

Human Resource Management Strategies in Enhancing Creativity and Content Production Consistency at NS BOR Channel

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Abstrak

The rapid development of the digital creative industry requires effective human resource management to support creativity and content production consistency. NS BOR Channel, as a YouTube channel focused on religious education, faces challenges in maintaining a balance between team creativity and content production consistency. This study aims to analyze the human resource management strategies implemented by NS BOR Channel to improve creativity and consistency in content production. The study employed a descriptive qualitative approach using observation, interviews, and documentation techniques. Informants included the founder, production manager, content creator, video editor, graphic designer, social media strategist, and voice-over and audio editing team. Data were analyzed using the Miles and Huberman model, consisting of data reduction, data presentation, and conclusion drawing. The results indicate that human resource management strategies are implemented through clear task distribution, work planning through brainstorming sessions, intensive communication and coordination, and routine evaluation of content production outcomes. These strategies enhance team creativity through idea exchange and collaboration while maintaining production consistency through scheduling and regular evaluation. The challenges identified include limited production time, difficulties in generating new content ideas, and limited production facilities.

Keywords: *Content Production, Consistency, Creativity, Human Resource Management, YouTube*

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INTRODUCTION

The rapid development of information and communication technology has significantly transformed the digital creative industry. Digital platforms have created opportunities for individuals and organizations to produce and distribute content to broader audiences. Among these platforms, YouTube has become one of the most influential media channels, allowing content creators to express ideas, build audiences, and generate economic value through digital content. In an increasingly competitive environment, content creators are required to continuously produce innovative content while maintaining consistency in publication and quality to sustain audience engagement.

HRM play a crucial role in determining the success of an organization or creative team. According to Armstrong's, Human resource management (HRM) is a strategic approach to managing human assets aimed at enhancing individual contributions toward organizational goals. Dessler, defines HRM as a process of acquiring, developing, motivating,

and retaining employees to ensure effective and efficient performance. Therefore, effective human resource management serves as a fundamental basis for achieving optimal organizational performance.

Previous studies have highlighted the significant relationship between human resource management and organizational performance. Research on human resources and creativity has shown that supportive work environments, competency development, and employee involvement can enhance creative performance. Other studies have emphasized the role of HRM practices in promoting innovation through effective communication, motivation, and collaborative teamwork. Furthermore, research in the digital creative industry indicates that the success of creative organizations depends not only on technological capabilities but also on the effective management of human resources to sustain innovation and productivity.

Despite these findings, HRM research is mostly conducted in formal companies, there is still little research on digital creative organizations, and almost no research on da'wah-based content creator teams. These limitations indicate a need for further research into the role of HR in managing creative teams operating in the evergrowing digital content industry. Therefore, this study aims to analyze the human resource management strategies implemented by NS BOR Channel in enhancing creativity and maintaining consistency in content production. The study seeks to identify the HRM practices used by the channel and examine how these strategies contribute to the effectiveness of the content production process.

The study contributes to the existing literature by providing empirical evidence on the application of HRM strategies within a digital content creator organization. Unlike previous studies that mainly focus on conventional business settings, this research specifically examines a religion-based YouTube channel and explores how HRM strategies support both creativity and production consistency. The findings are expected to enrich the understanding of HRM practices in the digital creative industry and provide practical insights for content creators and digital media organizations.

LITERATURE REVIEW

This study positions HRM strategy as the main concept for explaining the management of the NS BOR Channel production team. The strategy consists of direct strategies – training, task assignment, and production supervision – and indirect strategies – communication, motivation, and team work culture. These two groups of practices are expected to create a structured yet supportive work environment that facilitates the development of creativity and the maintenance of consistency in content production. Accordingly, the conceptual relationship in this study can be formulated as: NS BOR Channel → Human Resource Management Strategy → Direct Strategy and Indirect Strategy → Improving Creativity and Consistency in Content Production. This framework provides the theoretical basis for examining how HRM practices are implemented in the channel and how they support both creative development and sustainable production performance.

The literature indicates that HRM strategy provides the organizational conditions through which creativity and consistency can be developed simultaneously. Training and competency development can strengthen members' ability to generate and implement ideas, while clear task allocation and supervision provide a structured workflow. At the same time, communication, motivation, and a supportive team culture create opportunities for members to exchange ideas, participate in decision making, and experiment with new approaches. These practices support creativity while scheduling, role clarity, monitoring, and evaluation help maintain production regularity and quality. Consequently, creativity and consistency should not be treated as competing outcomes; creativity enables the team to produce relevant

and engaging content, whereas consistency enables those creative capabilities to be implemented sustainably.

