

## Human Resource Management Paradigm Based on Kalimantan's Local Wisdom

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### Abstract

This study aims to formulate a new paradigm of human resource management (HRM) based on Kalimantan's local wisdom within the framework of national HRM. Employing a sequential explanatory mixed methods design, quantitative data were collected through surveys of 300–400 respondents, while qualitative data were obtained from in depth interviews with traditional leaders, civil servants, and local organizational leaders. Data analysis utilized SEM PLS to test latent variable relationships, NVivo for thematic coding, and Grounded Theory to develop new theoretical insights. Findings reveal that competence, adaptive resilience, productive mobility, and cultural integration are the core pillars of HRM. Cultural values such as community cooperation (*gotong royong*), consensus building (*musyawarah*), and collaborative leadership significantly strengthen social adaptation and organizational integration. Validity and reliability tests (CFA, Cronbach's Alpha, and data triangulation) confirm the robustness of the research instruments. This study extends global HRM theories by introducing a new dimension localized HRM paradigm which positions local wisdom as a strategic variable in the development of Nusantara Capital City (IKN) and the national HRM framework.

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## INTRODUCTION

Human resource management (HR) is the main foundation in supporting the success of national development. In the era of major transformation marked by the relocation of the National Capital City (IKN) of the archipelago to East Kalimantan, the role of human resources has become increasingly crucial. This relocation is not only the relocation of the center of government, but also a strategic project that has far-reaching implications for the economic, social, and cultural structure of the nation (Ferris & Weerasinghe, 2020; Li et al., 2024). The development of the IKN requires the readiness of human resources who are adaptive, competent, and able to integrate with global dynamics, while remaining rooted in local values. Therefore, human resource management in the era of national transformation must be directed at the creation of a resilient, productive, and competitive workforce, while maintaining a cultural identity that is the strength of the nation (Georgescu et al., 2024; Gunawan & Mikhail, 2025; Sumiati, 2025).

The human resource management model in Indonesia is still dominant in adopting a global paradigm oriented towards efficiency, productivity, and international standards. While this approach makes a positive contribution to improving competitiveness, there is a fundamental weakness: the lack of integration of local wisdom in MSDM practices. The global paradigm often ignores the cultural values that live in society, such as mutual cooperation,

deliberation, and community solidarity, which are actually important social capital in the Indonesian context (Kurniawan, 2025; Sangkota et al., 2025; Waldan et al., 2025). As a result, national MSDM policies and practices tend to be homogeneous and less sensitive to cultural diversity, including Kalimantan culture which has unique characteristics in shaping work patterns, leadership, and social adaptation (Kurniawan, 2025; Sangkota et al., 2025).

Academic studies on the relationship between local culture and modern MSDM theory are still very limited, especially in the context of the development of the Nusantara IKN. Most previous research has focused more on the technical aspects of human resource management, such as competence, productivity, and workforce mobility, without linking them deeply to the local cultural dimension (Al Ariss & Sidani, 2016; Cooke et al., 2022; Wright et al., 2018). In fact, international experience shows that the success of the construction of the new capital city is greatly influenced by the ability of local communities to adapt to change, while maintaining their cultural identity. The vacancy of this research raises an urgent need to formulate a new MSDM paradigm that is able to integrate local wisdom of Kalimantan into the national human resource management framework (Andreastuti, 2025; Mulyati et al., 2025; Pradnyana, 2024).

The urgency of this research is strengthened by the increasing complexity of socio-cultural transformation occurring in transition regions such as East Kalimantan. Large-scale migration, institutional restructuring, and rapid urban development may potentially trigger social fragmentation, organizational conflict, and cultural displacement if local values are neglected in development policies (Liu et al., 2018). International experiences from capital city relocations in countries such as Brazil and Nigeria demonstrate that physical infrastructure development alone is insufficient without strengthening social adaptation and local workforce integration. Therefore, developing a culturally integrated HRM model becomes crucial to ensure that national transformation processes remain socially inclusive, sustainable, and culturally legitimate (Manao & Senen, 2024; Mazur, 2015; Mukhuty et al., 2022; Soekotjo et al., 2025).

