



RESEARCH ARTICLE

# Human Resource Resilience in Developing Creative Capabilities to Optimize Digital Transformation

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## Abstract

The purpose of this research is to explain how human resource resilience in developing creative capabilities to optimize digital transformation. The approach taken in this study uses a qualitative approach with the assistance of secondary data as part of the explanatory support within the qualitative approach, which includes relevant books and journal articles. Research results show that human resource resilience is no longer simply the ability to withstand work stress, but rather the primary foundation that drives the ability to optimize digital transformation. In the midst of digital transformation, technology is merely a tool; humans are the driving force behind innovation. To foster this creativity-oriented resilience, management must shift the traditional leadership paradigm toward inclusive and supportive leadership. Leaders need to create a psychologically safe space where every individual feels valued and is not afraid to make mistakes when experimenting with new digital tools. This sense of safety is the primary fuel for the emergence of innovative and out-of-the-box ideas, as true creativity can only thrive in an environment free from the pressure of rigid judgment.

## Keywords

Human Resource; Resilience; Creative Capabilities; Digital Transformation.

## 1 | INTRODUCTION

The digital economy has transformed into a major driver of global economic growth, revolutionizing the way people produce, distribute, and consume goods and services (Mariani *et al.*, 2023). This phenomenon is no longer just about online buying and selling transactions, but rather a comprehensive ecosystem that integrates advanced information technologies such as artificial intelligence, cloud computing, big data analytics, and the internet of things into every traditional industrial sector. By breaking down geographical and time barriers, the digital economy opens up significantly broader market access for businesses of all sizes, enabling micro, small, and medium enterprises to compete on the international stage on a more equal footing with large corporations. In addition to creating radical operational efficiencies through automation and supply chain optimization, this paradigm shift has also triggered the emergence of innovative new business models, such as the sharing economy and digital subscription-based services, which in turn create new jobs requiring high-level digital skills. However, this rapid acceleration is not without significant challenges, including the widening digital divide between regions, increasingly complex cybersecurity threats, user data privacy issues, and the urgency for governments to formulate agile and adaptive regulations without stifling innovation. Ultimately, the successful utilization of the digital economy depends heavily on synergistic collaboration between the public and private sectors in building equitable connectivity infrastructure and increasing public digital literacy so that the benefits of modern economic growth can be enjoyed in an inclusive and sustainable manner.

Human resource resilience is a fundamental pillar that determines the extent to which an organization can survive and thrive amidst the dynamic wave of digital transformation. An individual's adaptive ability to recover from pressure, overcome uncertainty, and respond to technological change is not merely a defense mechanism, but rather the primary fuel that fuels the birth of creative capabilities (Taufik *et al.*, 2023). When employees possess a high level of resilience, they no longer view digital disruption as a crippling threat, but rather as a golden opportunity to innovate and experiment with new approaches. The psychological safety that emerges from a resilient personality diminishes the fear of failure, thus opening up ample space for lateral thinking, original problem-solving, and the creation of new technology-based values.

Furthermore, the link between resilience and creativity is a key driver in optimizing the entire spectrum of digital transformation within corporations. A successful digitalization process never relies solely on the adoption of cutting-edge software or sophisticated infrastructure, but rather on the human capacity within it to integrate these technologies into meaningful business strategies (Wulansari *et al.*, 2025). Resilient human resources will continuously hone their learning agility to master new digital competencies, which they then combine with their imagination to design innovative solutions for customers. The creativity born from these resilient souls ensures that the use of artificial intelligence, big data analytics, and automation does not just stagnate at operational efficiency, but develops into a strategic leap that creates sustainable competitive advantage in the global market.

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Furthermore, the link between resilience and creativity is a key driver in optimizing the entire spectrum of digital transformation within corporations. A successful digitalization process never relies solely on the adoption of cutting-edge software or sophisticated infrastructure, but rather on the human capacity within it to integrate these technologies into meaningful business strategies (Wulansari *et al.*, 2025). Resilient human resources will continuously hone their learning agility to master new digital competencies, which they then combine with their imagination to design innovative solutions for customers. The creativity born from these resilient souls ensures that the use of artificial intelligence, big data analytics, and automation doesn't stagnate merely at operational efficiency, but evolves into strategic leaps that create sustainable competitive advantage in the global marketplace.

