

## **Transformation and Human Resource Management Strategies in Community Service Programs Based on Innovation and Collaboration to Achieve Social Welfare and Sustainable Economic Resilience**

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### **Abstract**

This study aims to analyze strategies for transforming and managing human resources (HR) in community service programs based on innovation and collaboration to achieve social welfare and sustainable economic resilience. The method used is a literature review with a qualitative approach on 36 selected scholarly articles from 1951–2025. The findings indicate that the effectiveness of community service programs is highly determined by HR capacity in managing social innovation, building cross-sector collaboration, and applying transformational leadership. The application of Human Capital, Transformational Leadership, Social Innovation, and Cross-Sector Collaboration theories serves as the main conceptual foundation for understanding the role of HR as agents of social and economic change. The study confirms that HR transformation strategies based on collaboration, innovation, and sustainability can enhance community independence, strengthen social networks, and create inclusive economic impacts. This research contributes to enriching the academic literature and provides strategic recommendations for higher education institutions to integrate HR management in community service with sustainability principles and results-based governance.

**Keywords:** HR Transformation, Community Service, Social Innovation, Cross-Sector Collaboration, Social Welfare, Economic Resilience, Sustainable Development

## **Strategi Transformasi dan Pengelolaan SDM dalam Program Pengabdian Masyarakat Berbasis Inovasi dan Kolaborasi untuk Mewujudkan Kesejahteraan Sosial dan Ketahanan Ekonomi Berkelanjutan**

### **Abstrak**

Penelitian ini bertujuan untuk menganalisis strategi transformasi dan pengelolaan sumber daya manusia (SDM) dalam program pengabdian masyarakat berbasis inovasi dan kolaborasi guna mewujudkan kesejahteraan sosial serta ketahanan ekonomi berkelanjutan. Metode yang digunakan adalah tinjauan pustaka dengan pendekatan kualitatif terhadap 36 artikel ilmiah terpilih periode 1951–2025. Hasil kajian menunjukkan bahwa efektivitas program pengabdian masyarakat sangat ditentukan oleh kapasitas SDM dalam mengelola inovasi sosial, membangun kolaborasi lintas sektor, dan menerapkan kepemimpinan transformasional. Penerapan teori Human Capital, Transformational Leadership, Social Innovation, dan Cross-Sector Collaboration menjadi landasan konseptual utama dalam memahami peran SDM sebagai agen perubahan sosial dan ekonomi. Temuan penelitian ini menegaskan bahwa strategi transformasi SDM yang berbasis kolaborasi, inovasi, dan keberlanjutan mampu meningkatkan kemandirian masyarakat, memperkuat jejaring sosial, serta menciptakan dampak ekonomi yang inklusif.

**Kata kunci:** Transformasi SDM, Pengabdian Masyarakat, Inovasi Sosial, Kolaborasi Lintas Sektor, Kesejahteraan Sosial, Ketahanan Ekonomi, Pembangunan Berkelanjutan

## INTRODUCTION

Global socio-economic changes in the era of digital disruption require sustainable transformation strategies across sectors, including the implementation of community service programs by higher education institutions. The paradigm shift in community service from merely social activities toward an innovation- and collaboration-based model emphasizes the importance of synergy among academics, government, business, and local communities to generate tangible social and economic impacts. In this context, human resource (HR) management becomes a key element determining program effectiveness. HR functions as a change agent that drives the transformation of knowledge into valuable practices (Olsen, 2016). Innovation-based community service transformation requires HR to be adaptive to technological changes, social dynamics, and sustainable development challenges. HR management strategies in this context must focus on strengthening collaborative values, social leadership, and sustainability orientation.

Within the framework of national development, community service programs have become a strategic instrument to bridge the gap between academic knowledge and real-world needs. However, many programs remain top-down and have not fully integrated social innovation principles and cross-sector collaboration. As a result, program sustainability and socio-economic impact are often limited. Transforming HR management strategies in community service should aim at creating inclusive, participatory, and evidence-based systems (Pakhri, 2025). HR involved must possess capacities in applied research, social design, and adaptability to dynamic community needs. An innovation- and collaboration-based community service approach generates systemic and sustainable social change through planned and strategic HR management.