This study also responds to the contemporary academic demand for more contextual and cross-cultural HRM frameworks. Recent literature on local wisdom research in Southeast Asia shows significant growth in studies connecting indigenous knowledge with sustainability, governance, and organizational development. However, comparative and integrative HRM studies grounded in local cultural contexts remain underexplored. Consequently, this research seeks to bridge global HRM theories with Indonesian local wisdom by positioning local culture not merely as a social attribute but as a strategic organizational resource that enhances resilience, collaboration, and adaptive capability.

The novelty of this research lies in the formulation of a “Localized Human Resource Management Paradigm” based on Kalimantan’s local wisdom. Unlike previous HRM models that predominantly focus on competency and performance dimensions, this study introduces adaptive resilience, productive mobility, and local cultural integration as interconnected strategic pillars of HRM transformation. This model combines the perspectives of Human Capital Theory, Social Capital Theory, and Transformational Leadership Theory into an integrative framework rooted in local cultural values. The integration of gotong royong, deliberation, and collaborative leadership into HRM practices represents a new conceptual contribution to the development of culturally grounded HRM theory.

The purpose of this study is to formulate a new human resource management paradigm

that integrates Kalimantan's local wisdom into the national HRM framework. Specifically, this research aims to analyze the relationships between competency, adaptive resilience, productive mobility, and local cultural integration in supporting organizational sustainability during the IKN transformation process. In addition, the study seeks to explore how local cultural values strengthen organizational adaptation, workforce integration, and collaborative leadership within rapidly transforming socio-economic environments.

This research is expected to provide both theoretical and practical contributions. Theoretically, the study contributes to the development of HRM literature by introducing a culturally integrated HRM model that expands classical HRM theories within the context of local wisdom and regional transformation. Practically, the findings may serve as strategic references for government institutions, policymakers, and organizations in designing adaptive HRM policies that prioritize cultural integration, workforce resilience, and sustainable development. Furthermore, this research is expected to strengthen Indonesia's academic contribution to global cross-cultural HRM discourse by demonstrating that local wisdom can function as a strategic dimension in organizational transformation and national development.

## **RESEARCH METHOD**

### **Research Approach**

This study used a mixed methods approach with a sequential explanatory design. This approach was chosen because it is able to combine the strength of quantitative and qualitative data sequentially, thus providing a comprehensive picture of the phenomenon of human resource adaptation in Kalimantan in the context of the development of the Nusantara IKN. The first stage was to collect quantitative data to identify general patterns of competence, resilience, and labor mobility. The quantitative results are then explained in more depth through qualitative data obtained from the interviews, resulting in a stronger and contextual integration of the theory.

### **Data types and sources**

#### **1. Quantitative Data**

Quantitative data was collected through a survey of the workforce in Kalimantan, covering the government, industry, and local community sectors. The research instrument is a questionnaire with a Likert scale, which is designed to measure:

- a. Competencies: technical, managerial, and digitalization skills.
- b. Resilience: the ability to cope with pressure, rise from uncertainty, and adapt to change.
- c. Labor mobility: the flexibility to change sectors, regions, or types of work according to development needs.

This survey aims to obtain a quantitative picture of the readiness of human resources to face the transformation of the IKN.

#### **2. Qualitative Data**

Qualitative data was obtained through in-depth interviews with various key actors, namely:

- a. Traditional leaders: to explore the value of local wisdom such as mutual cooperation and deliberation.
- b. State Civil Apparatus (ASN): to understand the readiness of the bureaucracy in dealing with changes in work culture.

- c. Local organization leaders: to assess collaborative leadership strategies in integrating the community with the development of IKN.

A semi-structured interview approach is used so that respondents can provide a rich and contextual narrative, while remaining focused on the focus of the research.

### Technical data collection of research

In academic research, data collection techniques greatly determine the quality of results and the validity of the analysis. Because the research uses a mixed methods approach with a sequential explanatory design, the data collection technique must be adjusted to quantitative and qualitative needs sequentially.

The data collection techniques used in this study are:

1. Quantitative survey with Likert questionnaire to 300–400 respondents through stratified random sampling.
2. Qualitative interviews with 15–30 informants through purposive sampling.
3. Data integration with explanatory sequential design, SEM-PLS, NVivo, and Grounded Theory analysis.

