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Designing Human Capital Management System in Creative Industry (Case Study: KutipanX)

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Abstract: In the creative industry, advertising sector contributes significantly to economic growth and requires skilled employees to produce innovative content. Due to the lack of an established human capital management system, KutipanX faces challenges in maintaining consistent employee performance and managing talent effectively. This research evaluates the current HCM practices at the KutipanX, identifies key gaps in performance and talent management, and proposes a systematic HCM. The study adopted the mixed-methods approach, involving qualitative interviews with the CEO and quantitative employee-based surveys. The findings indicated a poor HCM maturity level at KutipanX with gaps in leadership practices, workforce optimization, and learning capacity. To bridge the gaps, the study proposes a structured HCM system intended for performance monitoring, evaluating the competency, training programs, and workforce planning. The proposed framework aims to align employee contributions toward the achievement of organizational goals, enhance engagement of the employees, and process employee activities. This research provides a practical HCM framework for improving employee productivity and achieving sustainable growth in the creative industry.

Keyword: Human Capital Management, Employee Performance, Talent Management, Job Analysis, Workload Analysis

INTRODUCTION

The creative industry plays a crucial role in the global economy, contributing significantly to job creation, innovation, and economic growth. The creative economic sector in Indonesia contributed about 6.54% to the national GDP in 2022, with an estimated total value of over IDR 1,300 trillion in 2023 and more than 22 million jobs (Ministry of Tourism and Creative Economy, 2023). Among 16 creative economy sub sectors, advertising is one of the highest-paying industries, ranking third in average wages after architecture and app & game development (Central Bureau of Statistics, 2022). However, the advertising industry is fast-paced and sensitive to external factors, as seen during the pandemic with declining revenues before a rapid recovery in 2021. This further proves the resilience of this industry and its ability to adapt to technological advancements and changing market demands.

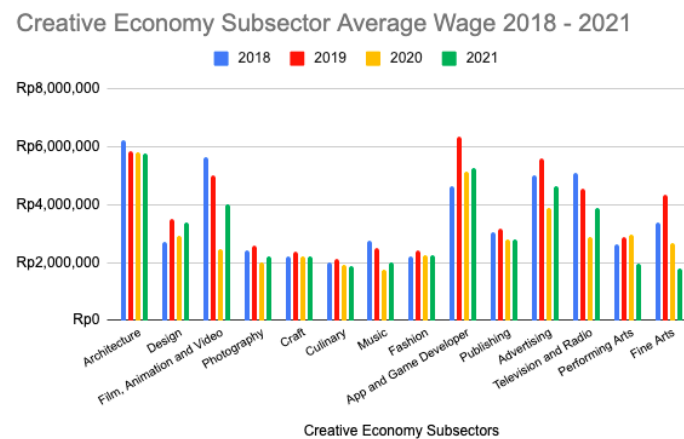


Figure 1. Creative Economy Subsector Average Wage 2018 – 2021
Source: Central Bureau of Statistics, 2022

KutipanX is a media network agency specializing in the advertising business, which very depends on the creative talents for its content production. However, some inefficiencies in managing employee performance, talent optimization, and sustainable workforce growth have arisen from the absence of a structured Human Capital Management (HCM) system. In addition, with performance evaluation, feedback systems, and career development standards absent, employee productivity and overall organizational effectiveness still has low scores. The advertising industry requires some adaptation in human resource for the future, using an increasingly structured approach, due to fast technological changes and shifts in consumer behavior. This research initiates the development of an HCM system in line with KutipanX's strategic goals, to improve the employee performance, and strengthen talent management practices, which can support the company's long-term success in the competitive creative industry.