Creativity needs to be accompanied by production consistency so that creative capability can be sustained over time. Kotler and Keller (2016) emphasize the importance of consistency in creating clear expectations and maintaining audience relationships, while Robbins and Judge (2019) associate work consistency with discipline, motivation, and commitment. Therefore, content production consistency can be understood through regular publication and the maintenance of content quality and characteristics over time.

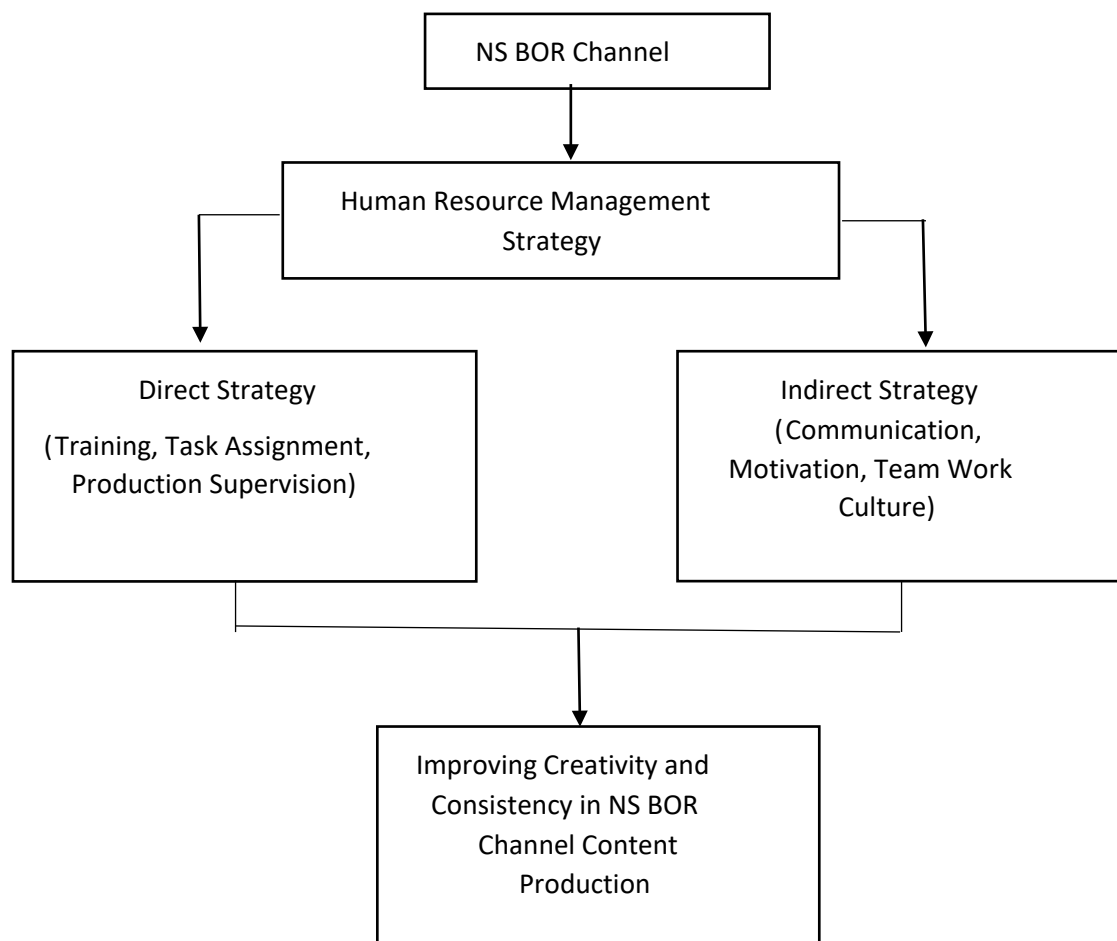
Creativity is an essential capability in digital content production because the value of content depends strongly on the ability to generate and develop relevant ideas. Munandar (2012) defines creativity as the ability to create new combinations based on existing data, information, or elements. Guilford (1950) relates creativity to divergent thinking, namely the ability to generate multiple possible ideas or solutions. In YouTube production, creativity can be reflected in the development of content themes, scripts, visual concepts, editing approaches, thumbnails, and ways of delivering messages to audiences. Creativity is therefore not only an individual attribute but can also develop through brainstorming, open communication, collaboration, and exposure to diverse references.

