



(REVIEW ARTICLE)



## Strategic human resource management for sustainability in creative industries: A review and framework proposal

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### Abstract

Strategic Human Resource Management (SHRM) has emerged as a critical approach for fostering sustainability within the dynamic landscape of creative industries. This review presents a comprehensive review of existing literature on SHRM in the context of creative industries, culminating in a proposed framework aimed at enhancing sustainability in these sectors. The review begins by examining the unique challenges faced by creative industries, characterized by rapid technological advancements, evolving consumer preferences, and intense competition. In this context, traditional HRM approaches are often insufficient, necessitating a strategic alignment between HR practices and organizational objectives to ensure long-term viability. Key themes identified in the literature review include talent management, organizational culture, employee engagement, and leadership development. Effective talent management strategies are crucial for attracting, retaining, and developing skilled individuals who drive innovation and creativity within creative firms. Furthermore, fostering a supportive organizational culture that values diversity, collaboration, and experimentation is vital for promoting sustainability in these industries. Employee engagement emerges as a critical factor influencing organizational performance and resilience, particularly in creative environments where intrinsic motivation plays a significant role. Moreover, leadership development programs tailored to the unique needs of creative professionals can empower individuals to navigate uncertainty and drive strategic initiatives that contribute to organizational sustainability. Building upon these insights, this review proposes a framework for SHRM in creative industries, integrating strategic planning, talent management, culture development, and leadership practices. The framework emphasizes the alignment between HR strategies and business goals, emphasizing the importance of agility, innovation, and adaptability in response to dynamic market conditions. Strategic Human Resource Management plays a pivotal role in enhancing sustainability within creative industries by fostering a culture of innovation, empowering employees, and cultivating leadership capabilities. The proposed framework provides a roadmap for organizations seeking to navigate the complexities of the creative landscape while maximizing long-term success and resilience.

**Keyword:** Human Resources; Management; Creative Industry; Proposal; Strategic; Sustainability; Review

### 1. Introduction

In the dynamic and fast-paced landscape of creative industries, the effective management of human resources plays a pivotal role in fostering sustainability and long-term success (Mishra et al., 2024). Strategic Human Resource Management (SHRM) emerges as a fundamental approach to address the unique challenges and opportunities encountered within these industries (Rossidis et al., 2021).

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Strategic Human Resource Management (SHRM) can be defined as the proactive alignment of human resource practices with organizational goals and objectives to enhance performance, foster innovation, and achieve sustainable competitive advantage (Tawfig and Kamarudin, 2021). Unlike traditional HR management, which focuses primarily on administrative tasks, SHRM emphasizes the strategic integration of HR practices to drive organizational effectiveness and adaptation to changing market conditions (Karman, 2020.)

Creative industries, encompassing fields such as advertising, design, media, and entertainment, are characterized by constant innovation, rapid technological advancements, and evolving consumer preferences (Gouvea et al., 2021). In this dynamic environment, the effective management of human capital becomes paramount. SHRM enables organizations within creative industries to attract, develop, and retain top talent, nurture a culture of innovation, and adapt to emerging trends and disruptions. Moreover, SHRM practices such as talent management, leadership development, and organizational culture enhancement are instrumental in promoting creativity, collaboration, and sustainability within creative firms (Al Dughan et al., 2022).

The purpose of this review is to critically examine existing literature on SHRM in the context of creative industries and propose a comprehensive framework aimed at enhancing sustainability within these sectors. By synthesizing key insights from the literature, this review seeks to identify best practices, challenges, and opportunities associated with SHRM in creative industries. Furthermore, the proposed framework aims to provide practical guidance for organizations seeking to leverage SHRM strategies to navigate the complexities of the creative landscape and achieve long-term sustainability. Through this endeavor, we aim to contribute to the ongoing dialogue on SHRM and its role in driving organizational success in creative industries.

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## 2. Literature Review on SHRM in Creative Industries

Talent management is a critical aspect of Strategic Human Resource Management (SHRM) in creative industries (Sindhura, 2022.). Studies have highlighted the importance of attracting, retaining, and developing skilled individuals to drive innovation and competitive advantage. Effective recruitment strategies, such as employer branding and targeted talent acquisition, are essential for attracting top talent in a highly competitive environment. Moreover, organizations must invest in ongoing training and development programs to nurture the skills and capabilities of their workforce, ensuring alignment with organizational goals and industry trends.