KutipanX was founded in 2020 as a network media agency specializing in brand visibility and engagement through social media platforms such as Instagram, TikTok, and YouTube. By 2024, the agency had grown its digital presence significantly, with 35.6k followers on Instagram, 149k subscribers on YouTube, and 1.5 million followers on TikTok. Operating with a flat organizational structure, the company fosters a collaborative and agile work environment, where the CEO oversees nine employees in roles such as camera operators, editors, social media administrators, and talents. This structure encourages autonomy and creativity, essential for the fast-paced creative industry. However, KutipanX struggles with maintaining consistent employee performance, impacting client satisfaction and business growth. Since June 2023, KPI achievements have consistently fallen below the target of 120, fluctuating between 52 and 110, revealing inefficiencies in workflow and collaboration. As each division is interdependent, delays in one team directly affect overall project timelines. The CEO has identified the absence of a structured Human Capital Management (HCM) system as a major issue, leading to inefficient talent utilization, inconsistent performance monitoring, and lack of structured feedback. Implementing an HCM system is essential to align employee performance with company goals, optimize talent management, and improve cross-team collaboration for long-term business success.

METHOD

This study examines human capital and human capital management (HCM) as key drivers of employee performance and organizational success. Human capital, comprising employee skills, adaptability, and knowledge, is a dynamic asset that provides a competitive advantage. However, managing it effectively requires strategic planning and investment in

training, engagement, and leadership development. HCM focuses on optimizing workforce potential through structured approaches such as job analysis and workload analysis, ensuring that employees are placed in roles that align with their skills and responsibilities. Effective HCM enhances productivity, talent retention, and long-term business sustainability by aligning employee development with organizational goals.

The research employs a mixed-methods approach, combining qualitative and quantitative data collection. Primary data was gathered through an in-depth interview with the CEO of KutipanX to understand leadership perspectives on HR management, along with a survey distributed to employees to assess the maturity of HCM practices. Secondary data, including internal company records, academic journals, and industry reports, provided theoretical insights and benchmarks. The data was analyzed to identify gaps in existing HR practices, particularly in job analysis and workload distribution. The findings support the development of a structured HCM system designed to improve employee performance, optimize resource allocation, and address key business challenges. The study concludes with an implementation plan to ensure alignment with the organization's strategic objectives and long-term growth.

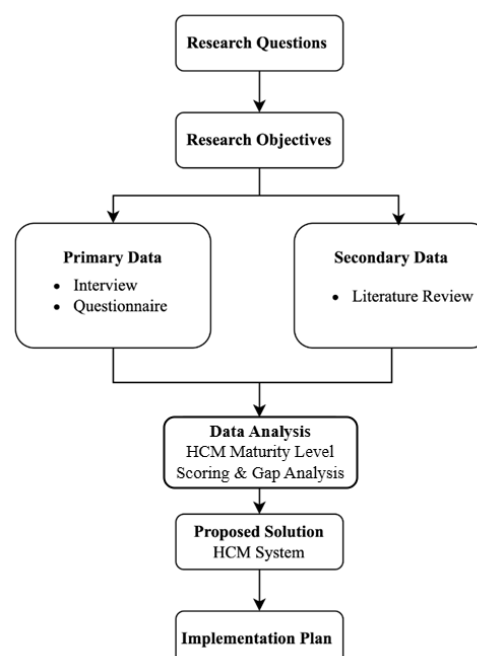


Figure 2. Research Design

Source: Author, 2025

This research was designed to address the research questions through primary and secondary data collection. Primary data was obtained from interviews with the CEO and employee questionnaires to assess HCM maturity and talent management challenges. Secondary data from literature sources provided theoretical and industry benchmarks. The collected data was analyzed to identify gaps in job analysis and workload management, forming the basis for developing an HCM system tailored to KutipanX's needs. The study concludes with an implementation plan to ensure the proposed solution aligns with the company's strategic goals.

RESULTS AND DISCUSSION

Respondent Profile Analysis

This study examines the characteristics of employees at KutipanX to establish a foundation for an effective Human Capital Management (HCM) system. A survey of all nine

employees provided comprehensive insights into their demographics, job roles, and employment status.

