphasises transparent communication, mutual respect, and teamwork can boost employee morale, encourage knowledge sharing, and facilitate effective problem-solving[14].Organizations that foster a supportive and inclusive work environment are better positioned to attract and retain top talent, thereby driving innovation and competitiveness in the creative industry [15].

Competitive

Companies that are competitive in the creative industry can secure long-term sustainability. Such opportunities must be supported by human resource development, which manifests itself in employee career development.Organizations must endeavor to formulate human resource development strategies that enable them to enhance employee competencies and strengthen employees' ability to achieve the organization's desired goals and targets [16]. The strategic role of human resources managers is to preserve or promote the health of a commercial enterprise. In particular, monitoring employee performance is part of their responsibilities to ensure the company's competitiveness is maintained [17].

Performance

The competitiveness of creative companies has an element of performance evaluation that requires the support of local wisdom.The local cultural wisdom that has been inherited from generation to generation, along with its positive values and norms, has greatly aided in the success of professional work [18]. Performance evaluations drive results through workplace culture, which serves as a behavioral and psychological bridge linking HR practices to attitudes, retention, and performance. A work culture within an organization that supports the enhancement of the credibility of the performance evaluation process, reinforces employee loyalty, and encourages accurate self-assessment, which in turn promotes the organization's long-term effective performance [19].

RESEARCH METHODS

This study utilized a qualitative approach with a literature review design combined with descriptive analysis. The qualitative approach was chosen because this study aims to describe the phenomenon of human resource (HR) management in the context of creativity- and culture-based organisations, specifically at the Joger (Word Factory). The literature review was used to examine and synthesize various relevant theories, such as human resource management, organizational culture, job satisfaction, employee loyalty, and humanistic approaches to HR management.

The data sources used in this article consist of secondary data and limited primary data. Secondary data were obtained from scientific literature reviews, specifically reference books, articles in national and international journals, and other supporting publications. Meanwhile, primary data were obtained from direct interviews toowner and one member of Family Advice Council of the company and direct observation at the company conducted at the Joger Word Factory in Bali. Structured interviews and observations were conducted non-participatively focusing on aspects of work culture, employee behaviour, service interaction patterns, and the implementation of organisational values in daily operational activities.

The data analysis technique employed descriptive analysis, which was conducted in several stages. The first stage was data reduction, which involved selecting and focusing on data relevant to the research objectives. The second stage consisted of data presentation in the form of a systematic descriptive narrative. The third stage involves drawing conclusions by linking empirical findings to the theoretical framework used [20]. The analysis aims to identify the alignment between HR management practices at Joger and existing theoretical concepts, as well as to explain the observed phenomena conceptually.

The research methodology is expected to provide an accurate empirical description of human resource management practices at the Joger Word Factory. In the next phase, this empirical description will lead to an analysis presented in both conceptual and contextual terms. This analysis is expected to contribute to the ongoing development of human resource management studies within the culture-based creative industry.

RESULTS

Joger Word Factory

JogerWord Factory is a company that specialises in selling souvenirs. The business is called “Pabrik Kata-Kata” (Word Factory) because Joger’s main product is short, somewhat quirky phrases. The name JOGER was originally created by its owner, Joseph Theodorus Wulianadi, who initially wanted to start his small business in a shop at Jalan Sulawesi No. 37 in Denpasar. Joseph decided to use the name

JOGER, where the name JOGER is derived from the owner's own name, Mr Joseph Theodorus Wulianadi, combined with the name of his friend Gerard, who provided US $20,000 as capital for the business. In running his company, Joseph is guided by a "happiness-oriented" philosophy. In pursuit of happiness at Joger Pabrik Kata-Kata, a family-oriented leadership system has been established. Currently, Joger Pabrik Kata-Kata has more than 300 members of the Joger family. Having been in operation for 37 years, Joger Pabrik Kata-Kata has achieved various accomplishments and received an award from MURI (Museum Rekor Indonesia) for creating more than 6,000 designs, and was named "The President of Words" by Insight Bali Magazine in 2009.

Joger's Human Resource Management in Preserving Cultural Identity and Work Creativity

Joger's human resource management system is designed to preserve Balinese cultural identity while maintaining the creativity that defines the company as the "Factory of Words." Cultural norms that are embraced and practiced, such as honesty, creativity, and a strong work ethic. During the recruitment process, Joger emphasizes cultural fit, ensuring that prospective employees are evaluated not only on their technical skills but primarily on their character, integrity, creativity, and willingness to embody the cultural values upheld by the company. Once hired, employees undergo a cultural on boarding process through storytelling, observing the behaviour of senior staff, and hands-on training in the store environment, which demands friendly and communicative interactions with visitors. This approach ensures that cultural values—such as humour, friendliness, and respect for local wisdom—are internalised into daily work routines.

