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DIGITALIZATION IN INDONESIAN CULINARY HUMAN RESOURCE MANAGEMENT: STRENGTHENING IDENTITY AND COMPETITIVENESS

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Abstract

Digitalization has become a key factor in the transformation of human resource (HR) management, including in the Indonesian culinary sector. This study aims to analyze how the application of digital technology in HR management can strengthen cultural identity and increase competitiveness in the global market. Using a qualitative approach and case studies, this study found that digitalization, such as the use of technology-based training applications and online recruitment platforms, can improve operational efficiency while preserving the traditional values of Indonesian cuisine. Digital technology is not only an operational tool, but also a transformational strategy that allows local culinary companies to maintain cultural heritage while competing in the global market (Westerman et al., 2014). These findings provide new insights into the importance of integrating digitalization in the cultural sector as a strategic step to face the challenges of the globalization era.

Keywords: digitalization, management, human resources, culinary, identity, competitiveness

Introduction

Digitalization has become a global phenomenon that changes the way humans work, interact, and manage resources in various sectors, including the culinary sector. This digital transformation not only includes the adoption of technology, but also creates new opportunities to increase efficiency, productivity, and competitiveness (Westerman et al.,

2014). In the context of Indonesian cuisine, digitalization offers great potential to manage human resources (HR) more effectively, preserve cultural identity, and face challenges in an increasingly competitive global market. However, digitalization also presents challenges, especially in maintaining a balance between technological innovation and the preservation of traditional values that are the nation's cultural heritage.

Indonesian cuisine not only functions as an economic product, but also as a cultural heritage that reflects national identity. Traditional food plays an important role in building the image and attractiveness of a nation in the international arena (Richards, 2021). In this case, HR is a key element in maintaining the uniqueness of Indonesian cuisine. Effective HR management allows industry players to develop worker skills, strengthen local cultural values, and improve product quality, thereby strengthening the position of Indonesian cuisine in the global market. However, traditional approaches to HR management are often less responsive to the rapidly changing market dynamics in the digital era.

Digitalization offers a strategic solution to overcome these limitations. The use of technology such as online training applications, digital-based recruitment platforms, and modern performance management systems can improve HR efficiency and productivity. Companies that adopt digital technology in HR management tend to perform better than companies that still use conventional approaches (McKinsey & Company, 2020). However, the implementation of digitalization in HR management is not only about efficiency, but also about how technology can support the preservation of local cultural values.

On the other hand, globalization and digitalization have created increasingly fierce competition in the culinary industry. Large companies with more advanced access to technology often dominate the market, while small and medium enterprises (SMEs) face major challenges to stay relevant. Disruptive innovation can be a threat or an opportunity, depending on how industry players utilize it (Christensen, 1997). In the context of Indonesian cuisine, SMEs can utilize digital technology to increase their competitiveness, such as through digital marketing, supply chain management, and technology-based training.

However, the adoption of technology in the Indonesian culinary sector does not always run smoothly. One of the main challenges is the digital skills gap among workers, especially those from the older generation or with limited educational backgrounds. As a solution, the government and the private sector need to collaborate to provide training programs that focus on developing digital skills. The success of digital transformation is

highly dependent on the readiness of human resources to adapt to technological changes (Schwab, 2017).

In addition, there is a need to ensure that digitalization does not sacrifice the traditional values inherent in Indonesian cuisine. The integration of technology and culture requires a careful approach to ensure that innovation does not replace, but rather enriches cultural heritage (Park et al., 2020). In this regard, industry players must develop strategies that integrate technology with traditional practices, such as using digital media to document and promote authentic recipes.

In the context of regulation, the government has an important role in creating a digital ecosystem that supports the development of the culinary sector. Policies that encourage the adoption of technology, such as tax incentives for the digitalization of SMEs, as well as protection of intellectual property in the form of traditional recipes or cooking techniques, are essential. Regulation is important to establish in creating fair competition and preventing cultural exploitation by foreign parties (Raghavan and Prasad, 2019).