Diversity and specialization are key considerations in talent management within creative industries. Research suggests that diverse teams are more likely to generate innovative ideas and solutions, leveraging a variety of perspectives and experiences. Furthermore, specialized skills and expertise contribute to organizational differentiation and competitive advantage. SHRM practices that promote diversity, equity, and inclusion (DEI) are essential for fostering a culture of creativity and collaboration, enabling organizations to tap into a wide range of talents and perspectives (Moreno et al., 2024).

Organizational culture plays a central role in fostering innovation and creativity within creative industries (Azeem et al., 2021). Studies have identified the importance of a supportive and risk-tolerant culture that encourages experimentation, collaboration, and open communication. Cultivating a culture of creativity involves promoting autonomy, rewarding initiative, and celebrating failure as a learning opportunity. Organizations that prioritize creativity in their culture are better positioned to adapt to changing market conditions and drive sustainable growth. Building a supportive and inclusive culture is crucial for attracting and retaining top talent in creative industries. Research suggests that organizations that prioritize diversity and inclusion (D&I) experience higher levels of employee engagement, innovation, and performance. SHRM practices such as diversity training, inclusive leadership development, and equitable policies and procedures are essential for creating a culture where all employees feel valued, respected, and empowered to contribute their unique perspectives and talents (Norman and Johnson, 2022).

Employee engagement is a key determinant of organizational performance and success in creative industries (Tuffah, 2020). Engaged employees are more committed, productive, and creative, contributing to higher levels of innovation and customer satisfaction. Research indicates that organizations with high levels of employee engagement outperform their competitors in terms of revenue growth, profitability, and market share. SHRM practices that promote employee engagement, such as meaningful work, recognition, and opportunities for growth and development, are critical for enhancing organizational performance and sustainability (Sypniewska et al., 2023). Intrinsic motivation plays a crucial role in fostering creativity and innovation among employees in creative industries. Studies have shown that individuals are more likely to be creative and innovative when they are intrinsically motivated by their work, rather than extrinsically motivated by external rewards or incentives. SHRM practices that focus on intrinsic motivation, such as

autonomy, mastery, and purpose, are essential for tapping into employees' creative potential and driving organizational success (Matei et al., 2024).

Leadership in creative industries presents unique challenges due to the dynamic and unpredictable nature of the creative process. Creative leaders must navigate ambiguity, inspire creativity, and foster a culture of experimentation while also managing business objectives and stakeholder expectations. Research has identified the importance of adaptive leadership styles that balance creativity with strategic vision and operational excellence (Mouchou et al., 2021; Abukalusa and Oosthuizen, 2023). SHRM practices that support leadership development, such as coaching, mentorship, and experiential learning, are essential for preparing leaders to thrive in creative environments. Empowering leaders to drive strategic initiatives is critical for organizational success and sustainability in creative industries (Ukoba et al., 2018). Studies have shown that organizations with strong leadership capabilities are better equipped to navigate change, seize opportunities, and innovate in response to evolving market dynamics. SHRM practices that invest in leadership development, strategic planning, and change management are essential for empowering leaders to effectively lead their teams and organizations toward long-term success.

In conclusion, Strategic Human Resource Management (SHRM) practices related to talent management, organizational culture, employee engagement, and leadership development are essential for enhancing sustainability and driving innovation in creative industries. By implementing effective SHRM strategies, organizations can attract and retain top talent, foster a culture of creativity and collaboration, maximize employee engagement and motivation, and empower leaders to drive strategic initiatives and achieve long-term success (Aburub, 2020).

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### 3. Challenges in Creative Industries

Creative industries stand at the forefront of innovation and cultural production, encompassing a diverse array of sectors such as advertising, design, fashion, film, music, and gaming (Ewim et al., 2023). However, amidst their vibrancy and dynamism, these industries are confronted with a multitude of challenges that demand strategic responses to ensure sustainability and competitive advantage.

One of the most pressing challenges facing creative industries is the relentless pace of technological change. Advancements in digital technology, artificial intelligence, and automation have revolutionized the production, distribution, and consumption of creative content (Peyravi et al., 2020). From digital marketing campaigns to virtual reality experiences, technology has transformed the way creative products and services are conceived, produced, and delivered. However, with technological progress comes the challenge of staying abreast of emerging trends and tools. Creative professionals must continuously update their skills and adapt to new technologies to remain competitive in an increasingly digitized landscape. Moreover, the democratization of creative tools and platforms has lowered barriers to entry, intensifying competition and disrupting traditional business models.