To foster creativity, Joger provides a platform for all employees to share ideas, whether in the form of unique phrases or product design concepts. These ideas are managed through regular discussions and recognised as a form of non-material motivation. Joger's owner, Joseph Theodorus Wulianadi, serves as an inspirational figure who fosters a creative environment through an open-minded mindset and consistent practice of Balinese cultural values in every business process. Direct interaction with customers is also leveraged as a medium for cultural education, as employees are trained to explain the product philosophy, Joger's history, and Balinese cultural values in an engaging manner. Through a combination of culture-based recruitment, values cultivation through hands-on practice, training that emphasizes cultural interaction, and a free space for creativity, Joger has successfully maintained its identity as a unique and creative local brand while remaining relevant in the tourism and creative economy industries.

DISCUSSION

Joger's Recruitment System: Humanism as the Foundation of Human Resources Management.

In human resources management, Joger prioritises a comprehensive humanistic approach to recruitment, training, career development, and performance evaluation. This begins with recruitment, which is the initial step that significantly determines the quality of an organisation's human

resources.Generally, companies implement formal selection processes through administrative tests, psychological assessments, competency-based interviews, or technical skill tests. However, Joger takes a unique and unconventional approach. Its recruitment philosophy emphasizes human values, life experience, and the personal character of prospective employees.

This philosophy is based on the principle that a person's life experiences can determine their level of maturity and prudence. For instance, the decision to hire a driver who has been in an accident is not an impulsive choice, but a reflection of humanistic logic: someone who has faced adversity tends to be more cautious and places greater value on the responsibilities of their role. At the training sessions, employees receive formal instruction and are then encouraged to observe and ask questions about the work processes they will be performing. In career development, a different approach is taken, emphasising a family-like atmosphere while maintaining a fair system. The same approach is applied to performance evaluations; while a family-like atmosphere is maintained, fairness and clear guidelines are still upheld. This perspective is consistent with the findings of a study which states that a humanistic approach helps resolve recruitment challenges but requires integrating data-driven insights with humanistic management practices while maintaining competitive compensation [21].

Joger's humanistic approach emphasizes the importance of treating people with humanity in the recruitment and HR management processes, while also highlighting cultural fit as a primary requirement. This aligns with the person–organization fit concept, which emphasizes the alignment of values, personality, and culture between the individual and the organization [22]. The recruitment concept described above is not merely about seeking individuals who look great on paper, but also individuals who possess the ability to grow, have strong ethics, and demonstrate loyalty to the organization's values.

The Training System at Joger: Comprehensive Development as the Key to Success

Training at Joger is not limited to technical aspects alone. In many organizations, training typically aims solely to boost productivity, such as through techniques in customer service, inventory management, or improving production capabilities. However, Joger has developed a far more holistic training concept by incorporating elements of personal development, mental health, creativity, the arts, and even cultural activities. Training programs such as photography, foreign languages, creative arts, and group sports demonstrate that Joger has a broader approach to human resource development.

Joger understands that people are not merely labourers, but individuals with psychological, social, spiritual, and emotional dimensions. Training that addresses all these aspects can improve mental well-being, which ultimately impacts performance. Joger's most notable training innovation is the "Meditation for Happiness" program. This meditation is conducted regularly twice a week and serves as a means for employees to achieve mental relaxation, calm their minds, and reduce stress levels. Psychologically,

meditation has been proven to increase endorphin levels and lower cortisol, thereby creating a healthier, more stable, and harmonious work environment.

This training strategy is consistent with research presented, which states that a positive attitude can be fostered through the identification of training needs by program designers, the selection of employees, and the design of training programs—all of which lead to optimism, resilience, and happiness as key assets in improving work performance. Joger creates a condition where companies do not have to always focus on short-term results, but rather prioritize building strong human capital to support the achievement of long-term performance [23].