The findings indicate that 66.7% of employees are male, while 33.3% are female, highlighting the importance of a gender-inclusive HCM approach. The workforce is predominantly young, with all employees aged between 19 and 25 years. This age composition suggests a need for career development initiatives and continuous learning programs to enhance their professional growth. In terms of education, 55.6% of employees have completed high school, 33.3% hold a bachelor's degree, and 11.1% have a primary school education. The varying educational backgrounds emphasize the necessity of tailored training and development strategies to align employee skills with organizational goals.

Employment Characteristics

The study also analyzed job roles and employment status. The majority (66.7%) of employees work in the Talent division, followed by 22.2% in the Camera Person division, and 11.1% serving as Video Editors and Social Media Admins. This workforce distribution reflects the company's focus on creative content production. Additionally, 55.6% of employees are permanent, whereas 44.4% are on contract, demonstrating a balance between workforce stability and flexibility. Employee tenure varies, with 55.6% having worked at KutipanX for more than two years, 33.3% between one and two years, and 11.1% for less than a year. Furthermore, 66.7% have more than two years of experience in their respective fields, reinforcing the presence of skilled professionals within the organization.

HCM Maturity Assessment

The maturity of KutipanX's HCM practices was evaluated based on five key drivers, which are Leadership Practices (HCM-LP), Employee Engagement (HCM-EE), Knowledge Accessibility (HCM-KA), Workforce Optimization (HCM-WO), and Learning Capacity (HCM-LC). A Likert scale survey assessed employee perceptions across these dimensions.

Figure 3 is the overview of the results of the HCM maturity survey. The graph shows the average score for each key driver of HCM measured. Leadership Practices got the highest score with an average of 12.11, followed by Knowledge Accessibility with score of 11.61, and Workforce Optimization at 10.81. Meanwhile, Employee Engagement and Learning Capacity scored lower, at 9.92 and 9.72 HCM practices at KutipanX and identify aspects that need to be improved to support organizational development. The overall average HCM maturity score is 10.83, where there are three areas below the average score that can be focused for improvement, which are Learning Capacity, Employee Engagement, and Workforce Optimization.

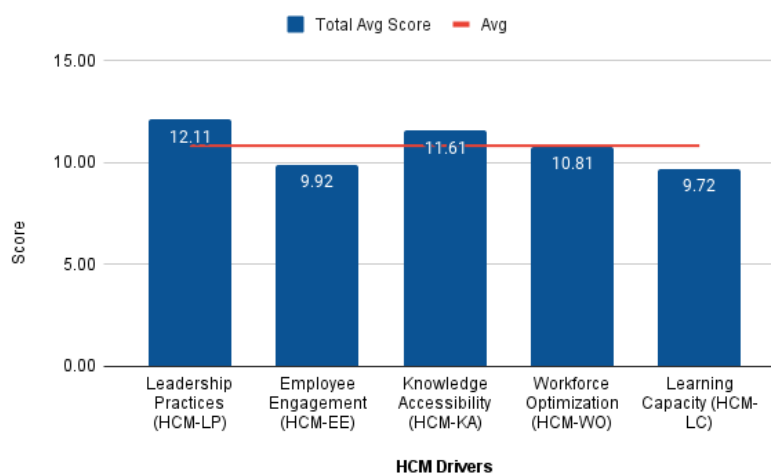


Figure 3. HCM Maturity Key Drivers Score Result

Source: Research Result, 2025

Figure 4 illustrates the distribution of total DK/NS (Don't Know/Not Sure) responses for five HCM drivers from a survey conducted among KutipanX employees. Leadership Practices recorded the highest number of DK/NS responses, with a total of 28, followed by Learning Capacity with 26. Workforce Optimization and Employee Engagement got 13 and 14 DK/NS responses each, while Knowledge Accessibility had the lowest number, with only 5 answers. These numbers indicate areas where employees feel unsure or unclear about related practices, which indicates a need for improved communication or understanding of some HCM aspects.