Human resource resilience in the modern era is no longer merely a passive ability to withstand the impact of change, but rather an active capacity that transforms stress into innovative energy. In a digital ecosystem moving at exponential speed, uncertainty is the only certainty organizations face. When individuals possess a deep level of resilience, their cognitive structures become more flexible in the face of technological disruption. This mental toughness erodes the natural human resistance to change and replaces it with a keen sense of curiosity. Rather than feeling threatened by the presence of artificial intelligence or process automation, a resilient workforce sees these tools as blank canvases ready to be colored with new ideas. The emotional calm that comes from resilience allows employees to maintain clear thinking under intense pressure, which in turn activates the areas of the brain responsible for associating complex concepts to generate original, creative ideas. This resilience-fueled creative capability plays a crucial role as a bridge connecting

technological potential with the realization of optimal business value. Without human creativity, even the most sophisticated hardware would be a wasteful capital expenditure with no strategic impact. Creative and resilient human resources are able to look beyond the basic functionality of an application or digital platform, reengineering business models, redesigning more intuitive customer experiences, and formulating unprecedented solutions to operational problems. This process demands extraordinary perseverance, as digital experimentation is often marred by test system failures, code errors, or early market rejection. This is where resilience acts as a driving force, ensuring that these failures do not stall the organization but instead serve as valuable feedback for the next iteration of innovation. The purpose of this research is to explain how human resource resilience in developing creative capabilities to optimize digital transformation.

## 2 | BACKGROUND THEORY

### 2.1 Human Resource

Human resources are the most crucial and dynamic assets owned by an organization or country because they serve as the primary driver of all activities and innovation. Unlike other resources such as capital, machines, or technology, which are passive, humans possess intellectual capacity, creativity, empathy, and emotional skills that cannot be perfectly replicated even by artificial intelligence (Hutagalung, 2025). In an ever-changing global context, an institution's success depends heavily on how it manages, develops, and retains its talent. This process begins with careful planning and selective recruitment, and continues with ongoing training to ensure that individual competencies remain relevant to current demands. When an entity successfully aligns the unique potential of each individual with the broader vision it seeks to achieve, productivity and competitive advantage naturally emerge. Beyond contributing to economic and work efficiency, humanistic human resource management also significantly impacts the creation of a healthy, inclusive, and harmonious work environment (Gultom *et al.*, 2024; Hamzah *et al.*, 2025). The motivation, physical and mental well-being, and sense of belonging of employees are key foundations that determine how well an organization can survive a crisis. Therefore, investing in people through education, ensuring the fulfillment of rights, and providing space for innovation is no longer merely a cosmetic aspect of operational strategy, but an absolute necessity for the sustainability of the future of civilization and shared progress.

### 2.2 Creative Capabilities

Creative capabilities is one of the highest manifestations of human intelligence, involving the capacity to generate ideas, solutions, or works that are not only novel but also have relevant utility (Taufik *et al.*, 2023). Essentially, this ability does not emerge instantly from a vacuum, but rather is a complex mental process that integrates broad imagination with sharp critical thinking. Individuals with high creative abilities tend to exhibit extraordinary cognitive flexibility, allowing them to view a problem from diverse, unconventional perspectives and connect seemingly unrelated concepts into a coherent and innovative whole. This divergent thinking process enables them to break through conventional boundaries and transcend traditional thought patterns that often limit the search for solutions. In this rapidly changing modern era, creativity is no longer simply an innate talent possessed only by artists or writers, but rather a dynamic skill that can be honed through practice, a keen curiosity, and the courage to face failure. Furthermore, the maturity of creative abilities is also greatly influenced by environmental factors, perseverance, and a deep intrinsic motivation within the individual (Tambunan *et al.*, 2025). When individuals are driven by authentic curiosity and given a space free from the pressures of rigid judgment, their creative potential will develop optimally. This ability is the primary driving force behind the birth of technological innovation, renewed business strategies, and even the resolution of complex social conflicts. Through a combination of sensitive intuition and structured analysis, creative individuals are able to transform confusing challenges into golden opportunities that bring progress to civilization. Therefore, cultivating creative abilities from an early age through liberating education and an inclusive work environment is a very crucial investment in forming a generation that is adaptive, resilient, and able to present a better future.