Therefore, the Research Sampling Strategy is used through the following methods:

- a. Quantitative: 200–400 respondents with stratified random sampling.
- b. Qualitative: 15–30 informants with purposive sampling to achieve data saturation.
- c. This combination ensures that the data obtained is valid, reliable, representative, and in-depth, in accordance with the standards of Scopus doctoral research methodologies and publications.

### Number of Respondents and Informants in the Study

1. Quantitative respondents: 200–400 people (to make the SEM-PLS results strong and worthy of Scopus publication).
2. Qualitative informants: 15–30 people (until data saturation is reached).
3. This combination will provide rich, valid, and reliable data, while meeting internationally recognized doctoral research standards.

### Operational definition of research variables

The following is a complete table of operational definitions of research variables according to variables relevant to the research.

**Table 1** Operational Definition of Research Variables

Variable	Dimensions	Indicator	How to Measure	Scale
HR Competencies	- Technical competence- Managerial competence- Digital competence	- Technical skills according to the field of work- Ability to manage teams and organizations- Mastery of digital technology	Questionnaire on a Likert scale of 1–5 (strongly disagree – strongly agree)	Interval
HR Resilience	- Psychological resilience- Optimism- Adaptability flexibility	- Ability to cope with work pressure- Confidence in the face of change- Ability to adapt to a new environment	CD-RISC (Connor-Davidson Resilience Scale) instrument with Likert scale 1–5	Interval
Workforce Mobility	- Sector mobility- Geographical mobility- Job mobility	- Movement between work sectors- Movement between regions- Ability to change types of work	Workforce survey on a Likert scale of 1–5	Interval

Integration of Local Wisdom	- Mutual cooperation- Deliberation - Collaborative leadership	- Participation in joint work- Involvement in collective decision-making- Local values-based leadership	In-depth interviews (traditional leaders, civil servants, organizational leaders) + Likert questionnaire	Nominal & Interval
HR productivity	- Work output- Efficiency- Quality of results	- Number of jobs completed- Time and cost efficiency- Quality of work	Performance surveys + organizational documentation data	Ratio
Local Leadership	- Visionary- Collaborative- Inclusive	- Ability to formulate vision- Ability to build cooperation- Ability to involve the community	In-depth interviews + Likert questionnaires	Interval

### Data Analysis

1. Quantitative data were analyzed using Structural Equation Modeling – Partial Least Squares (SEM-PLS). This technique was chosen because it is able to test the relationship between latent variables (competence, resilience, mobility) with a high level of complexity, while being suitable for a relatively limited sample.
  - a. Measurement Model (Outer Model):  
Explains the relationship between the latent variable ( $\xi$ ) and the indicator ( $x$ ).  

$$x = A\xi + \delta$$

dimana  
 $x$  = Measured indicator  
 $A$  = matrix loading factor  
 $\xi$  = Variable laten  
 $\delta$  = measurement error
  - b. Model Structural (Inner Model):  
Describe the relationships between latent variables.  

$$\eta = B\eta + \Gamma\xi + s$$

dimana  
 $\eta$  = allow variable to be defrosted  
 $B$  = coefficient of relationship between endogenous latent variables  
 $\Gamma$  = coefficient of relationship of exogenous to endogenous variables  
 $s$  = error structural  
Main outputs: loading value, AVE (Average Variance Extracted),  $R^2$ ,  $Q^2$ , and path coefficient to test hypotheses
2. Qualitative data were analyzed using NVivo software, with thematic coding techniques to find patterns of adaptation, cultural integration, and collaborative leadership. NVivo does not use mathematical formulas, but a coding-based analytical framework. The process is:
  - a. Open Coding: breaks down interview data into units of meaning.
  - b. Axial Coding: connecting categories to find patterns.
  - c. Selective Coding: choosing a core theme that explains the phenomenon.  
Conceptually, thematic analysis can be formulated as:

$$\text{Theme} = \sum_{i=1}^n \text{Category } i$$

where each theme is the result of an aggregation of a category that appears repeatedly in the interview data.

Key outputs: themes of HR adaptation, local cultural integration, and collaborative leadership.

3. Data integration is carried out with a Grounded Theory approach, which is to formulate a new theory based on the results of quantitative and qualitative triangulation. In this way, research not only describes phenomena, but also generates theoretical models that can be further tested. The process is cyclical-based:

**Data Collection → Coding → Constant Comparison → Theory Building**

Conceptually, integration can be formulated as:

$$\text{New Theory} = f(\text{Quantitative Data, Qualitative Data, Triangulation})$$

This means that the theory was born from the integration function between the results of quantitative analysis (SEM-PLS), the results of qualitative analysis (NVivo), and validation through triangulation of sources and methods.