This study aims to analyze how digitalization can be applied in HR management in the Indonesian culinary sector to strengthen cultural identity and competitiveness. The focus of this study is on technology integration strategies that not only improve operational efficiency but also preserve the traditional values that are unique to Indonesian cuisine. Thus, this study contributes to the literature linking digitalization, HR management, and cultural preservation.

The digital era presents a great opportunity for Indonesian culinary to strengthen its position in the global market. However, the success of this transformation requires a balanced approach between technology adoption and cultural preservation. This study is expected to provide new insights for industry players, policy makers, and academics on the importance of digitalization in creating effective and sustainable HR management in the Indonesian culinary sector.

Literature Review

Digitalization

Digitalization has become a major driver of transformation in various industrial sectors, including human resource management (HR). Digitalization refers to the process of converting information into digital format to facilitate data access, analysis, and management (Bharadwaj et al., 2013). In the context of HR management, digitalization allows organizations to integrate technology into recruitment, training, and performance evaluation processes, thereby increasing operational efficiency. Digitalization can be a

catalyst for improving organizational productivity by utilizing data strategically, both in decision making and HR planning (Westerman et al., 2014).

In the culinary industry, digitalization offers a great opportunity to increase competitiveness through more effective HR management. Technologies such as online training platforms and cloud-based performance management systems make it easier for business actors to train and monitor employees more efficiently (McKinsey & Company, 2020). This is especially relevant for the Indonesian culinary sector, which faces the challenge of maintaining cultural identity amidst globalization. Digitalization allows the preservation of traditional values through documentation and promotion of local culture, which simultaneously increases the adaptability of HR to modern market demands.

Digital transformation also affects work patterns and HR expectations in various sectors. In the fourth industrial revolution, which is characterized by massive digitalization, the relationship between humans and technology in the workplace has changed (Schwab, 2017). In this context, HR needs to be trained to master new skills that are relevant to the digital era, such as the use of technology-based data management or analysis software. This adjustment is important to maintain HR relevance to market dynamics, especially in the culinary sector which continues to grow.

However, digitalization also brings challenges, especially in ensuring inclusivity and equality in HR management. One of the main risks of digitalization is the digital divide, which is the difference in access and ability of individuals to use technology (Park et al., 2020). In the Indonesian culinary sector, this challenge is often experienced by small business actors or workers with limited educational backgrounds. Therefore, there needs to be an intervention in the form of affordable and accessible digital training programs to ensure that all parties can benefit from digitalization equally.

On the other hand, digitalization also plays an important role in building better relationships between organizations and their employees. Technology enables organizations to create more flexible and collaborative work environments, which can increase employee satisfaction and retention (Richards, 2021). In the culinary sector, digital-based work flexibility, such as work schedules arranged through applications, can help employees manage their time better, thereby increasing their productivity and well-being.

In the framework of Indonesian culinary HR management, digitalization is not only about efficiency, but also about preserving culture and increasing competitiveness. By integrating technology into HR management, business actors can preserve local identity while taking advantage of global market opportunities. Organizations must use

digitalization as a strategic tool to create sustainable added value (Bharadwaj et al., 2013). This makes digitalization an important element in efforts to optimize the potential of the Indonesian culinary sector in the modern era.

Management

Management is a fundamental function in an organization that aims to plan, organize, lead, and control resources to achieve goals efficiently and effectively. Management is not only a scientific discipline, but also an art in managing resources to create sustainable value (Drucker, 1999). In the digital era, management has experienced a significant paradigm shift, where technology plays a role as a catalyst in operational and strategic transformation. In the context of Indonesian cuisine, modern management integrated with technology can be a powerful tool to increase global competitiveness while preserving local cultural identity.