In the context of NS BOR Channel, HRM strategy can be understood through direct and indirect approaches. Direct strategies are activities that are closely connected to the production process, including training, task assignment, and production supervision and evaluation. Training develops technical and creative competencies; clear task assignment provides role clarity and reduces overlapping responsibilities; while supervision and evaluation help ensure that production follows agreed targets and standards. Indirect strategies create the work environment that supports the production process through communication, motivation, and team work culture. These practices encourage openness, collaboration, mutual support, and employee involvement in developing content ideas. The two approaches are complementary: direct strategies provide structure for work, while indirect strategies create conditions that allow team members to perform and develop effectively.

Human resource management strategy develops this function into an integrated set of policies and practices that aligns human resource capabilities with organizational goals. Schuler and Jackson (1987) describe HR strategy as a pattern of decisions and actions designed to obtain the desired human resource behaviors and contributions. Armstrong (2014) further highlights the importance of workforce planning, competency development, performance management, rewards, and organizational culture. Thus, HRM strategy should not be viewed merely as an administrative activity, but as a strategic mechanism for creating a work system that supports organizational performance.

Human resource management (HRM) is a strategic process for managing people so that their competencies, motivation, and performance contribute effectively to organizational objectives. Armstrong (2014) explains that HRM seeks to maximize employee contribution while creating organizational value, while Dessler (2020) emphasizes the processes of acquiring, developing, motivating, and retaining employees to achieve organizational effectiveness. In a digital creative organization, HRM is particularly important because performance depends not only on technology but also on employees' ability to collaborate, innovate, communicate, and adapt to changing audience and platform demands.

Picture 1. Conceptual Framework



METHODOLOGY

This study employed a qualitative approach using a descriptive method to gain an in-depth understanding of human resource management strategies in enhancing creativity and consistency in content production at NS BOR Channel. The research was conducted at BTN Permata Biru Dusun Gegutu Telaga, Desa Midang, Kecamatan Gunung Sari, Lombok Barat.

Table 1. Informant and Position

No	Team Member Name	Position/Task
1	Nanang S.	Content Creator/ Screenwriter
2	Rio A.	Video Editor
3	Putri M.	Production Manager/Team Coordinator
4	Dewi L.	Desainer Grafis/Thumbnail
5	Arif R.	Social Media Strategist
6	Faqih N.	Voice Over & Audio Editing

Research informants were selected through purposive sampling. The owner of NS BOR Channel served as the key informant, while the production team coordinator, content creator,

and video editor acted as primary informants. Additional informants included the graphic designer, social media strategist, and voice-over team members.

Data were collected through observation, semi-structured interviews, and documentation. Observation was conducted to examine content production activities and the implementation of human resource management strategies. Semi-structured interviews were carried out to obtain detailed information regarding team management practices, creativity development, and production consistency. Documentation, including production schedules, task distribution records, and published content, was utilized as supporting data.

Data analysis followed the stages of data reduction, data presentation, and conclusion drawing. To ensure the credibility and trustworthiness of the findings, methodological triangulation was applied by comparing information obtained from observations, interviews, and documentation.

RESULTS AND DISCUSSION

Human Resource Management Strategies at NS BOR Channel

Based on the results of interviews, observations, and documentation, the human resource management (HRM) strategies implemented at NS BOR Channel include clear task division, structured work planning, intensive communication, and regular evaluation of content production outcomes. These strategies are intended to improve team effectiveness while supporting creativity and consistency in YouTube content production.

Task allocation is carried out according to the abilities and competencies of each team member. The founder acts as the primary decision-maker in determining content concepts and overall direction, while other members are responsible for their respective areas, such as video editing, graphic design, social media strategy, and audio editing. This arrangement enables a more organized workflow and minimizes the possibility of overlapping responsibilities. As stated by the founder:

“In our team, everyone already has their own responsibilities, so the work becomes more organized and there is no overlap in tasks.”

This finding indicates that the implementation of job specialization is an important strategy for improving the effectiveness of the production team. Through a clear division of responsibilities, each member can focus on their assigned duties, resulting in a more efficient production process.