Career Development: Self-Actualization as the Major Focus

From a conventional management standpoint, career development is often defined as the process of moving up the ranks or advancing to a higher position within the organization. However, Joger takes a different view. Joger defines career development as a process of self-improvement and the full realization of employees' potential. Through the Family Council, employees are given the space to express ideas, criticism, feedback, and even complaints without fear of reprimand. This open communication system fosters a work environment that is honest, egalitarian, and filled with mutual respect. For a relatively large and well-known company, such a council concept is rare, as decisions are typically dominated by top management. This model reflects the application of Participative Management theory, which involves employees in organizational decisions to enhance a sense of ownership and intrinsic motivation. Employees who feel their voices are valued tend to demonstrate greater loyalty and better performance.Career development at Joger also prioritizes employees' psychological needs, not just the company's needs.

This description is supported by research which states that self-actualization has a positive impact on employee performance. This finding is also consistent with Abraham Maslow's concept of self-actualization, in which individuals perform at their best when given the space to grow, be creative, and be themselves. Therefore, Joger does not force employees to follow a specific career path but instead encourages them to identify their strengths and helps create opportunities for those strengths to flourish [24].

Performance Evaluation: A Collective and Non-Competitive Framework

Performance evaluations in many companies are typically conducted on an individual basis through supervision, numerical ratings, sales targets, and other performance indicators. However, Joger takes a different path by holding weekly group meetings. During these meetings, every team member can share their thoughts on performance, challenges faced, and solutions that can be implemented collectively. This type of collective evaluation reduces the likelihood of bias and fosters honesty and accountability. Most notably, Joger does not encourage competition among employees but rather collaboration. In companies

focused on targets and profits, this is extremely rare. Joger believes that numbers should not dominate human life, and that excessive work-related stress can stifle creativity and damage the atmosphere at work.

This collective evaluation strengthens a culture of camaraderie, as each team member feels like part of a mutually supportive group. This concept is consistent with the research presented which found that a collaborative work culture and a supportive work environment significantly enhance employee performance in achieving optimal work outcomes [25].

Challenges in Joger's Human Resources Management Amid Competition in the Creative Industry

The creative industry is growing rapidly and competition is becoming increasingly fierce, so Joger must work hard to maintain the quality of its human resources management while preserving the cultural identity that sets it apart. One of the main challenges is the intensifying competition for creative talent. Many other companies in the retail, fashion, and creative sectors offer a more modern, flexible, and technology-driven work environment, as well as faster career advancement opportunities. This leads younger generations to prefer workplaces perceived as offering growth opportunities, so Joger must continue to strengthen its appeal as a company with a distinctive work culture and unique character.

Additionally, shifts in work patterns and the preferences of younger generations represent a challenge in their own right. Generation Z tends to prefer flexibility, a dynamic work atmosphere, and the freedom to be creative. Meanwhile, Joger's work culture emphasizes discipline, family values, and the internalization of Balinese culture, requiring adjustments in communication methods, training, and mentoring to remain relevant to the expectations of the new generation without losing the company's identity.

Digital transformation is also a significant challenge. In this era, the creative industry relies not only on physical products but also on the role of social media, digital content, and the ability to create compelling visual narratives. Therefore, Joger's workforce must be equipped with digital literacy, the ability to adapt to new technologies, and creativity in developing content. This statement is reinforced by Arifin's research[26]which asserts that investing in human resource management through information technology is highly relevant to enhancing a company's competitiveness.

The high demands to continuously generate creative ideas can also trigger creative burnout. Employees who are constantly pressured to create new slogans and designs may experience burnout if not supported by a healthy work environment. Although Joger has provided comprehensive programs such as meditation and training, this challenge still requires long-term attention to maintain a conducive organizational environment.

In this regard, maintaining the consistency of the organizational culture also presents a unique challenge. With the growth of tourism in Bali and rising tourist expectations, Joger must ensure that every

employee fully understands the company's philosophy, its distinctive sense of humor, and the friendly service that defines the "factory of words." Human resource management requires a continuous training process that is constantly adapted to changing times. In line with this statement, also concluded that an approach through sustainable and comprehensive human resource development and training is the key to successful corporate HR management. By recognizing these challenges and taking the right adaptive measures, Joger can continue to maintain its uniqueness and competitive edge amid the increasingly dynamic creative industry [27].

The Contribution of Joger's Work Culture to Performance and Service Quality

The work culture adopted by Joger plays a major role in shaping employee performance and the quality of service provided to visitors. As a company that prioritizes the values of humanism, humor, creativity, and Balinese hospitality, this culture serves as a vital foundation for all operational activities. These values are not merely slogans but are genuinely embodied in daily behavior, communication, and interactions within the workplace, fostering a comfortable, harmonious, and productive work environment.