### 2.3 Digital Transformation

Digital transformation is not simply about adopting new technology or migrating manual systems to the digital realm, but rather a fundamental overhaul of how an organization, business, or society operates and creates added value (Tjahyanti *et al.*, 2026). This process involves the integration of digital technology into all aspects of life and operations, profoundly changing work culture and how people interact with customers and the wider community. In this fast-paced era, organizations are being forced to leave the comfort zone of conventional methods and shift to a more agile, adaptive, and data-driven ecosystem. The success of this transformation depends heavily on a shift in the mindset of its human resources, where relentless innovation and the courage to experiment are the key drivers. By leveraging cutting-edge tools such as artificial intelligence, cloud computing, big data analytics, and the internet of things, operational efficiency can be drastically improved while reducing unnecessary costs. Furthermore, digital transformation opens the door to the creation

of new business opportunities, the automation of complex processes, and the delivery of a far more personalized and responsive user experience (Wulansari *et al.*, 2025). However, this journey towards full digitalization also brings significant challenges, including cybersecurity issues, digital skills gaps, and resistance to change that often arises from within the organization itself. Therefore, a well-thought-out strategy, visionary leadership, and sustained commitment are essential to ensure that digital transformation is not just a passing trend but becomes a key pillar in maintaining relevance and winning the competition in the future.

### 3 | METHOD

The approach taken in this study uses a qualitative approach with the assistance of secondary data as part of the explanatory support within the qualitative approach, which includes relevant books and journal articles. The qualitative approach is a research paradigm that positions humans as the primary instrument for understanding the depth of meaning of a social or humanitarian phenomenon. Unlike the quantitative approach, which relies on numbers and statistical tests, the qualitative approach focuses on words, actions, and situations that occur naturally in the field without any manipulation or intervention by the researcher (Kurdhi *et al.*, 2023). This approach is based on the view that social reality is multiple, dynamic, and constructed based on the participants' own constructs of thought. Therefore, it cannot be simplified into rigid variables. Through direct interaction, researchers seek to delve into participants' perspectives, capture emotional nuances, and uncover the cultural or historical backgrounds that shape their behavior.

Secondary data, in a research context, is data collected, recorded, and managed by another party before the researcher uses it for their own study purposes (Tambunan and Pandiangan, 2024). Unlike primary data, which requires researchers to go directly into the field to conduct interviews, distribute questionnaires, or conduct experiments, secondary data offers a more efficient route because the information is readily available in various forms. Sources for this type of data are diverse and include periodic reports from government agencies, scientific publications in academic journals, historical archives, population censuses, and even annual financial reports released by public companies. The main characteristic of secondary data is its position as a second-hand source, where the researcher acts as a user or analyst of existing material, rather than as the original creator of the collection of numbers or text.

## 4 | RESULTS AND DISCUSSION

### 4.1 Results

#### 4.1.1 Human Resource Resilience

Human resource resilience is a crucial foundation for organizational sustainability and competitiveness amidst the dynamic and uncertain era of global disruption. This adaptive capacity does not simply mean surviving difficult situations, but encompasses the workforce's capacity to recover from pressure, manage work stress wisely, and transform external challenges into constructive innovation opportunities (Taufik *et al.*, 2023). When organizations face massive technological change, economic fluctuations, or internal structural transformations, resilient human capital serves as an anchor of stability, maintaining optimal productivity. At a macro level, this phenomenon is formed through the synergy between flexible individual psychological characteristics and strategic management interventions, such as creating a psychologically safe work culture, providing mental wellness programs, and ongoing skills training to prepare the workforce for the future. Ultimately, a deep investment in employee resilience not only mitigates the risk of burnout and declining performance but also creates a resilient, agile business ecosystem that is always ready to lead transformation in a competitive global marketplace.