Consumer preferences in the creative industries are constantly evolving, driven by changing demographics, socio-cultural shifts, and emerging trends. Today's consumers demand personalized, authentic experiences that resonate with their values and aspirations. From niche subcultures to mainstream audiences, catering to diverse tastes and preferences requires a deep understanding of consumer behavior and market trends. Furthermore, the rise of digital media and social networking has empowered consumers to engage with creative content in new ways, blurring the lines between producers and consumers (Nicoli et al., 2022). User-generated content, influencer marketing, and participatory culture have reshaped the dynamics of audience engagement and brand storytelling. In this context, creative industries must adapt their strategies to connect with audiences across multiple channels and platforms.

The creative industries are characterized by fierce competition, driven by globalization, digital disruption, and the proliferation of content providers. As barriers to entry continue to diminish, new players enter the market, challenging established incumbents and reshaping industry dynamics (Ewim et al., 2021). From independent artists to multinational conglomerates, organizations vie for attention, talent, and market share in an increasingly crowded marketplace. Moreover, competition extends beyond traditional boundaries, with cross-sector collaboration and convergence blurring industry lines. Creative industries must contend with competition not only from within their sector but also from adjacent industries and disruptive newcomers. In this hyper-competitive landscape, differentiation, innovation, and agility are key drivers of success.

Amidst these challenges, creative industries must embrace strategic adaptation to thrive in a rapidly changing environment. Strategic adaptation involves anticipating and responding to shifts in technology, consumer behavior, and market dynamics to maintain relevance and competitiveness (Odeleye and Adeigbe, 2018). Organizations must cultivate a culture of innovation, experimentation, and continuous learning to navigate uncertainty and seize opportunities.

Strategic adaptation also entails embracing diversity, collaboration, and inclusivity to foster creativity and resilience. By harnessing the collective intelligence and creativity of diverse teams, organizations can generate novel ideas, anticipate trends, and outmaneuver competitors (George et al., 2023). Furthermore, strategic partnerships and alliances enable organizations to leverage complementary strengths, resources, and capabilities to achieve mutual goals.

In conclusion, creative industries face a myriad of challenges, from rapid technological advancements to evolving consumer preferences and intense competition. However, by embracing strategic adaptation and innovation, organizations can navigate these challenges and position themselves for long-term success and sustainability in an ever-changing landscape (Olushola, 2017).

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#### **4. Proposed Framework for SHRM in Creative Industries**

In the rapidly evolving landscape of creative industries, Strategic Human Resource Management (SHRM) plays a crucial role in driving organizational success and sustainability (Caylan, 2024). Building upon the unique challenges and opportunities within these sectors, a comprehensive framework for SHRM is essential to align HR practices with business objectives and foster innovation, creativity, and resilience. This section presents a proposed framework tailored specifically for creative industries, encompassing strategic planning, talent management, culture development, and leadership practices.

Strategic alignment between HR strategies and business goals is fundamental for ensuring organizational effectiveness and competitiveness in creative industries. HR professionals must collaborate closely with top management to understand the strategic direction of the organization and align HR practices accordingly (Wach et al., 2021). This involves identifying key HR priorities, such as talent acquisition, retention, and development, that directly contribute to achieving business objectives. By aligning HR strategies with business goals, organizations can ensure a cohesive approach to talent management and organizational development, driving sustainable growth and success. In the dynamic and unpredictable environment of creative industries, agility and adaptability are essential characteristics of effective HR planning. HR strategies must be flexible and responsive to changing market conditions, technological advancements, and evolving consumer preferences. This requires HR professionals to continuously monitor industry trends, anticipate future challenges, and proactively adjust HR practices to meet emerging needs. By embracing agility and adaptability, organizations can position themselves to capitalize on new opportunities, mitigate risks, and maintain a competitive edge in the fast-paced creative landscape (Johnson and Walker, 2023).