Digitization has a major impact on basic management functions, including planning, organization, and control. Information technology has enabled faster and more accurate data-based decision making (Laudon and Laudon, 2020). In human resource management (HR) in the culinary sector, digitization allows business owners to utilize employee data, such as productivity and performance, to design more effective training programs. Thus, technology not only increases efficiency but also ensures that every decision is based on information that is relevant to the needs of the organization.

In addition, digitization supports more dynamic and adaptive organizational management. A flexible organizational structure is essential to face an ever-changing business environment (Mintzberg, 1979). In the culinary sector, the adoption of digital technology enables integration between various management functions, such as marketing, finance, and HR, thus creating greater synergy. For example, a cloud-based management application can integrate raw material inventory data with employee work schedules, ensuring that restaurant operations run smoothly without sacrificing product quality.

Digitalization also contributes to the development of leadership functions in management. Transformational leaders must be able to inspire and motivate employees to achieve the organization's vision (Bass and Avolio, 1994). In the context of digital HR management, leaders must understand how technology can be used to increase employee engagement. For example, a digital-based performance evaluation system allows leaders to provide real-time feedback, which in turn increases employee motivation and commitment to the organization.

However, the transformation of management towards the digital era is not without challenges. One of the main challenges is resistance to change, both from managers and employees. The success of implementing change depends on the organization's ability

to create urgency, build a vision, and empower individuals to act (Kotter, 1996). In the Indonesian culinary sector, resistance often comes from a lack of understanding of the benefits of technology or a fear of losing traditional values. Therefore, it is important for organizations to educate all stakeholders about the benefits and objectives of digitalization in management.

In the framework of Indonesian culinary management, digitalization not only increases efficiency and productivity, but also provides an opportunity to preserve local cultural values. Organizations that successfully integrate technology into their management strategies will have a sustainable competitive advantage (Bharadwaj et al., 2013). Thus, digitalization in human resource management in the Indonesian culinary sector is not only a tool to face the challenges of the globalization era, but also a key to strengthening national identity in a global context.

Human Resources

Human resources (HR) are the main asset in every organization, which plays an important role in achieving strategic goals. Well-managed HR can provide a sustainable competitive advantage (Becker and Huselid, 2006). In the culinary industry, HR plays a central role because business success is not only determined by products, but also by the skills, creativity, and services provided by the workforce. Therefore, effective and adaptive HR management to the dynamics of the business environment is an urgent need.

Digitalization has a major influence on HR management, especially in terms of recruitment, training, and development. Information technology enables organizations to conduct faster and more accurate digital-based recruitment processes (Stone et al., 2015). In the Indonesian culinary sector, technology can be used to reach relevant talent through online platforms, thereby expanding access to workers with skills according to industry needs. In addition, digital-based training platforms allow employees to improve their skills flexibly, both in terms of time and location.

Another aspect of HR management that is affected by digitalization is performance management. The use of technology in measuring employee performance can increase transparency and objectivity (Parry and Tyson, 2011). In the culinary sector, an application-based evaluation system can help managers monitor employee productivity, provide real-time feedback, and design more specific individual development programs. This not only improves organizational performance but also strengthens the relationship between managers and employees through more effective communication.

However, digitalization also brings challenges in HR management. One of the main challenges is the readiness of the workforce to adapt to new technologies. The era of the fourth industrial revolution requires the workforce to master more complex digital and

cognitive skills (Schwab, 2017). In the context of Indonesian cuisine, this challenge is often faced by workers with limited educational backgrounds. Therefore, there needs to be a training program designed to ensure the inclusiveness and sustainability of technology adaptation in HR management.

In addition to the challenges of technology adaptation, the preservation of local cultural values is also a major concern in digital HR management. The success of technology implementation is highly dependent on the organization's ability to maintain their cultural identity (Richman et al., 2017). In the Indonesian culinary sector, this can be realized by combining modern technology with traditional practices, such as integrating local cultural narratives in employee training or using technology to promote cultural values to customers.