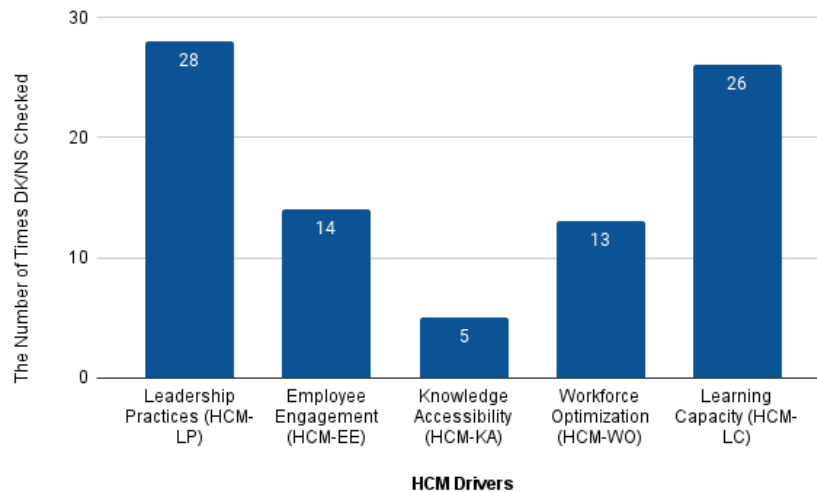


Figure 4. HCM Key Drivers Total DK/NS Result

Source: Research Result, 2025

The overall average score across all HCM drivers is 10.83, reflecting a moderate level of maturity in HCM practices at KutipanX. The results show that while Leadership Practices and Knowledge Accessibility are relatively strong areas, there is significant room for improvement in Employee Engagement, Learning Capacity, and Workforce Optimization to enhance overall organizational performance and development. Based on the HCM survey conducted at KutipanX, the average HCM maturity level score is 54.17 which is classified as Poor. In addition, respondents chose the “Don't Know/Not Sure” option 86 times with an average of 9.6 times per respondent, which indicates the measurement system is Poor.

There are several HCM practices that have scores below the average, especially in HCM drivers HCM-EE, HCM-WO and HCM-LC. Improvement is focused on these three areas. Table 4.1 shows an overview of HCM practices and scores that have below average scores.

Table 1. HCM Key Drivers Total DK/NS Result

HCM Drivers	HCM Code	Items	Current Score
HCM-EE	HCM9	System	1.89
HCM-WO	HCM14	Processes	2.67
	HCM16	Accountability	2.63
	HCM17	Hiring	2.67
	HCM18	Systems	2.44
HCM-LC	HCM20	Training	2.33
	HCM21	Development	1.44
	HCM23	System	1.28

Source: Research data

Proposed Implementation Plan

Based on the survey results and HCM analysis, KutipanX faced several key challenges related to maintaining consistent employee performance and effectively managing talent with organizational goals. These challenges came from the absence of a structured system for performance evaluation, feedback, training, and career development. Employees had no clarity in their roles and responsibilities, which impacted their productivity and engagement. In addition, the company had no formal framework to track employee performance, support career development, or provide structured learning opportunities.

The analysis shows that the current HCM maturity level at KutipanX is 54.17 which is classified as Poor. Key areas such as development, systems, training, hiring decisions, accountability, and processes have opportunities for improvement. The HCM maturity score serves as a quantifiable indicator to track progress and evaluate the success of the implementation plan. The target is to achieve a maturity level above poor which is marginal with a score of 70, by making improvements to some of the required areas that currently have a poor level to at least a marginal level. This target provides a clear and measurable benchmark to assess the effectiveness of the proposed methodology of job analysis and workload analysis in aligning workforce practices with organizational goals. By achieving these targets, KutipanX will build a structured foundation for sustainable employee performance improvement and talent management.

Gap analysis was conducted to identify areas for improvement in each HCM practice by comparing current conditions with ideal HCM conditions. The current condition data was obtained from interviews with the CEO which provided insight into the real-world challenges faced by the organization. The findings identified eight HCM practices that require focused improvement. These gaps are detailed which highlights the current condition and ideal condition, along with proposed solutions.

Based on the gap analysis, a proposed solution is generated using job analysis and workload analysis which is arranged in an implementation plan for a period of 12 months.