Attracting and retaining top creative talent is a top priority for organizations in creative industries. HR professionals must develop innovative recruitment strategies to attract individuals with the skills, expertise, and creative vision necessary to drive organizational success (Wassell and Bouchard, 2020). This may involve leveraging digital platforms, networking events, and industry partnerships to connect with potential candidates. Additionally, organizations can differentiate themselves as employers of choice by showcasing their commitment to creativity, innovation, and employee development. By adopting creative recruitment strategies, organizations can build a diverse and talented workforce capable of generating groundbreaking ideas and solutions (Aslam et al., 2023). Continuous learning and skill development are essential for fostering a culture of innovation and excellence within creative industries. HR professionals must design and implement training and development programs that equip employees with the knowledge, skills, and capabilities needed to thrive in a rapidly evolving landscape. This may include technical training in emerging technologies, creative workshops, and leadership development initiatives. By investing in employee training and development, organizations can empower their workforce to stay ahead of the curve, drive innovation, and adapt to changing market demands (Mızrak, 2024).

Cultivating a culture of innovation and experimentation is paramount for organizations seeking to succeed in creative industries. HR professionals must work collaboratively with organizational leaders to foster a culture that encourages risk-taking, creativity, and open collaboration (Hirudayaraj and Matić, 2021.). This may involve establishing cross-functional teams, providing resources for experimentation, and celebrating failure as a natural part of the creative process. By promoting a culture of innovation, organizations can unlock the full creative potential of their workforce, driving breakthrough ideas and solutions that differentiate them from competitors. Diversity and inclusion are fundamental principles for building a thriving and sustainable organization in creative industries. HR professionals must implement initiatives that promote diversity, equity, and inclusion at all levels of the organization. This may include recruiting from diverse talent pools, fostering inclusive leadership practices, and creating a supportive work environment where all employees feel valued and respected. By embracing diversity and inclusion, organizations can leverage the unique perspectives and talents of their workforce to drive innovation, creativity, and organizational success (Miller and Davis-Howard, 2023).

Effective leadership is essential for guiding organizations through the complexities of the creative landscape. HR professionals must design leadership development programs that are tailored to the unique needs and challenges faced by creative professionals (Mejheirkouni, 2020). This may include providing training in creative problem-solving, fostering a growth mindset, and cultivating emotional intelligence and empathy. By investing in leadership development, organizations can empower their leaders to inspire creativity, navigate uncertainty, and drive strategic initiatives that propel the organization forward. In the fast-paced and unpredictable environment of creative industries, leaders must be equipped to navigate uncertainty and drive change effectively. HR professionals must support leaders by providing them with the tools, resources, and support they need to lead with confidence and resilience (Eliot, 2020). This may involve offering coaching and mentorship opportunities, fostering a culture of transparency and communication, and encouraging innovation and experimentation. By empowering leaders to navigate uncertainty and drive change, organizations can adapt to evolving market conditions, seize new opportunities, and achieve sustainable growth.

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## 5. Implementation Considerations

Implementing the proposed framework for SHRM in creative industries requires careful integration with existing HR practices and processes. HR professionals must assess current practices, identify areas for improvement, and develop a roadmap for implementing the framework in a phased and systematic manner (Tsakalidis and Vergidis, 2021.). This may involve aligning HR systems and processes with the strategic priorities of the organization, updating policies and procedures to reflect new initiatives, and providing training and support to HR staff and managers.

Securing organizational buy-in and leadership support is essential for the successful implementation of the SHRM framework in creative industries. HR professionals must engage key stakeholders, including senior management, department heads, and frontline employees, to communicate the benefits of the proposed initiatives and garner support for implementation. This may involve presenting business cases, conducting stakeholder workshops, and soliciting feedback and input from relevant parties. By securing buy-in and support from across the organization, HR professionals can create a shared vision for change and facilitate the adoption of new practices and processes. Continuous monitoring and adaptation are critical aspects of implementing the SHRM framework in creative industries, HR professionals must regularly evaluate the effectiveness of HR practices and initiatives, gather feedback from employees and stakeholders, and make adjustments as needed to ensure alignment with organizational goals and objectives (Ramalho and de Fátima Martins, 2022). This may involve collecting and analyzing data on key performance indicators, conducting employee surveys and focus groups, and soliciting input from external experts and industry peers. By embracing a culture of continuous improvement and learning, organizations can stay agile and responsive in the face of changing market dynamics and emerging challenges.