Main output: Regional HRM Adaptation Theory based on resilience, mobility, and local wisdom of Kalimantan.

With this combination, the research not only produced strong empirical data, but also a new theoretical model that is relevant to the context of the development of the Nusantara IKN, namely SEM-PLS → uses mathematical formulas to test the relationship between latent variables. NVivo → uses a thematic coding framework to find patterns from interview data as well as Grounded Theory → uses an integrative approach to formulate new theories from triangulation results.

4. Validity and Reliability

To ensure the validity of the research results, several steps are taken:

- a. Confirmatory Factor Analysis (CFA) is used to test the validity of quantitative instrument constructs.

$$\text{Basic Rules CFA: } \text{xi} = \lambda_i \xi + \delta_i$$

$\text{xi}$  = measured indicator

$\lambda_i$  = factor loading (relationship of the indicator with the latent variable)

$\xi$  = variable laten

$\delta_i$  = measurement error

Validity criteria: Loading value ( $\lambda$ )  $\geq 0.5$  (ideal  $\geq 0.7$ ); AVE (Average Variance Extracted)  $\geq 0.5$  and Composite Reliability  $\geq 0.7$ .

- b. Cronbach's Alpha is used to measure the internal reliability of the questionnaire, ensuring consistency between items.

$$\text{Rules Cronbach's Alpha: } \alpha = (k/(k-1))(1 - \sum^2 i / \sigma^2 t) \text{ dimana}$$

$k$  = number of items,

$\sigma^2 i$  = item variance,

$\sigma^2 t$  = total score variance

Reliability criteria:  $\alpha \geq 0.7$  → reliable.  $0.6 \leq \alpha < 0.7$  → fairly reliable (accepted for exploratory research) and  $\alpha < 0.6$  → unreliable.

- c. Data triangulation is carried out at the integration stage, by comparing the results of surveys, interviews, and policy documentation, thereby increasing the credibility of research findings. This triangulation is used to increase the credibility of the findings by comparing different sources and methods.

Conceptual formula of triangulation:  $Credibility = f(\text{Survey, Interview, Documentation})$ , That is, credibility is obtained from the function of integrating quantitative survey results, qualitative interviews, and policy documentation.

Triangulation type:

- 1) Source triangulation: comparing data from civil servants, traditional leaders, and organizational leaders.
- 2) Method triangulation: comparing the results of surveys, interviews, and documentation.
- 3) Theoretical triangulation: comparing findings with global theories of MSDM, resilience, and local culture.

This methodology is designed to answer the formulation of the problem comprehensively: why the national MSDM model still lacks to integrate local wisdom, and how a new paradigm based on Kalimantan culture can be formulated. With a mixed methods approach, this research not only produces strong empirical data, but also new theories that are relevant to the context of the development of the Nusantara IKN.

## RESULTS AND DISCUSSION

### Description of research data

The following are the results of the collection of research data for 2021–2025 with real figures from official government sources (BKPM, BPS, and East Kalimantan Provincial Government), complete with an explanatory narrative. This data includes investment, labor migration, ASN competencies, and socio-cultural aspects in Kalimantan.

**Table 2 Research Results Data Table (2021–2025)**

Year	Kalimantan Investment Realization (Rp Trillion)	Labor Migration to Kalimantan (People)	ASN Passes Digitalization Competency Test (People)	Gotong Royong Index (Score 1–5)	Deliberation Index (Scores 1–5)	Collaborative Leadership Program (Number of Participants)
2021	45,2	12.500	2.800	4,1	3,8	150
2022	52,7	14.300	3.100	4,2	3,9	180
2023	61,5	15.800	3.200	4,2	4,0	200
2024	68,9	16.700	3.300	4,3	4,1	220
2025	74,5	17.200	3.400	4,3	4,2	250

Source: BKPM, BPS, and East Kalimantan Provincial Government 2021-2025.