Strategy	Activity	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
Job Analysis	Planning, Preparing, Conducting Job Analysis												
	Developing Job Description and Job Specification												
	Implement Performance Monitoring and Evaluation system (KPI tracking, tools).												
	Develop Competency-Based Framework for hiring, promotion, and career pathways.												
	Create formal Feedback Mechanism (templates, structured review schedules).												
	Update and align SOPs and training modules under Training and Support subsystem.												
Workload Analysis	Identify all job roles and their associated tasks, responsibilities, and deliverables.												
	Collect workload perceptions data												
	Analyze Workload Distribution												
	Identify Productivity and Training Alignment gaps.												
	Develop Collaboration and Onboarding Framework (task allocation, onboarding).												
	Establish Performance Support and Feedback Subsystem to address underperformance.												
Implementation and Monitoring Phase	Monitor the performance and progress of implemented solutions.												
	Evaluate the effectiveness of each subsystem (KPIs, feedback, surveys).												
Evaluation Phase	Conduct the HCM Maturity Level Survey for all employees												

Figure 5. Implementation Plan

Source: Research Result, 2025

Job Analysis begins with the planning, preparing and conducting job analysis, followed by developing job descriptions and job specifications. Systems for performance monitoring, evaluation system, competency-based, and feedback mechanism are implemented to enhance

performance evaluation and talent management. Relevant changes were made to SOPs and training modules to ensure relevance in meeting organization objectives. Workload Analysis strategy focused on evaluating job roles and workload perceptions, analyzing workload distribution, and addressing gaps in productivity and training alignment. A framework for collaboration and onboarding was designed, beside performance support and feedback subsystem, to facilitate team dynamics by catering to underperforming employees. Continuous tracking and evaluation of the solutions' effectiveness was identify through KPI collection and surveys in the Implementation and Monitoring Phase. The significantly completed Evaluation Phase conducted a survey on HCM Maturity Levels to measure the broad impact of all implemented strategies. By integrating workload analysis and job analysis, the proposed HCM system provides strategic improvements in performance monitoring, workforce optimization, hiring, training, and development. This structured approach ensures that all identified HCM weaknesses are addressed, enabling KutipanX to enhance workforce efficiency, employee engagement, and long-term business success.

CONCLUSION

The objective of this study is to analyze the current situation of HCM practices at KutipanX, identify key gaps that affect the employee performance and talent management, and propose an ideal HCM system to address these challenges. The conclusions based on analysis are:

1. The results of this study show that the maturity level of HCM practices at KutipanX is poor, with an overall score of 54.17 out of 100. The areas of performance monitoring, employee engagement, workforce optimization, and learning capacity are poorly developed, causing misalignment between employee efforts and organizational goals.
2. The main gaps identified in HCM practices at KutipanX that affect employee performance and talent management are the absence of job analysis and workload analysis. The absence of structured job analysis leads to unclear roles, responsibilities, and performance expectations as well as all barriers to effective alignment within the workforce. In addition, the absence of workload analysis results in inefficient distribution of work and collaboration within teams, leading to loss of productivity. There is no formal system to monitor and evaluate performance, so employees are not given feedback that could be useful to improve their performance. Competency-based frameworks for recruitment, promotion, and career paths are underdeveloped, limiting opportunities for structured talent development and growth. These gaps overall require a better HCM system to improve employee performance, optimize talent management, and align work outcomes with organizational goals.
3. The HCM system has the potential to improve employee performance and talent management at KutipanX by addressing key gaps identified in the implementation plan by utilizing findings from job analysis and workload analysis. The clear job roles and functions defined through this system provide alignment between employee contributions and organizational goals. Implementation and monitoring both tracks the performance and success of the solution to ensure that it effectively resolves the challenges identified previously. The evaluation phase assesses the overall impact of the system with performance indicators and feedback surveys. With this framework, continuous improvement can be ensured, ultimately optimizing talent utilization, enhancing cooperation, and guaranteeing continuous workforce engagement and productivity, thus achieving long-term organizational success.

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