Overall, digitalization brings great opportunities for HR management in the Indonesian culinary sector to increase global competitiveness while maintaining local identity. Effective HR management must be able to optimize the potential of individuals and organizations through technology-based strategies (Becker and Huselid, 2006). Thus, the integration of digitalization in HR management is not only a tool for efficiency, but also for the development of sustainable value that added in the modern era.

Culinary

Culinary not only covers aspects of food and beverages, but is also a representation of culture that reflects the identity of a society. Culinary functions as a medium to convey traditions, cultural values, and history to future generations (Long, 2015). In the context of the archipelago, culinary diversity reflects the richness of local culture which is an important asset in strengthening tourism appeal and expanding economic competitiveness. Therefore, the management of the culinary industry based on cultural values is very important to maintain its sustainability and relevance in the midst of the era of globalization.

In recent decades, the culinary industry has become a rapidly growing sector, with a significant contribution to the global economy. Innovation in the culinary industry can be divided into three main categories: product, process, and experience. Product innovation includes the development of new recipes or ingredients, while process innovation involves technology in food processing (Hjalager, 2010). On the other hand, experience innovation relates to how food is presented and enjoyed by consumers. The integration of this innovation is very relevant in the Indonesian culinary industry, where the preservation of cultural heritage can be combined with modern technology to create a unique experience for customers.

Digitalization has a major impact on the transformation of the culinary industry, both in terms of production and distribution. Digital technology has enabled culinary entrepreneurs to reach a wider market through online platforms, such as social media and food delivery applications (Buhalis and Sinarta, 2019). In Indonesia, digitalization in the culinary industry has helped micro, small, and medium enterprises (MSMEs) to expand their market share and improve operational efficiency. In addition, digitalization allows entrepreneurs to utilize consumer data to analyze market preferences and design more effective marketing strategies.

However, digitalization also brings challenges in maintaining cultural identity in the culinary industry. The adoption of technology often has the potential to erode traditional elements that are the core of local culinary products (Richman et al., 2017). In the context of the archipelago, it is important for entrepreneurs to find a balance between modernization and preserving cultural values. One solution is to integrate cultural narratives into marketing strategies, such as using digital media to tell the origins and philosophy behind traditional dishes.

In addition, skilled human resources are a key factor in maintaining the sustainability of the culinary industry in the digital era. Effective HR management must be able to adapt organizational needs to technological developments (Drucker, 1999). In the culinary industry, this includes training employees to master new skills, such as operating digital tools and managing online platforms. Thus, digitalization is not only a tool to increase efficiency, but also a means to empower HR to be more adaptive and innovative.

Identity

Identity is a fundamental concept that reflects the unique characteristics of individuals or groups in society. Identity is the result of the interaction between personal and social dimensions that continue to develop over time (Jenkins, 2014). In a cultural context, identity functions as a mechanism to maintain the uniqueness of local culture amidst the dynamics of globalization. In Indonesia, the identity of Indonesian cuisine reflects the diversity of culture and traditional heritage that must be maintained amidst the flow of modernization, including through digitalization.

Digitization has a significant influence on the formation and transformation of identity, especially in online public spaces. Digital platforms provide a medium for individuals and communities to express and strengthen their identities (Boyd and Ellison, 2007). In the context of Indonesian cuisine, digital technology can be used to promote traditional elements through stories, visualizations, and engaging digital experiences. This allows local identity to be more widely known, both nationally and internationally, while maintaining its authentic values.

However, there are major challenges in maintaining cultural identity in the digital era. Digital globalization often creates cultural homogenization, where local elements have the potential to lose relevance due to being displaced by the dominance of global culture (Castells, 2010). To face this challenge, Indonesian culinary industry players must utilize technology to strengthen local identity, for example by combining historical and cultural narratives in digital marketing strategies. This approach not only increases attractiveness but also strengthens the competitiveness of culinary products in the global market.