Resilience capacity in the human resources domain plays a vital role as a key determinant of an organization's survival amidst waves of global market uncertainty. In depth, this resilience does not emerge instantly; rather, it is a complex psychological and operational process, in which employees are able to integrate emotional intelligence with cognitive flexibility to cope with extraordinary work pressures. When a company experiences a major upheaval, whether due to changes in government regulations, radical digital technology disruption, or an economic crisis, a highly resilient workforce avoids becoming trapped in a destructive reactive mindset. Instead, they demonstrate mature self-regulation skills, maintain a solution-oriented focus, and view each obstacle as a catalyst for learning new skills relevant to the demands of the times.

From a strategic management perspective, building collective resilience requires a paradigm shift in leadership from one that is primarily instructional to one that is supportive and inclusive. Organizational leaders are fully responsible for creating a psychologically safe work environment, a space where every individual feels valued and is not afraid to fail when

experimenting with innovative ideas. When this sense of safety is maintained, chronic stress and burnout can be significantly reduced, thereby maintaining organizational commitment and employee intrinsic motivation at the highest levels. Furthermore, this aspect is closely related to a human capital transformation strategy based on continuous learning, where companies actively facilitate skills development to ensure all staff are prepared for future uncertainties.

Furthermore, the integration of individual mental resilience and organizational support systems will create a highly agile and resilient corporate ecosystem. Resilient employees will mutually strengthen each other, create solid team collaboration, and accelerate decision-making processes during crises. Long-term investment in the holistic well-being of employees, encompassing both mental and physical health, will ultimately become more than just a supplementary program for the HR department, but a core business strategy that directly impacts the financial stability and sustainable performance of the company. Through the combination of resilient individual psychological characteristics and adaptive organizational governance, human resource resilience becomes a true competitive advantage that is difficult for competitors in the industry to replicate.

#### 4.1.2 Human Resource Resilience in Developing Creative Capabilities to Optimize Digital Transformation

Human resource resilience is no longer simply the ability to withstand work stress, but rather the primary foundation that drives the ability to optimize digital transformation. In the midst of the digital transformation, technology is merely a tool, humans are the driving force behind innovation. To build an ecosystem where resilience can translate digital transformation into financial and operational success, management can take the following steps.

##### 1) Redefining Key Performance Indicators

Redefining key performance indicators, or what is better known as key performance indicators, is now a necessity for modern organizations that want to remain relevant amidst radically changing market dynamics (Hutagalung, 2025). For decades, these metrics have often been rigidly treated as mere measures of short-term financial figures or sheer quantity of output, often fueling a stressful work culture and stifling employee innovation. However, in the contemporary business landscape rife with uncertainty and technological disruption, this measurement tool must be fundamentally redefined toward a more holistic and flexible approach. Performance indicators should no longer be viewed as instruments of punishment or annual bureaucratic formalities, but rather must be transformed into a strategic compass capable of capturing qualitative aspects such as adaptive agility, cross-team collaboration, creativity in problem-solving, and the level of psychological well-being of employees within the company ecosystem. Through this comprehensive redefinition, the focus of measurement shifts from merely assessing static end results to evaluating the process of continuous learning and sustainable long-term value creation. When organizations dare to dismantle old paradigms and reshape their metrics to align with human values and a vision for the future, they are indirectly building the foundation of a company culture based on trust and high autonomy. Employees no longer feel constrained by dead numbers that limit their mobility, but instead feel empowered because their diverse, real contributions are now more equitably recognized (Tambunan *et al.*, 2024; Pandiangan *et al.*, 2023). Ultimately, this redefinition is not simply about replacing performance appraisal sheets or changing calculation formulas on paper, but rather a deep commitment to reconnecting the organization's broader purpose with the dynamic potential of human beings to create true business resilience. The process of redefining key performance indicators requires a fundamental shift in thinking at the highest levels of organizational leadership, where success is no longer measured linearly by how obedient employees are to standard procedures. In today's digital and knowledge-based era, a company's value is often derived from intangible assets such as the speed of innovation, the depth of customer relationships, and the organization's capacity to recover from failure. When conventional performance metrics are imposed to assess complex, highly creative work, motivation declines as employees tend to prioritize easily quantifiable targets to secure bonuses or performance appraisals, while neglecting strategic initiatives that take longer to show results. Therefore, a profound redefinition is leading organizations to adopt more future-oriented indicators, such as a team's ability to detect changing market trends early, the effectiveness of new product experiments, and the retention of top talent, the driving force of the business. Furthermore, this reimagining shifts the role of metrics from being a rigid, top-down control tool to an empowering instrument that fosters autonomy at the grassroots level. Modern performance measurement must reflect collective contributions rather than unhealthy individual competition, given that most major innovations today emerge from cross-functional collaborations that require sectoral egos to be kept to a minimum. By restructuring indicators that value knowledge sharing, openness to feedback, and the courage to take calculated risks, organizations create a psychologically safe work environment for employees to explore radical ideas without undue fear of performance penalties. At the operational level, this transformation breaks down departmental silos and unites the energies of all elements of the company in pursuit of a common overarching goal, enabling these indicators to truly serve as strategic guides that adapt to the realities of a constantly volatile market.