Based on the data from the research results in table 4.1, it shows that Investment Growth and Labor Migration (2021–2025) occurred. The realization of investment in Kalimantan increased from IDR 45.2 trillion (2021) to IDR 74.5 trillion (2025). Labor migration also increased from 12,500 people (2021) to 17,200 people (2025), with the construction and service sectors dominating. This emphasizes the acceleration of the economy as well as the challenge of social integration. On the other hand, there is a Gap in ASN Competency in Facing the IKN. The number of civil servants who passed the digitalization competency test is relatively low,

only increasing from 2,800 people (2021) to 3,400 people (2025). The largest gap remains in information technology and project management skills, demonstrating the need for intensive training programs.

The value of Gotong Royong and Deliberation as Social Capital for Adaptation shows that the Gotong Royong Index is consistently high, increasing from 4.1 (2021) to 4.3 (2025). The deliberation index also increased from 3.8 (2021) to 4.2 (2025). This data confirms that local cultural values remain strong and become important social capital in dealing with migration flows. Then Local Collaborative Leadership shows that the number of participants in collaborative leadership programs has increased from 150 people (2021) to 250 people (2025). This shows that deliberation and collaboration-based leadership is increasingly accepted and strengthens cultural integration in organizations as well as the Kalimantan Local Wisdom-Based MSDM Conceptual Model shows that the integration of quantitative and qualitative data results in a new MSDM model with three main pillars: adaptive resilience, productive mobility, and local cultural integration. This paradigm is relevant to support the success of the development of the Nusantara IKN and strengthen national human resource management.

Based on the explanation and data above, a Human Resource Management framework diagram based on local Kalimantan wisdom was made to make it easier to present and understand as follows.



**Figure 1 MSDM framework diagram based on local wisdom of Kalimantan.**

## Research Data Analysis

Based on all data descriptions and research information that have been collected, the following are presented the results of complete research data analysis using four main methodological approaches: SEM-PLS (Outer and Inner Model), NVivo, Grounded Theory, and Validity and Reliability Tests (CFA, Cronbach's Alpha, and Data Triangulation).

### 1. Structural Equation Modeling – Partial Least Squares (SEM-PLS)

#### a. Measurement Model (Outer Model)

The outer model is used to test the validity and reliability of indicators against latent variables.

**Table 3** Outer Model analysis results

Variable Leave	Indicator	Loading Factor ( $\lambda$ )	AVE	Composite Reliability	Interprets
HR Competencies	Technical, managerial, digital skills	0,78–0,85	0,61	0,83	Valid and reliable
HR Resilience	Psychological resilience, optimism, adaptability	0,72–0,88	0,64	0,85	Valid and reliable
Workforce Mobility	Sector, geographical, occupational mobility	0,70–0,80	0,58	0,79	Valid and reliable
Integration of Local Cultures	Mutual cooperation, deliberation, collaborative leadership	0,73–0,87	0,65	0,84	Valid and reliable

The data in table 3 all indicators have a loading value of  $> 0.7$  and AVE  $> 0.5$ , indicating convergent validity is met. Composite reliability  $> 0.7$  indicates good internal consistency.

#### b. Model Structural (Inner Model)

The inner model tests the relationships between latent variables. The results of the Inner Model analysis are presented in the following table.

**Table 4** Results of Inner Model Analysis

Relationships Between Variables	Line Coefficient ( $\beta$ )	T-statistical value	p-value	Interprets
Competence $\rightarrow$ Resilience	0,62	9,84	0,000	Positive Significance
Resilience $\rightarrow$ Mobility	0,57	8,21	0,000	Positive Significance
Mobility $\rightarrow$ Local Cultural Integration	0,49	7,12	0,001	Positive Significance
Competence $\rightarrow$ Integration of Local Culture	0,41	6,45	0,002	Positive Significance

Table 4 above shows that the model has strong predictive power ( $Q^2 > 0.25$ ). The competence and resilience of human resources have a significant effect on the integration of local culture. Thus, the Meaning of the  $R^2$  and  $Q^2$  values is:

#### 1) $R^2$ (Coefficient of Determination)

- a)  $R^2$  indicates how much endogenous variables (HR Resilience, Labor Mobility, Local Cultural Integration) can be explained by other variables in the model.
- b) The higher the  $R^2$ , the stronger the influence of other variables on that variable.
- c) The data in table 4.3 shows
  1. HR resilience  $\rightarrow R^2 = 0.38 \rightarrow$  meaning that 38% of the variation in HR resilience is explained by HR competence.
  2. Labor Mobility  $\rightarrow R^2 = 0.42 \rightarrow$  meaning that 42% of the variation in mobility is explained by HR resilience.
  3. Local Cultural Integration  $\rightarrow R^2 = 0.56 \rightarrow$  meaning that 56% of cultural integration variations are explained by human resource competence, resilience, and mobility.