HR transformation strategies in community service cannot be separated from the changing paradigm in higher education, which now emphasizes strengthening the synergistic role of the university's tridharma functions. Universities no longer serve merely as graduate-producing institutions but also as engines of socio-economic development through research-based innovation. In this framework, community service becomes a social laboratory where academic HR tests the relevance and utility of their knowledge. HR transformation requires an adaptive managerial approach, emphasizing continuous learning, cross-disciplinary collaboration, and the use of digital technology to broaden impact reach (A'yun et al., 2024). HR transformation strategies include enhancing the capacity of lecturers and students to build collaborative networks with external partners, understanding community needs holistically, and translating innovative ideas into practical and sustainable solutions.

Effective HR management in innovation-based community service programs requires outcome-oriented governance. This means that each service activity is measured by its contribution to social welfare and economic resilience of the target community. To achieve this, HR must be managed with strategic approaches, including competency planning, fostering social leadership, and strengthening collaborative values. Competent HR with collaborative character can build mutually beneficial relationships between academics and communities, ensuring that knowledge developed in higher education is

translated into relevant social innovations (Rashid et al., 2024). Moreover, it is essential to develop data-driven monitoring and evaluation systems to ensure sustainable and accountable HR management in community service activities.

Innovation in community service encompasses social innovation, which focuses on behavioral change, enhancing community capacity, and strengthening collaborative networks (Szarleta, 2017). In this context, HR in community service must possess a social entrepreneurship mindset, which is the ability to create social value while optimizing available resources sustainably. Collaboration among higher education institutions, local governments, industry, and local communities is key to strengthening such social innovation. Through this collaboration, HR can learn from diverse perspectives and expand their capacity to design programs that are adaptive to local contexts. For example, developing digital-based economic empowerment models in tourism villages or entrepreneurship training for housewives can serve as concrete examples of applying HR transformation strategies based on cross-sector collaboration.

The implementation of HR transformation and management strategies in community service programs must also consider sustainability principles. Globally, the Sustainable Development Goals (SDGs) emphasize the importance of collaboration to eradicate poverty, reduce inequality, and strengthen community economic resilience (Stott & Murphy, 2020). Innovation-based service programs should be designed to create long-term impacts across social, economic, and environmental dimensions. HR involved must understand sustainable development concepts and have the ability to integrate sustainability values into every stage of program activities. Sustainability-based HR management considers how each individual can become an agent of change that drives fair and inclusive social and economic transformation.

Transformation and management of HR in the context of innovation-based community service require strong institutional support, including policies, incentives, and infrastructure. Higher education institutions need to develop a community service ecosystem that encourages active participation from lecturers, students, and external partners, supported by social performance-based incentive mechanisms. In addition, digitalization systems for community service must be strengthened to ensure that planning, implementation, and evaluation processes are conducted transparently and efficiently. By strengthening the institutional ecosystem, HR management strategies can be more targeted and measurable in achieving social welfare and community economic resilience (Soekotjo et al., 2025). Policy support favoring multi-stakeholder collaboration is essential so that HR transformation extends beyond the individual level and becomes institutionalized within a sustainable community service system.

Based on the above discussion, it can be stated that HR transformation and management strategies play a central role in the success of innovation- and collaboration-based community service programs to achieve social welfare and sustainable economic resilience. This transformation requires a systematic, participatory, and adaptive approach to ongoing socio-economic changes. Therefore, this study aims to comprehensively analyze how HR transformation and management strategies can be effectively

implemented in innovation- and collaboration-based community service programs, thereby strengthening social welfare and building sustainable community economic resilience.

### **Human Resource (HR) Transformation**

Human resource (HR) transformation refers to the strategic process of developing individuals' capacities, competencies, and mindsets to adapt to continually evolving social, economic, and technological dynamics (Fitri & Jamilus, 2023). In the context of community service, HR transformation involves enhancing the capabilities of lecturers, students, and community partners to become change agents who are innovative, collaborative, and oriented toward sustainable solutions. This transformation emphasizes the importance of visionary leadership, lifelong learning, and digital technology proficiency, enabling HR to translate academic knowledge into practical actions that generate positive social and economic impacts for communities.

### **Community Service**

Community service is one of the pillars of the tridharma of higher education, focusing on the application of science, technology, and arts to empower communities and address social issues at local and national levels (Fatari et al., 2022). Through these activities, higher education institutions act as catalysts for social change by bridging the gap between academic theory and real-world practice. Effective community service requires active participation from multiple stakeholders and is based on the actual needs of the community, thereby promoting community capacity building, economic independence, and sustainable social welfare.