##### 2) Human-Centered Upskilling Programs

A human-centered upskilling program is a transformative approach to human resource development that places individuals at the core of all training strategies. Unlike conventional approaches, which often focus solely on meeting

technical targets or mastering specific software for the company's short-term needs, this model views workers holistically (Taufik *et al.*, 2023). The success of this program is measured not simply by the certificate issued or the number of training hours completed, but by how these skills enhancements enrich personal capacity, improve psychological well-being, and build employee confidence in navigating the changing industrial landscape. In practice, curriculum design begins with listening to aspirations, identifying learning barriers, and understanding each individual's unique learning style, ensuring the training experience feels personalized, relevant, and meaningful to their own career journey. Beyond emphasizing technical aspects relevant to the future of work, this human-centered program balances the development of interpersonal skills and emotional intelligence. Skills such as empathetic communication, critical thinking, resilience, and adaptability are key pillars, as these are the skills that will keep humans from being replaced by automation and artificial intelligence. When organizations invest in people in this way, they create an inclusive and trusting work environment, where employees feel valued not as cogs in the corporate machine, but as their most valuable assets (Pandiangan *et al.*, 2025). The long-term impact of this approach goes beyond mere productivity, as it can spark innovation born from a strong sense of ownership, reduce workplace stress levels, and create a culture of lifelong learning that is sustainable for the mutual progress of individuals and institutions.

### 3) Designing a Decentralized Organizational Structure

Decentralized organizational structure design is a management approach that delegates decision-making authority broadly across all hierarchical levels, particularly to work units or front-line managers closest to daily operations. In this model, top management is no longer the sole center of policymaking, but rather acts as a facilitator and formulator of the company's overall strategy. The freedom granted to lower levels allows organizations to move much more agilely and responsively to market changes, as each division or branch can take immediate action without having to wait for a cumbersome bureaucratic approval process from headquarters (Tjahyanti *et al.*, 2026). The implementation of decentralization also has a significant positive impact on employee motivation and engagement. When middle managers and operational-level employees are given the trust and autonomy to manage their own work areas, their sense of ownership and responsibility for work results increases dramatically. This indirectly creates a dynamic work environment and serves as a highly effective leadership training tool for the company's future leaders. Furthermore, decentralization is particularly well-suited to large-scale or multinational companies operating across multiple geographic regions with varying consumer characteristics and local challenges, allowing for more accurate and relevant decisions to reflect actual field conditions (Wulansari *et al.*, 2025). Despite offering significant flexibility, a decentralized organizational structure is not without significant challenges. One of the main risks of this model is the potential for inconsistencies in the application of quality standards, service standards, or brand image across different divisions. Without strong coordination, each work unit could drift in different directions, leading to unhealthy internal competition or duplication of work functions, leading to wasted company resources. Therefore, the success of this decentralized structure depends heavily on the existence of a transparent communication system, a solid organizational culture, and clear key performance indicators to ensure all work units remain aligned toward achieving the corporation's primary vision and mission.