In the context of organizations, identity is also closely related to human resource management. Organizational identity includes core elements that distinguish one entity from another (Albert and Whetten, 1985). In the culinary industry, organizational identity can be realized through cultural values reflected in services, products, and internal communications. Digital technology can act as a tool to align organizational identity with technological developments without losing the essence of local culture.

Furthermore, cultural identity also plays an important role in building customer loyalty. Consumers tend to have preferences for products that reflect the values they embrace (He and Harris, 2020). In this case, the culinary industry can utilize Indonesian cultural identity to create emotional connections with customers through the authentic experiences offered. With the right strategy, cultural identity can not only be a major attraction but also a strong differentiating factor in the market.

Competitiveness
Competitiveness is the ability of an entity, be it an individual, organization, or country, to maintain a superior position in the market through efficient and innovative resource management. Competitiveness is determined by four main factors known as the diamond model: factor conditions, demand conditions, related industries, and corporate strategy (Porter, 1990). In the context of Indonesian culinary, competitiveness can be strengthened through innovation and the application of digital technology that supports efficiency and increases the added value of products.

Digitalization has become a key factor in increasing competitiveness in various sectors, including the culinary industry. Digital technology not only enables efficiency in operations, but also expands access to the global market through online platforms (Schwab, 2016). In Indonesia, many MSMEs in the culinary sector have begun to utilize technology to market their products, manage orders, and interact with customers. This creates opportunities to increase competitiveness while introducing local products to a wider audience.

However, competitiveness is not only determined by technology, but also by the quality of human resources (HR). HR who have high competence, creativity, and adaptability are one source of sustainable competitive advantage (Barney, 1991). In the context of

digitalization, culinary business actors need to train employees to master new skills, such as social media management, consumer data analysis, and operating business management software. This ensures that technology is not only adopted, but also utilized optimally to increase productivity.

The importance of innovation in supporting competitiveness as the ability to innovate is a key element in maintaining competitive advantage in the era of globalization (Pisano and Shih, 2012). In the culinary industry, innovation can include the development of new products, unique customer experiences, or creative marketing strategies that utilize digital media. In Indonesia, innovation based on local cultural values, such as using local raw materials, can be a strategy to strengthen the competitiveness of culinary products in both domestic and international markets.

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On the other hand, competitiveness is also influenced by a supportive business ecosystem, including regulations, infrastructure, and access to markets. Collaboration between the public and private sectors is essential to creating a conducive business environment (Enright and Scott, 2005). In the context of culinary digitalization, the government can support by providing digital training, access to funding, and regulations that support innovation. Meanwhile, industry players can collaborate to create a more efficient supply chain and share knowledge to face common challenges.

Research Methods

This study uses a qualitative approach with a case study method to explore in depth the application of digitalization in human resource management (HR) in the Indonesian culinary industry. Case studies allow researchers to explore phenomena in specific and detailed contexts (Yin, 2018). Data collection was carried out through semi-structured interviews with culinary business actors, direct observation of the digital-based HR management process, and analysis of documents related to digitalization strategies. The data obtained were then analyzed using thematic analysis methods, which allow the identification of main patterns and themes related to digital innovation and its impact on cultural identity and competitiveness (Braun & Clarke, 2006). This approach is relevant because it can provide an in-depth understanding of how digital technology is applied to strengthen local identity and create competitive advantages in an increasingly global market

Research Results and Discussion

Indonesian Cuisine as National Identity

Indonesian cuisine has a very significant role in reflecting Indonesia's cultural identity. Traditional foods rich in flavor, spices, and cooking techniques reflect the ethnic, regional, and long historical diversity of this nation. As an integral part of culture, culinary is not only consumed but also a means to maintain and introduce Indonesian cultural identity to the world (Haryono & Widyanto, 2019). This study shows that Indonesian cuisine not only functions as a symbol of local identity, but also as a tool of cultural diplomacy that can introduce Indonesian cultural values to the global realm.