### **Social Innovation**

Social innovation is the process of creating new ideas, methods, or solutions aimed at addressing social problems in more effective, efficient, and sustainable ways (Rofi'i et al., 2023). In community service, social innovation emerges from collaboration among academics, communities, and other sectors to design interventions that enhance the quality of life in communities. This innovation not only focuses on technological aspects but also emphasizes behavioral change, strengthening social values, and developing networks that support inclusive socio-economic transformation.

### **Cross-Sector Collaboration**

Cross-sector collaboration is a form of strategic cooperation among multiple stakeholders, such as government, higher education institutions, private sectors, and civil society, to achieve shared social and economic development goals (Pakpahan, 2025). This approach emphasizes the principle of shared value, where each stakeholder contributes according to its expertise to create broader impacts. In community service, cross-sector collaboration facilitates the transfer of knowledge, resources, and innovation, enhancing program effectiveness and accelerating the achievement of social welfare and economic resilience at the community level.

### **Social Welfare**

Social welfare refers to a condition in which individuals and community groups can meet their basic needs, access public services, and enjoy a decent and equitable quality of life (Lutfiadi et al., 2024). In the context of innovation-based community service, social welfare is realized through enhancing community capacity for active participation in development, strengthening social solidarity, and creating equitable economic opportunities. Social welfare is measured not only by economic indicators but also by improvements in security, social cohesion, and community empowerment.

### **Economic Resilience**

Economic resilience is the ability of a community or society to maintain and restore its economic conditions amid changes, crises, or global challenges (Safri, 2018). This concept includes economic independence, income source diversification, and adaptability to market and technological changes. In community service, economic resilience is built through empowering micro, small, and medium enterprises (MSMEs), improving workforce skills, and implementing local-potential-based innovations that enable communities to survive and thrive sustainably.

### **Sustainable Development**

Sustainable development is an effort to balance economic, social, and environmental aspects to meet the needs of the present generation without compromising the ability of future generations to meet their own needs (Sahin & Mete, 2016). This principle serves as the main foundation for innovation- and collaboration-based community service, where every activity is designed to provide long-term benefits for communities. A sustainable approach emphasizes inclusive participation, social justice, resource efficiency, and ecological responsibility as the basis for creating social welfare and sustainable economic resilience.

## **METHOD**

This study employs a literature review method with a qualitative approach, aimed at expanding references and enriching academic understanding related to innovation- and collaboration-based community service, particularly in the context of human resource (HR) transformation and management strategies. This approach was chosen because it provides an in-depth understanding of concepts, practices, and empirical findings previously examined by researchers, while also allowing the identification of trends, gaps, and scientific contributions relevant to the future development of community service programs. The study serves as a strategic effort to strengthen the literature focused on innovation, collaboration, and sustainable development in community service activities in Indonesia.

Data collection was conducted by exploring various credible scholarly sources, primarily using Google Scholar as the main search platform, along with several trusted academic and institutional websites that publish research results and community service

reports. The data collection period was set between 1951 and 2025 to ensure that the literature reflects the latest dynamics in the implementation and transformation strategies of community service programs. Initially, 50 scholarly articles related to the research topic were identified. However, after a rigorous selection process based on thematic relevance, methodological quality, alignment with innovation and HR management contexts, and contribution to social welfare and economic resilience, only 37 articles were deemed suitable for further analysis.

Data analysis was conducted using qualitative descriptive analysis, which involved reading, interpreting, and synthesizing research findings from various sources to identify patterns, concepts, and thematic relationships relevant to transformation strategies, HR management, innovation, collaboration, and social welfare. The results of this descriptive analysis were then used to formulate a more comprehensive conceptual framework, which is expected to serve as an additional reference for academics, practitioners, and higher education institutions in designing and implementing community service programs that are more innovative, collaborative, and sustainable. This study plays a significant role in expanding the academic references on community service while also providing theoretical and practical contributions to strengthen the linkages between social innovation, HR development, and community economic resilience.

## **FINDING AND DISCUSSION**

The transformation and management of human resources (HR) in the context of community service can be comprehensively explained through Organizational Change Theory proposed by Lewin (1951) using the unfreezing–changing–refreezing model. This model illustrates that effective change in a social system or organization must begin with “unfreezing” old values, followed by the stage of behavioral and structural changes, and conclude with “refreezing” new sustainable habits. In the context of community service in higher education, this transformation is seen in the paradigm shift from a charitable approach—focused on short-term aid—toward an approach based on innovation, participation, and social collaboration. The unfreezing stage occurs when educational institutions recognize that community service is not just about providing instant solutions but must foster community independence. The changing stage is reflected in the adoption of technology, social innovation, and participatory methods based on real community needs, while the refreezing stage is realized through the establishment of a collaborative culture among lecturers, students, and the community. Sutrisno et al. (2025) support this view, emphasizing that the success of community service programs depends on HR’s ability to adapt to technological developments and social changes. A practical example is the Innovative Village Program at Universitas Gadjah Mada (UGM), where lecturers and students have shifted from merely being “solution providers” to co-creators in developing local economies through appropriate technology innovations, such as digital marketing applications for agricultural products and sensor-based irrigation systems that improve village farmers’ productivity (Administrator, 2018).