In addition to task allocation, HRM strategies are also reflected in content planning activities conducted before the production process begins. Planning is carried out through brainstorming sessions to determine content themes, video concepts, target audiences, and publication schedules. The founder explained:

“Before creating new content, we usually discuss the concept first, so that during production we do not face confusion and the final result meets our expectations.”

This statement demonstrates that communication and coordination are essential components of human resource management at NS BOR Channel. Through careful planning, all team members gain a shared understanding of production objectives, enabling them to perform their tasks in a more systematic and organized manner.

The findings indicate the implementation of participative HRM practices, where employees are actively involved in decision making support the view of Schuler and Jackson, who emphasize that effective HRM strategies involve aligning human resource practices with organizational goals through proper task allocation, coordination, and competency

utilization. In the context of NS BOR Channel, these strategies contribute to a more efficient workflow and create a supportive environment for content development and production. Furthermore, the implementation of structured planning and communication enhances teamwork and reduces operational inefficiencies. Regular discussions among team members facilitate the exchange of ideas and ensure that each stage of content production aligns with the channel's objectives. Consequently, these HRM practices not only improve operational effectiveness but also provide a foundation for fostering creativity and maintaining consistency in content production.

HR Strategies in Enhancing Team Creativity

Creativity is one of the key factors contributing to the success of YouTube content production. The findings of this study indicate that team creativity at NS BOR Channel is enhanced through brainstorming activities, content idea discussions, and the provision of creative freedom for team members to develop innovative concepts. Each member is encouraged to contribute new ideas that align with current trends and audience preferences. The founder explained that team creativity is maintained by continuously monitoring digital trends and providing opportunities for all team members to participate in the content development process:

"We often look for references from other social media platforms and follow emerging trends. In addition, all team members are free to contribute ideas so that the content we create remains creative and does not become monotonous."

This statement suggests that creativity within the team is not solely derived from individual abilities but is also fostered through collaboration and the exchange of ideas among members. An open and supportive work environment encourages team members to actively innovate and contribute to the creation of engaging content.

Interview results with the video editor further revealed that creativity is supported through continuous learning and exposure to various content references. According to the editor, these references serve as inspiration for developing more attractive and innovative editing techniques. Likewise, the graphic designer emphasized that visual elements, particularly thumbnail design, play a crucial role in increasing content appeal and attracting audience attention.

In addition, training activities and self-directed learning have become important strategies for improving both the technical and creative competencies of team members. These efforts encourage the development of new ideas related to video concepts, editing techniques, visual design, and message delivery. With strong managerial support, team members feel more confident in experimenting with new approaches and producing engaging content. The findings indicate the implementation of participative HRM practices, where employees are actively involved in decision making support the view of Armstrong's, who argues that human resource development can stimulate creativity and innovation within organizations.

The findings demonstrate that the human resource management strategies implemented by NS BOR Channel have successfully created a work environment that supports creativity through open communication, teamwork, continuous learning opportunities, and employee empowerment. These practices not only enhance individual creative capabilities but also strengthen collective innovation, which is essential for sustaining competitiveness in the digital content industry.

From a human resource management perspective, the encouragement of idea sharing and collaborative problem-solving reflects a participative management approach. Such an approach allows employees to become actively involved in decision-making processes and

content development activities, thereby increasing their sense of ownership and commitment to organizational goals. As a result, creativity emerges not only as an individual attribute but also as an organizational capability that contributes to the overall success of content production.

HR Strategies in Maintaining Content Production Consistency

In addition to creativity, content production consistency is a critical factor in sustaining the growth and continuity of a YouTube channel. The findings of this study reveal that consistency at NS BOR Channel is maintained through structured production scheduling, clear task allocation, and regular evaluations of team performance. Each team member is assigned specific responsibilities, enabling the production process to proceed according to predetermined targets and timelines.

The founder explained that one of the key strategies for maintaining production consistency is the establishment of a clear work schedule and the development of shared commitment among team members:

“We create a production schedule and continuously remind each other of our responsibilities. We also evaluate uploaded content to identify areas that need improvement.”

This statement indicates that consistency is not solely dependent on individual capabilities but is also influenced by a well-organized work system. Regular evaluations enable the team to identify weaknesses, assess performance outcomes, and improve the quality of future content production.

Effective coordination among team members was also identified as an important factor in maintaining consistent content publication. Periodic evaluations are conducted to identify challenges encountered during the production process and to determine appropriate corrective actions. Through an organized workflow and continuous monitoring, NS BOR Channel has been able to maintain both production regularity and content quality. These findings suggest that human resource management strategies play a significant role in fostering work discipline and strengthening team members' commitment to organizational objectives.