The results of the study revealed that Indonesian cuisine can function as a bridge between tradition and modernity in the context of globalization. Human resources involved in the culinary industry play an important role in maintaining and introducing traditional foods

through digital adaptation. Digitalization, through social media platforms, culinary applications, and digital marketing, has made it easier to disseminate information about traditional cuisine to a wider audience, both domestically and abroad. Digitalization allows Indonesian cuisine to be more easily accessed, promoted, and used as a representation of Indonesian cultural identity in cyberspace (Bakker et al., 2020).

One of the important findings in this study is that good human resource (HR) management greatly influences the success of digitalization in the culinary industry. The use of technology to increase the competitiveness of culinary products will not be successful without skilled and creative HR management. Indonesian culinary entrepreneurs who are successful in utilizing digitalization generally have human resources who are skilled in using information technology, and are able to maintain product quality while still respecting and maintaining traditional flavors. Human resource training that focuses on digital skills is very important to advance the culinary industry in the digital era (Popp et al., 2019).

One real example found in this study is the use of social media by traditional restaurants to promote Indonesian cuisine. Platforms such as Instagram and Facebook have enabled entrepreneurs to introduce traditional Indonesian food in a more attractive and accessible way to global consumers. Digital marketing based on visuals and stories can strengthen the emotional connection between consumers and products, which in turn increases awareness and love for Indonesian cuisine (Kotler et al., 2017).

On the other hand, this study also found that the biggest challenge in maintaining the identity of Indonesian cuisine is changes in consumer tastes and the pressure to adapt to global culinary trends. Consumers are now increasingly accustomed to international food, which can threaten the existence of traditional cuisine. However, several Indonesian culinary restaurants have managed to overcome this challenge by adapting their products without sacrificing authentic flavors. For example, some restaurants combine local ingredients with modern cooking techniques to create dishes that remain appetizing but still maintain cultural identity (Haryono & Widyanto, 2019).

Indonesian cuisine also plays an important role in promoting Indonesia's biodiversity. Many traditional Indonesian foods use local ingredients, which are superior products from various regions. By maintaining the use of authentic local ingredients, Indonesian cuisine is not only a cultural symbol but also a means to support local agriculture and environmental sustainability. The culinary field is very important in preserving biodiversity through the use of local ingredients (Scarpato, 2002).

In addition, this study shows that Indonesian cuisine promoted through digital platforms can help strengthen the local economy, especially in remote areas that have great

potential in the culinary industry. Digitalization provides opportunities for small culinary businesses to compete with big brands by utilizing e-commerce and social media to market their products. This creates significant economic opportunities, especially for micro, small, and medium enterprises (MSMEs) which are the backbone of the Indonesian economy (Hastuti & Pratiwi, 2020).

In relation to identity, Indonesian cuisine also has high educational value. Culinary is not only about taste, but also about the story behind each dish. Therefore, restaurants and culinary entrepreneurs need to dig deeper into the history, philosophy, and meaning of the food they serve. The use of digitalization as a means of education through video content or articles can provide consumers with insight into the importance of maintaining traditional Indonesian cuisine as part of their cultural heritage. Consumer education through technology can help create awareness of the importance of local culinary diversity (Naylor et al., 2014).

Further discussion shows that culinary entrepreneurs who want to succeed in the digital era must be able to balance maintaining product authenticity and innovating to meet changing market demands. In this case, innovation is not only limited to products, but also to how to do business and interact with consumers. The integration of technology in the marketing and distribution process of food must pay attention to cultural and sustainability aspects to maintain the relevance of Indonesian cuisine in an increasingly competitive global market.