In conclusion, the proposed framework for SHRM in creative industries offers a comprehensive approach to aligning HR practices with business objectives and fostering innovation, creativity, and sustainability. By focusing on strategic planning, talent management, culture development, and leadership practices, organizations can create a supportive and dynamic work environment that empowers employees to thrive and drive organizational success. However, successful implementation requires careful consideration of integration, organizational buy-in, and continuous monitoring and adaptation to ensure the framework remains relevant and effective in the face of evolving challenges and opportunities (Ledro et al., 2023).

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## 6. Future Outlook

As the landscape of creative industries continues to evolve at a rapid pace, the future outlook for Strategic Human Resource Management (SHRM) presents both opportunities and challenges. Looking ahead, several key trends and developments are likely to shape the role of SHRM in driving organizational success and sustainability within creative industries. The ongoing digital transformation is expected to continue reshaping the creative landscape, with advancements in technology driving new modes of production, distribution, and consumption. HR professionals must adapt to the changing digital landscape by embracing emerging technologies, such as artificial intelligence, data analytics, and virtual reality, to enhance talent management, streamline HR processes, and foster innovation (Egieya et al., 2023). The COVID-19 pandemic has accelerated the adoption of remote work and flexible work arrangements, transforming the way organizations operate and manage their workforce. HR professionals must navigate the complexities of remote work by implementing policies and practices that support employee well-being, collaboration, and productivity in virtual environments. This may include providing remote training and development opportunities, leveraging digital collaboration tools, and fostering a culture of trust and accountability. The growing emphasis on employee well-being and mental health is expected to become increasingly important within creative industries. HR

professionals must prioritize employee well-being by implementing programs and initiatives that promote work-life balance, stress management, and mental health support (Agosti et al., 2021). This may include offering wellness benefits, providing access to counseling and mental health resources, and creating a supportive work environment that values employee health and happiness. The imperative to promote diversity, equity, and inclusion (DEI) within organizations is expected to remain a top priority for HR professionals in the future. As demographic shifts and social movements continue to drive conversations around equity and representation, HR professionals must take proactive steps to foster a culture of diversity and inclusion within creative industries (Booyesen and Gill, 2020). This may include implementing diversity training programs, establishing DEI committees, and embedding DEI principles into recruitment, promotion, and retention practices. In an increasingly volatile and uncertain environment, organizations must prioritize agility and resilience to navigate challenges and seize opportunities. HR professionals must embrace agile HR practices that enable organizations to quickly adapt to changing market conditions, anticipate future trends, and pivot as needed (Attar and Abdul-Kareem, 2020). This may include adopting flexible staffing models, fostering cross-functional collaboration, and developing agile leadership capabilities that empower employees to innovate and drive change.

Overall, the future outlook for SHRM in creative industries is characterized by the need for adaptability, innovation, and a focus on employee well-being and inclusion. HR professionals must stay abreast of emerging trends and developments, anticipate future challenges, and proactively develop strategies and initiatives that position their organizations for long-term success and sustainability (Pandey et al., 2023; Judijanto et al., 2023).

### 6.1. Recommendations

Strategic Human Resource Management (SHRM) is essential for driving organizational success and sustainability within creative industries. The proposed framework for SHRM in creative industries encompasses strategic planning, talent management, culture development, and leadership practices. Implementation considerations include integration with existing HR practices, organizational buy-in, and continuous monitoring and adaptation. Effective SHRM practices contribute to the sustainability of creative industries by fostering innovation, creativity, and resilience. By aligning HR strategies with business goals, attracting and retaining top talent, fostering a culture of innovation, and empowering leaders, organizations can achieve sustainable growth and success. Future research should explore the impact of emerging trends, such as digital transformation, remote work, and diversity, equity, and inclusion (DEI), on SHRM practices within creative industries. Additionally, research is needed to investigate the effectiveness of specific SHRM interventions, such as talent management strategies and leadership development programs, in driving organizational success and sustainability. Furthermore, research should examine the role of HR technology and analytics in optimizing SHRM practices and enhancing organizational performance within creative industries.

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## 7. Conclusion

In conclusion, Strategic Human Resource Management (SHRM) plays a vital role in fostering sustainability and driving innovation within creative industries. By implementing the proposed framework and staying attuned to emerging trends and developments, organizations can position themselves for long-term success and competitiveness in the dynamic and ever-evolving creative landscape.

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## Compliance with ethical standards

### *Disclosure of conflict of interest*

No conflict of interest to be disclosed.

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