Documentation data further demonstrate the channel's high level of production consistency. The number of videos produced increased from 25 videos in February 2026 to 30 videos in April 2026. Moreover, the content publication pattern indicates that the channel was able to upload content almost daily on a consistent basis. This achievement reflects the effectiveness of the planning, coordination, and monitoring systems implemented within the organization.

Table 2. Number Of Videos Per Month

No	Month	Number Of Videos	Information
1	February 2026	25 Video	Active Production
2	March 2026	28 Video	Increase in Production
3	April 2026	30 Video	Stable & consistent production

The findings indicate the implementation of participative HRM practices, where employees are actively involved in decision making support the view of Robbins and Judge, who argue that work consistency is closely associated with discipline, motivation, and commitment in performing organizational tasks. At NS BOR Channel, the implementation of structured schedules and regular performance evaluations has contributed to maintaining team discipline and ensuring that production targets are consistently achieved. Furthermore, the evaluation process serves as a feedback mechanism that facilitates continuous improvement and organizational learning.

Despite these positive outcomes, several challenges remain. The team continues to face constraints related to limited production time, difficulties in generating new content ideas, and inadequate production facilities. The founder revealed that some team members have additional responsibilities outside content production, making schedule adjustments a recurring challenge.

These challenges indicate that maintaining consistency in digital content production requires not only effective human resource management practices but also adaptability in responding to operational constraints. Therefore, organizational flexibility, effective communication, and strong team commitment are essential factors in ensuring sustainable content production. Overall, the findings demonstrate that the HRM strategies implemented by NS BOR Channel have successfully supported production consistency through systematic planning, clear role distribution, continuous evaluation, and collaborative teamwork.

Implications of Human Resource Management Strategies for Content Production The implementation of human resource management (HRM) strategies at NS BOR Channel has had a positive impact on both creativity enhancement and content production consistency. Increased creativity enables the team to produce more diverse, engaging, and audience-oriented content. At the same time, production consistency supports the continuity of content publication, which contributes to building audience trust and loyalty toward the channel. The findings indicate that successful content production is not determined solely by individual competencies but also by the effectiveness of the human resource management strategies implemented within the organization. The ability of team members to generate innovative ideas, collaborate effectively, and maintain productivity is strongly influenced by the organizational environment and management practices that support their performance. The study further reveals that HRM strategies such as competency development, effective communication, work motivation, and the establishment of a positive work culture play a significant role in enhancing overall team performance. Competency development provides team members with opportunities to improve their technical and creative skills, enabling them to adapt to changing trends and audience preferences in the digital content industry. Effective communication facilitates coordination and collaboration among team members, reducing misunderstandings and improving workflow efficiency.

In addition, work motivation contributes to sustaining employee engagement and commitment to organizational objectives, while a positive work culture encourages innovation, teamwork, and continuous learning. These factors collectively create an environment that supports both creativity and consistency in content production. The findings indicate the implementation of participative HRM practices, where employees are actively involved in decision making support the view of Armstrong's, perspective that strategic human resource management contributes to organizational effectiveness by maximizing employee potential and aligning individual performance with organizational goals. In the context of NS BOR Channel, the implementation of HRM strategies has not only improved operational efficiency but has also strengthened the channel's ability to remain competitive within the rapidly evolving digital creative industry.

Therefore, the study highlights that effective human resource management is a critical determinant of success in digital content production. Organizations operating in the creative industry should prioritize human resource development, foster collaborative work environments, and implement structured management practices to enhance creativity, maintain production consistency, and achieve sustainable organizational growth.

CONCLUSION

The findings of this study suggest that effective human resource management strategies play an important role in fostering creativity and maintaining consistency in digital content production. Through clear task distribution, competency development, effective communication, and collaborative teamwork, organizations can create a work environment that supports both innovation and sustainable performance.

For digital content managers, the results highlight the importance of strengthening communication, developing team competencies, and maintaining effective coordination among team members to support creative content development and consistent production outcomes.

This study was limited to a single case study at NS BOR Channel, which may restrict the applicability of the findings to other digital content organizations with different characteristics and future studies may explore and compare human resource management practices across different YouTube channels or digital content platforms to provide a broader understanding of how HRM strategies influence creativity and production consistency in the digital creative industry.

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