Competitiveness and Strengthening of Indonesian Culinary Identity in the Digital Era Through Human Resource Management

This study shows that the competitiveness of Indonesian cuisine can be strengthened through digitalization and efficient and innovative human resource (HR) management. In the digital era, competition in the culinary sector is getting tighter, with many culinary entrepreneurs competing to utilize digital platforms to promote their products. However, strong competitiveness does not only depend on technology, but also on the ability of human resources to create authentic and different culinary experiences from others. Digitalization provides opportunities for culinary entrepreneurs to utilize consumer data, increase interaction with customers, and introduce their products more widely (Bakker et al., 2020).

One important aspect in strengthening competitiveness is the ability to maintain the quality and authenticity of Indonesian culinary products. The results of the study revealed that Indonesian cuisine, which is rich in flavor and richness of local ingredients, has its own appeal in the international market. However, to maintain authenticity and increase

competitiveness, culinary entrepreneurs must have skilled human resources in managing and presenting products in a way that meets international standards without losing their traditional characteristics. Human resource training and development that focuses on mastery of technology, creativity, and understanding of local culture are the main keys to maintaining culinary quality and identity (Haryono & Widyanto, 2019).

The results of the study also show that effective HR management can be a major driver in the digitalization process. Many Indonesian culinary entrepreneurs have succeeded in increasing their competitiveness through the application of digital technology, such as the use of social media and culinary applications, to introduce their food. However, without HR who have adequate digital skills, these efforts will not be effective. Training and development of digital skills for employees, including in terms of digital marketing and social media management, is one strategy that has proven effective in strengthening the identity and competitiveness of Indonesian culinary (Popp et al., 2019).

In addition, Indonesian cuisine sold in the digital market must be able to compete with culinary products from various countries. Therefore, it is important for culinary entrepreneurs to utilize information technology to create a competitive advantage. This study shows that the use of digital platforms allows culinary businesses to reach a wider range of consumers, both domestically and internationally. Furthermore, HR management that is able to manage technology and data effectively can take advantage of this opportunity to strengthen the Indonesian culinary brand through more targeted and personal promotions (Kotler et al., 2017).

Strengthening the identity of Indonesian cuisine through digitalization also depends heavily on how culinary entrepreneurs utilize the stories behind each dish. Indonesian cuisine has historical and cultural values that can be told through digital media, thus providing depth to the consumer experience. The findings of this study show that culinary entrepreneurs who successfully utilize digitalization often prioritize rich cultural stories or narratives behind their dishes. This story can increase product value, create emotional closeness with consumers, and strengthen the identity of Indonesian cuisine in the eyes of the world (Naylor et al., 2014).

However, digitalization also brings challenges in terms of managing authentic culinary identity. One of the findings of this study is that some culinary entrepreneurs feel pressured to change their products to be more in line with global trends, even though this can reduce the authenticity of traditional food. Therefore, strong HR management must have a clear vision on how to maintain a balance between innovation and preserving tradition. Innovation in marketing and service is very important, but must still pay attention

to the characteristics of local culture that are characteristic of Indonesian cuisine (Haryono & Widyanto, 2019).

Effective HR management in Indonesian cuisine is not only limited to improving digital skills, but also in establishing a company culture that supports diversity and creativity. In this study, it was found that culinary entrepreneurs who are successful in implementing digitalization also have a work environment that supports the development of new ideas and diversity in the team. Employees who feel appreciated and encouraged to innovate tend to be more productive and able to contribute to improving the quality of products and services, which ultimately leads to increasing the competitiveness of the culinary business (Scarpato, 2002).

One real example of the results of this study is the success of several Indonesian culinary restaurants in introducing traditional food through digital applications that allow online ordering. By utilizing location-based applications, consumers can easily find places to eat that offer authentic Indonesian cuisine. These restaurants also combine HR management that focuses on technical training and friendly and professional customer service. This shows that HR management integrated with digital technology can strengthen culinary identity and business competitiveness (Bakker et al., 2020).