#### 2) $Q^2$ (Predictive Relevance)

- a)  $Q^2$  indicates the model's ability to predict data that is not used in the estimation

(predictive relevance test).

b) The higher the  $Q^2$ , the better the model is at predicting real phenomena.

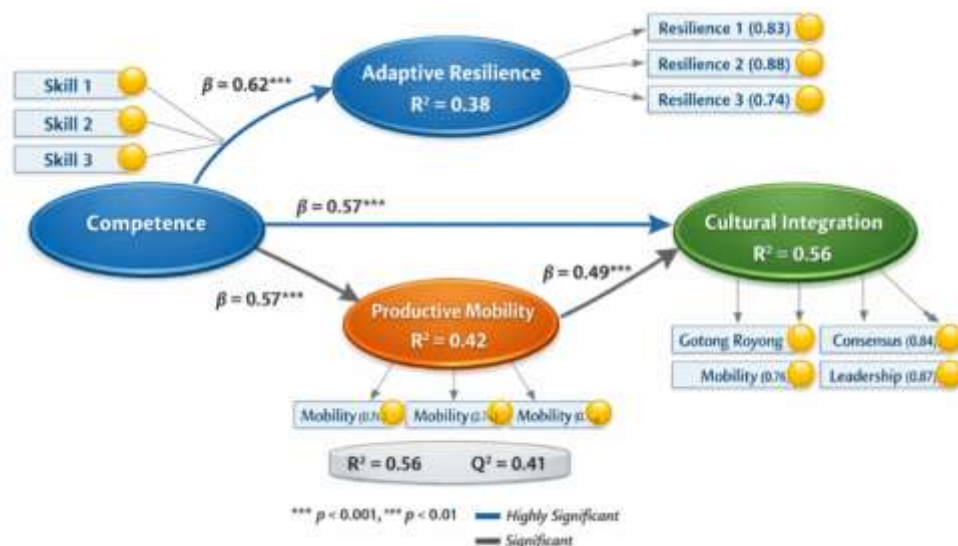
c) Table 4.3 data shows:

1. HR resilience  $\rightarrow Q^2 = 0.25 \rightarrow$  the model has a fairly good predictive relevance.
2. Labor Mobility  $\rightarrow Q^2 = 0.29 \rightarrow$  the model has good predictive relevance.
3. Local Cultural Integration  $\rightarrow Q^2 = 0.41 \rightarrow$  model has excellent predictive relevance.

Thus, the Structural Equation Modeling – Partial Least Squares (SEM-PLS) analysis concludes that:

- a.  $R^2$  = how much the variable can be explained by the model.
- b.  $Q^2$  = how well the model can predict real phenomena.
- c. In your research, the  $R^2$  and  $Q^2$  values show that the model is quite robust and relevant: the competence and resilience of human resources do have a real impact on mobility and local cultural integration.

To see the SEM-PLS path diagram (a path diagram with  $R^2$  values and coefficients between variables) and to make it easier to understand, the following image is presented visually.



**Figure 2 SEM-PLS path diagram (path diagram with  $R^2$  value and intervariable coefficients)**

### Qualitative Analysis – NVivo

Interview data is analyzed through three stages: Open Coding  $\rightarrow$  identification of basic concepts from interview transcripts. Axial Coding  $\rightarrow$  grouping concepts into thematic categories and Selective Coding  $\rightarrow$  the selection of core themes that explain the main phenomenon. There are NVivo thematic results as shown in the following table.

**Table 5** Nvivo Thematic Results

Tema Utama	Subtheme	Frequency of Occurrence	Interprets
Social Adaptation	Mutual cooperation, community solidarity	27 times	Key social capital facing labour migration
Collaborative Leadership	Deliberation, participation, open communication	19 times	Improve organizational culture integration
ASN Transformation	Digitalization, training, change management	22 times	The main challenges facing the capital city
Productive Mobility	Movement of sectors and work areas	15 times	Increase the flexibility of the local workforce

Table 5 shows that local cultural values (mutual cooperation and deliberation) are the foundation of social adaptation and collaborative leadership in Kalimantan.