First, the culture of family and openness at Joger enhances performance both individually and as a team. Employees feel respected, heard, and given space to grow, thereby strengthening their intrinsic motivation. Since there is no excessive competition among employees, the work environment becomes more sincere, stable, and conflict-free, allowing for more effective collaboration between departments

Second, a service culture that emphasizes friendliness, honesty, and respect for customers is a key component of Joger's service quality. The distinctive Balinese hospitality instilled in employees is not merely a procedure but an integral part of the company's identity. They are trained to provide service that is humorous, communicative, and sincere. This creates a memorable shopping experience, encourages customers to return, and fosters positive word-of-mouth recommendations.

Third, a culture of creativity and freedom of expression keeps product innovation thriving. All employees are free to propose ideas—whether regarding unique slogans, designs, or service concepts. This culture cultivates a sense of ownership while enriching the product variety with humor and Balinese philosophy. It is this continuously nurtured creativity that keeps Joger relevant amidst the competition in the creative industry.

Fourth, a corporate culture that emphasizes self-development and mental health support—for example, through holistic training, exercise, and the "Meditation Brings Happiness" program—helps create a balanced psychological environment for employees. Employees who feel healthy and happy tend to work more productively, provide service with sincerity, and are better able to cope with work-related stress. This demonstrates that emotional well-being significantly impacts service quality in the retail and tourism sectors.

Overall, Joger's work culture not only enhances performance but also shapes a unique, personalized, and strongly distinctive service. This description of Joger is supported by research by which found that work culture has a positive and significant impact on service quality for consumers. This demonstrates that a consistent, people-oriented work philosophy can be a competitive strength that other companies struggle to match [28].

CONCLUSION

Human resource management at Joger illustrates that the success of a creative company is determined not only by the products it produces, but also by the strength of its organizational culture and a humanistic approach to developing its workforce. Joger has been able to preserve its Balinese cultural identity while fostering creativity through a values-based recruitment system, holistic training, open communication, and an emphasis on employee well-being as the core of its HR management. The humanistic approach adopted—from recruitment, training, career development, to performance evaluation—creates a harmonious, flexible, and family-like work environment, while providing space for creativity and self-actualization to flourish.

Despite facing major challenges amid competition in the creative industry—such as the need for creative talent, the demands of the younger generation, digital advancements, and the risk of burnout—Joger has managed to maintain its uniqueness thanks to a strong and consistent organizational culture.

The importance of humor, friendliness, openness, and a commitment to employees' psychological well-being are key assets that strengthen their performance while enhancing the quality of service provided to customers. A work culture that emphasizes collaboration, creativity, and respect for people demonstrates that Joger is not merely a retail business, but a cultural space offering authentic work experiences and service. Thus, a human-centered workforce with a strong cultural identity serves as a solid foundation that safeguards Joger's sustainability, reputation, and competitiveness as a unique and iconic "Factory of Words."

SUGGESTION

Human resource management at Joger works well because all members of the organization share the same vision. Joger's approach, which prioritizes humanism, sets it apart from other companies. In the future, with technological advancements, Joger should consider using digital, data-driven applications to map and manage employee potential. It is also possible to utilize artificial intelligence as an alternative for HR decision-making while continuing to prioritize a personalized, humanistic approach toward employees.

CREDIT AUTHORSHIP CONTRIBUTION STATEMENT

Ellen Ananda Elviana: Conceptualization, Supervision, Data Curation, Formal Analysis, Project Administration, Writing-original Draft, and Writing-review Editing. **Tony Susilo Wibowo**: Conceptualization, Resources, Software, Validation, Visualization, and Writing-review Editing. **Nur Arifatus Syarifah, Nadia Nur Elisa Putri, & Kaysha Yasmin Putri Ardiansyah**: Funding Acquisition, Investigation, Writing-original Draft, and Writing-review Editing.

DECLARATION OF COMPETING INTEREST

The author declares that no known competing financial interests or personal relationships exist that could have appeared to influence the work reported in this paper.

ACKNOWLEDGMENTS

Special thanks are given to colleagues and mentors for offering valuable guidance and support throughout the research process.

DATA AVAILABILITY

Data supporting the findings of this study are available from the corresponding author upon reasonable request.

FUNDING

This study received no specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

ETHICAL APPROVAL

This study was conducted in accordance with ethical standards, and informed consent was obtained from all participants prior to data collection.

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