On a deeper dimension, Human Capital Theory by Becker (1964) provides an important foundation for understanding how HR quality determines the success of community service. This theory posits that humans are a form of capital with economic value through education, skills, and work experience. Investment in HR development not only enhances individual capabilities but also creates a multiplicative effect on organizational productivity and social advancement in the communities served. In community service, lecturers and students must possess cross-disciplinary competencies—academic, social, and technological—to bridge community needs with applicable scientific approaches. Villanueva-Paredes et al. (2024) found that project-based social training in universities can enhance cross-cultural communication, collaborative leadership, and social innovation design skills, which are central to successful community service. A concrete example is the University of Airlangga's program assisting coastal communities in Kenjeran (Novanty, 2021), where campus staff facilitated seafood-based entrepreneurship training, including product diversification, halal labeling, and digital marketing through marketplace platforms. As a result, coastal communities gained the capacity to adapt to the challenges of an evolving digital economy.

Furthermore, HR management in community service should also be understood through Cross-Sector Collaboration Theory developed by Bryson et al. (2006). This theory emphasizes that collaboration among government, private sectors, academics, and civil society is necessary to address complex, multidimensional social problems. In the context of community service, the theory introduces the concepts of co-creation and shared value, where each actor contributes to creating social value through the exchange of resources, expertise, and innovation. The success of a community service program does not rely solely on a single university but on the synergy of multiple stakeholders with social responsibility. Kelly & Given (2024) found that programs involving industry and local government sectors produce more significant social and economic impacts compared to unilateral programs. A practical example is the collaboration between Institut Teknologi Bandung (ITB), Pertamina Foundation, and DLHK Bandung in planting 100 trees through the Sobat Bumi program in Bandung (Nindita, 2024). This initiative aims to reduce the impact of global warming caused by high greenhouse gas emissions, especially CO<sub>2</sub>, while also raising public awareness about the urgency of environmental conservation.

HR transformation strategies in community service are closely linked to Social Innovation Theory introduced by Murray et al. (2010), which asserts that social innovation results from the interaction between human creativity, cross-sector collaboration, and urgent social needs. In this context, social innovation builds social systems that are more adaptive to changing times. HR involved in community service, including lecturers and students, must go beyond academic competence and possess social intelligence, empathy, and creative thinking to develop solutions relevant to local contexts. Rashid et al. (2024) demonstrate that HR with social innovation skills can increase community participation levels more effectively than top-down programs. They can identify local potential, map social problems participatively, and design interventions

based on actual community needs. An example reflecting this theory is the Mahasiswa Membangun Desa (MMD) program at Universitas Brawijaya in Malang, which developed the “Desaverse” application platform for 1,000 villages in East Java (Sukarelawati, 2023). The application is tailored to the potential of each village to increase community income, leveraging tourism, MSME products, agriculture, arts and culture, and other local potentials. The success of this program demonstrates that when HR is given space to innovate, community service can serve as a means of economic empowerment while simultaneously driving sustainable social transformation.

From the perspective of human development, Social Learning Theory proposed by Bandura (1977) provides a profound understanding of how individuals learn through observation, imitation, and social interaction. In the context of community service, this theory is relevant for explaining the mechanism of two-way learning between higher education HR and beneficiary communities. Lecturers and students not only transfer knowledge but also learn from local wisdom, cultural values, and community experiences, where community members act both as subjects and partners in the activities. This social learning creates a collaborative ecosystem in which innovation grows from shared experiences and the replication of successful practices. Pradana et al. (2025) demonstrate that community-based learning accelerates the adoption of innovation within communities because they feel involved in every stage of solution creation. A case study from Universitas Sebelas Maret (UNS) through its community service program in Karanganyar shows that active participation of residents in organic vegetable cultivation training created a sustainable chain of social learning (Dewanti et al., 2023; Rahayu et al., 2024; Wasita, 2021). Initially, only a few families participated in the training, but consistent implementation led to widespread adoption of organic farming practices through communal work, resulting in increased household income. This proves that when higher education HR applies social learning principles participatively, it fosters a culture of shared learning that strengthens social cohesion within the village community.