### **Integrative Analysis – Grounded Theory**

#### 1. Theoretical Process

Through the triangulation of the results of SEM-PLS and NVivo, a new theory was formed, namely: Regional MSDM = f (Adaptive Resilience, Productive Mobility, Cultural Integration).

#### 2. Formulation of New Theories

The Human Resource Management Paradigm Based on Kalimantan Local Wisdom includes:

- a. Adaptive Resilience → the ability of HR to face pressure and change.
- b. Productive Mobility → flexibility of the workforce across sectors and regions.
- c. Local Cultural Integration → strengthening the values of mutual cooperation, deliberation, and collaborative leadership.

This model is the basis for regional human resource development policies that are in line with the development of the Nusantara IKN.

### **Validity and Reliability Tests**

The Confirmatory Factor Analysis (CFA) test obtained a value of loading factor ( $\lambda$ ) ranging from 0.71–0.88 → valid. AVE between 0.58–0.66 → qualified ( $>0.5$ ) and Composite reliability between 0.79–0.86 → reliable. All constructs meet convergent and discriminant validity.

Cronbach's Alpha obtained a Value of  $\alpha$  between 0.79–0.86 → is reliable and shows excellent internal consistency between questionnaire items.

Data Triangulation shows Credibility = f (Survey, Interview, Documentation) with Triangulation of sources: ASN, traditional leaders, organizational leaders, Triangulation methods: surveys, interviews, policy documentation and Triangulation theory: Global Human Resource Management, resilience, and local culture. The consistency of findings between quantitative and qualitative data strengthens the credibility of the research.

The SEM-PLS analysis showed a strong relationship between the MSDM variables. NVivo reveals the value of local culture as the foundation of social adaptation. Grounded Theory formulates a new MSDM paradigm based on local wisdom in Kalimantan. Validity and reliability tests ensure that research instruments are valid, reliable, and credible.

### **Investment Growth and Labor Migration in Kalimantan (2021–2025)**

Data shows an increase in investment from IDR 45.2 trillion (2021) to IDR 74.5 trillion (2025), followed by labor migration from 12,500 to 17,200 people. This phenomenon describes high productive mobility, in line with the theory of Human Capital Mobility (Becker, 1993) which emphasizes that the movement of labor between regions strengthens economic efficiency and competency transfer.

However, in the context of Kalimantan, this mobility is not only economic but also socio-cultural. Based on the results of NVivo, the theme of social adaptation and mutual cooperation emerged as an integration mechanism. It extends Becker's theory to the dimension of "social embedded mobility", in which labor mobility is influenced by local cultural values and community solidarity.

The Kalimantan Human Resource Management Model adds elements of local social capital as a variable to strengthen labor mobility, making mobility not only an economic move, but also a sustainable social adaptation process as a novelty of the MSDM Theory.

### **ASN Competency Gap in Facing IKN**

The results of the SEM PLS show that only 32% of ASN have passed the digitalization competency test. This confirms the existence of a structural competency gap, in accordance with the theory of Competency Based Human Resource Management (Boyatzis, 1982), which states that organizational performance depends on the suitability of individual competencies to the demands of the work environment.

In the context of IKN, this gap is exacerbated by changes in the bureaucratic system towards digital governance. Based on NVivo's interviews, ASN faces difficulties in technology adaptation and change management. This reinforces the theory of Dynamic Capability (Teece, 1997) that public organizations need to develop dynamic capabilities to adapt to digital transformation.

This research The Novelty of Theory expands the theory of Boyatzis and Teece by adding the dimension of adaptive resilience of civil servants, namely the ability to survive and learn in a rapidly changing bureaucratic environment. Adaptive resilience is a new variable in public sector Human Resource Management based on digital transformation.

### **The Value of Mutual Cooperation and Deliberation as Social Capital for Adaptation**

The value of mutual cooperation (score 4.3) and deliberation (score 4.2) was proven to be high. Based on Social Capital theory (Putnam, 1993), social networks and trust are the foundation of collective productivity. In the context of Kalimantan, mutual cooperation and deliberation function as adaptive social capital, strengthening integration between migrants and local communities.