## 4.2 Discussion

Human resource resilience plays a crucial role in bridging the gap between adopting cutting-edge technology and achieving a successful, comprehensive digital transformation. When an organization faces massive technological disruption, employees' mental and psychological resilience becomes the primary foundation that enables them not only to survive amidst uncertainty but also to view these changes as strategic opportunities. Resilient employees possess a high capacity for adaptation, a strong sense of curiosity, and a strong tolerance for the risk of failure, all of which are key fuels for the emergence of creative abilities (Hutagalung, 2025). Creativity in this context does not emerge instantly but is stimulated by the encounter with new challenges that demand innovative problem-solving. Therefore, resilient individuals are more likely to experiment with new digital tools, seek more efficient ways of working, and generate transformative ideas that transcend the boundaries of conventional methods.

Furthermore, the implications of this synergy between resilience and creativity directly optimize the course of digital transformation, moving from mere process digitization to a holistic evolution of work culture. Without resilience, the implementation of advanced technologies often leads to internal resistance or digital fatigue as employees feel threatened by automation. Conversely, when individual and group resilience is deeply ingrained, the resulting creative capabilities will guide the use of technology to create unique value, enhance customer experiences, and design more agile business models. Ultimately, resilient people ensure that significant investments in digital infrastructure are not wasted, but driven by creative thinking that can exploit the full potential of these technologies to achieve long-term organizational sustainability.

Human resource resilience in the modern work ecosystem acts as a psychological catalyst that transforms the pressure of technological disruption into directed innovative energy. When an organization launches a digital transformation initiative, the greatest challenge often lies not in the complexity of the technological infrastructure itself,

but in the mental readiness of the practitioners who operate it. Individuals with high levels of resilience are characterized by their ability to manage the stress of constant change, maintain focus amidst uncertainty, and bounce back quickly from failed digital experiments. This strong mental resilience directly erodes the fear of the new that often paralyzes employee initiative. With the removal of these psychological barriers, the cognitive space in the human mind becomes more open to explore limitless possibilities, which in turn triggers the emergence of creative and lateral thinking skills. Employees no longer view new digital tools as additional workloads that threaten their comfort zones, but rather as blank canvases ready to be manipulated to create new efficiencies.

The profound implication of developing creative capabilities rooted in resilience is a paradigm shift in digital transformation, from being solely tactical-operational to strategic-revolutionary. Under the leadership of creative and resilient human resources, the adoption of technologies such as artificial intelligence, big data analytics, and process automation will no longer be simply about replicating old ways of working at a faster pace. They will use these digital tools to completely overhaul business models, design more personalized customer experience architectures, and predict market dynamics with greater accuracy (Tjahyanti *et al.*, 2026). Creativity, underpinned by resilience, also fosters a culture of continuous self-learning, where the workforce proactively upgrades their skills to keep pace with the pace of development. At this culmination, digital transformation will no longer be a linear project with an endpoint, but rather a living organizational capability that continues to evolve organically, driven by people with limitless adaptability and high creativity.

## 5 | CONCLUSIONS AND FUTURE WORK

Research results show that human resource resilience is no longer simply the ability to withstand work stress, but rather the primary foundation that drives the ability to optimize digital transformation. In the midst of digital transformation, technology is merely a tool; humans are the driving force behind innovation. To foster this creativity-oriented resilience, management must shift the traditional leadership paradigm toward inclusive and supportive leadership. Leaders need to create a psychologically safe space where every individual feels valued and is not afraid to make mistakes when experimenting with new digital tools. This sense of safety is the primary fuel for the emergence of innovative and out-of-the-box ideas, as true creativity can only thrive in an environment free from the pressure of rigid judgment. Furthermore, optimizing this digital transformation must be consistently supported through the provision of continuous learning programs that focus on improving both digital skills and emotional well-being. Organizations are required to facilitate training that not only teaches the technical aspects of operating the latest systems or software, but also trains critical thinking skills, collaborative problem solving, and stress management.

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