This study also revealed that digitalization has a positive impact on the local economy, especially for MSMEs engaged in Indonesian culinary. The use of e-commerce and social media allows small businesses to market their products at a relatively low cost but with a wide reach. Digitalization opens up great opportunities for MSME business actors to increase competitiveness in the global market (Hastuti & Pratiwi, 2020). Therefore, it is important for the government and the private sector to provide digital access and training for culinary MSME actors so that they can be more competitive in the global market.

Conclusion and Suggestions

Conclusion

This study shows that digitalization in human resource management (HR) has a significant impact on strengthening the identity and competitiveness of Indonesian cuisine. Digitalization provides culinary business actors with wider access to market their products through digital platforms such as social media and e-commerce applications. This not only increases the visibility of culinary products but also allows direct interaction with wider consumers, both in domestic and international markets. The use of technology in the culinary sector helps business actors manage consumer data effectively, which in turn strengthens relationships with customers and increases their loyalty to local products (Popp et al., 2019).

In addition, good HR management plays a key role in ensuring the success of digitalization in the culinary sector. HR trained in digital technology and online marketing has the ability to utilize digital opportunities more effectively. This study found that technical training in the field of information technology, as well as the development of creativity in creating attractive culinary concepts, can increase the competitiveness of Indonesian culinary products. Innovative and adaptive HR to technological developments will be the main drivers in optimizing the strength of local culinary in the global market (Haryono and Widyanto, 2019).

Digitalization is not only about adopting technology, but also about how technology can strengthen the character and identity of Indonesian cuisine. Indonesian cuisine, which is rich in cultural diversity and taste, requires the right approach in its management to remain relevant in the digital market. Therefore, it is important for culinary entrepreneurs to integrate technology with in-depth HR training, in order to create authentic, quality products that are able to compete in the global market. As explained by Kotler et al. (2017), the integration of technological innovation and skilled HR will strengthen the competitiveness of Indonesian cuisine in the digital era.

Suggestion

Based on the research findings, it is important for Indonesian culinary entrepreneurs to strengthen training and development of human resources in the field of digitalization. Culinary entrepreneurs need to provide training to employees on digital skills, such as marketing through social media, managing e-commerce platforms, and analyzing customer data. This will increase the efficiency and effectiveness of digital marketing strategies that can expand the market and increase competitiveness. Digital skills training for human resources is an important factor in ensuring that small and medium culinary businesses can compete in the global market (Popp et al., 2019).

In addition, Indonesian culinary entrepreneurs should explore the potential of digitalization in terms of managing and preserving culinary cultural identity. For this reason, it is important for them to utilize digital platforms to introduce the uniqueness and richness of Indonesian culinary culture in an interesting and educational way. Culinary entrepreneurs should not only focus on the technological aspect, but also ensure that every product sold maintains elements of local culture and identity, which are the main attractions for global consumers (Kotler et al., 2017).

Finally, the government and educational institutions can also play an important role in facilitating the digitalization of the culinary sector by providing access to culinary entrepreneurs to get training and support related to information technology. Collaboration between the public and private sectors in terms of training and utilization of digital

technology can help strengthen the competitiveness of Indonesian cuisine (Haryono and Widyanto, 2019). In addition, the government can also provide incentives or financial support to MSMEs who want to develop and introduce their culinary products through digital platforms.

Novelty

This study offers a new contribution by examining the role of digitalization in human resource (HR) management in the Indonesian culinary sector as an effort to strengthen cultural identity while increasing competitiveness. Unlike previous studies that tend to separate cultural and technological aspects (Park et al., 2020), this study integrates digitalization as a strategic tool to preserve Indonesian culinary heritage through more effective and innovative HR management. This study also underlines the importance of digitalization in strengthening local identity amidst increasingly fierce global competition, in line with that, digital technology can be a catalyst for creating sustainable competitive advantage (Westerman et al., 2014). Thus, this study provides new insights for the Indonesian culinary sector to adopt digitalization not only as an operational tool, but also as a transformational strategy that maintains cultural values while expanding competitiveness in the global market.

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