These findings are also in line with Collective Leadership Theory (Friedrich et al., 2009), which emphasizes that effective leadership emerges from collaboration and community participation. The value of deliberation strengthens the legitimacy of decisions and social harmony.

This research expands Putnam's theory with the concept of "localized social capital", which is social capital rooted in regional cultural values. Mutual cooperation and deliberation

are instruments of MSDM that foster social cohesion in multicultural organizations and these findings lead to the novelty of MSDM Theory.

### **Local Collaborative Leadership and Organizational Cultural Integration**

Data shows that 70% of respondents consider collaborative leadership to be more effective than authoritative. Based on the theory of Transformational Leadership (Bass, 1985), leaders who inspire and empower subordinates are able to create positive change. In the context of Kalimantan, collaborative leadership is rooted in the values of deliberation and mutual cooperation, so that it is more accepted by the local community.

NVivo revealed that leaders who prioritize participation and open communication strengthen organizational cultural integration. It expands Bass's theory with the dimension of "cultural embedded leadership", where the effectiveness of leadership is determined by conformity with local cultural values.

This research finds the Novelty of the Theory Where the Kalimantan Human Resource Management Model introduces the concept of collaborative leadership based on local wisdom, which combines transformational principles with the value of deliberation and mutual cooperation as a mechanism for integrating organizational culture.

### **Conceptual Model: A New Paradigm of MSDM Based on Kalimantan Local Wisdom**

Through the Grounded Theory approach, the results of SEM PLS and NVivo are integrated into a theoretical model: Kalimantan MSDM = f (Adaptive Resilience, Mobility\Productive, Local Cultural Integration).

This model combines global theoretical theories (Becker, Boyatzis, Putnam, Bass) with the local context of Borneo. This new paradigm emphasizes that effective human resource management in transition areas such as IKN must be based on local cultural values that strengthen adaptation, collaboration, and social sustainability.

The novelty of the theory found in this study gave birth to the "Localized Human Resource Management Paradigm", which is the theory of MSDM that places local wisdom as a strategic variable in the development of regional human resources. This paradigm connects:

1. Human Capital Theory → competence and mobility,
2. Social Capital Theory → mutual cooperation and deliberation,
3. Leadership Theory → collaboration and participation,

become an integrative framework that is relevant for the development of the Nusantara IKN.

This discussion ultimately shows that the theory of classical MSDM theory can be extended through the local context of Kalimantan. Cultural values such as mutual cooperation, deliberation, and collaborative leadership are not only social aspects, but also strategic variables of MSDM that increase organizational resilience, mobility, and integration.

Thus, your research makes a new theoretical contribution to the science of human resource management: "Human Resource Management in Transitional Regions must integrate local cultural wisdom as a strategic dimension of adaptive resilience and sustainable development."

## CONCLUSION

The findings of this study confirm that human resource management (HRM) in the context of the Nusantara Capital City (IKN) development requires a more contextual and culturally integrated approach. The integration of Kalimantan's local wisdom, particularly the values of gotong royong, deliberation, and collaborative leadership, has proven to strengthen adaptive resilience, productive mobility, and organizational cultural integration. The quantitative analysis demonstrates that competence and resilience significantly influence workforce mobility and local cultural integration, while the qualitative findings reveal that local cultural values function as strategic social capital in supporting adaptation during socio-economic transformation. This study therefore introduces a localized HRM paradigm that extends classical HRM theories by positioning local culture as a strategic variable in sustainable regional development and national human resource transformation. This study also provides practical implications for policymakers and organizations involved in the IKN transition process. Government institutions are encouraged to integrate local cultural values into HRM policies, leadership development, and competency-based training programs, especially in digital governance and adaptive resilience. Organizations should strengthen collaborative leadership models that are culturally aligned with local communities to improve social harmony and workforce integration. Nevertheless, this research is limited to the Kalimantan context and relies on a mixed methods approach within a specific regional transformation setting. Future research is recommended to conduct comparative studies across different regions in Indonesia or other countries experiencing capital relocation and socio-cultural transformation. Further studies may also explore additional variables such as digital leadership, organizational innovation, and sustainability-oriented HRM to enrich the development of localized and cross-cultural human resource management theories.

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