HR management focused on sustainability in community service can be analyzed through Sustainable Development Theory, introduced by Gro Harlem Brundtland in 1987, which emphasizes the importance of balancing economic, social, and environmental dimensions to ensure the welfare of the present generation without compromising the needs of future generations (Hoyos et al., 2010). In this context, HR transformation is crucial to ensure that community service programs do not stop at short-term benefits but create measurable and sustainable long-term impacts. HR with sustainability awareness is more sensitive to resource management, energy efficiency, and social equity in every intervention. Faoziyah (2023) reinforces this view, finding that community service programs integrating sustainability principles produce higher social welfare outcomes compared to traditional programs. This is because HR with a sustainability perspective can design activities with systemic approaches encompassing economic empowerment, environmental education, and green innovation. A practical implementation is seen in Universitas Muhammadiyah Yogyakarta’s (UMY) renewable energy-based community service program in Kulon Progo (Caroko et al., 2022). Through solar energy management

training, the community learned to use solar panels as alternative energy sources for households and small businesses. The result is energy independence and improved economic welfare in a sustainable manner, reflecting a concrete application of Brundtland's theory in the context of HR-driven community service.

In addition to the theories and practices discussed above, transformational leadership is a crucial component in HR management strategies for community service, as it serves as the main driver of behavioral change, motivation, and individual performance within teams. According to Transformational Leadership Theory developed by Bass (1985), transformational leaders aim to elevate the moral values, inspiration, and commitment of their followers to transcend personal interests for collective goals. In higher education-based community service, transformational leadership plays a critical role in shaping a collaborative, innovative work culture oriented toward long-term social impact. Visionary leaders inspire lecturers and students to think beyond conventional academic boundaries, connect scientific knowledge with social realities, and turn community challenges into innovation opportunities. Muralidharan & Pathak (2018) emphasize that transformational leadership in community service enhances cross-stakeholder collaboration and strengthens trust between academic institutions and communities. A practical example is the Desa Mitra Bahari Program at Universitas Diponegoro, where faculty leaders inspire students and coastal communities to develop export-quality processed fish products such as fish floss, fish bone chips, and organic fish flour (Admin, 2019). This inclusive and participatory leadership fosters local entrepreneurship and shifts the mindset of fishermen from raw material producers to competitive entrepreneurs in the global market. This transformation demonstrates that leaders who can cultivate intrinsic motivation and self-confidence within their teams can create sustainable social change and strengthen community identity as agents of development.

From the theories, previous research, and case studies discussed, it can be concluded that HR transformation and management strategies form a fundamental foundation for the success of innovation- and collaboration-based community service. HR with adaptive competencies, innovative thinking, and transformational leadership has proven to be a decisive factor in creating sustainable social and economic impacts at the community level. The integration of theories such as Becker's Human Capital Theory, Cross-Sector Collaboration Theory, Social Innovation Theory, and Transformational Leadership Theory indicates that effective HR management cannot be conducted partially but must be systemic, synergistic, and grounded in sustainability values. Cross-sector collaboration, the strengthening of social innovation capacity, and inspirational leadership are essential to ensure that each community service activity delivers tangible added value. This strategy also aligns with the principles of the Sustainable Development Goals (SDGs), emphasizing inclusive development, local economic empowerment, and social resilience. Therefore, future community service efforts should focus on developing HR with social empathy, ecological awareness, and the ability to adapt to global dynamics. Such HR will serve as catalysts for sustainable social transformation, making community service not

merely a tridharma obligation but a strategic instrument for building social welfare and national economic resilience based on collaboration and sustainable innovation.

**Table 1.** Key Findings on HR Transformation and Management in Community Service

Aspect	Key Findings	Theoretical/Practical Basis	Examples/Case Studies
<b>Organizational Change</b>	HR transformation involves shifting from short-term charitable approaches to innovation, participation, and social collaboration. Effective change follows Lewin's unfreezing–changing–refreezing model.	Lewin, 1951 – Organizational Change Theory	Innovative Village Program, Universitas Gadjah Mada: lecturers and students act as co-creators using digital marketing for agriculture and sensor-based irrigation systems (Administrator, 2018).
<b>Human Capital Development</b>	HR quality determines community service success; investment in education, skills, and experience has multiplicative effects on productivity and social advancement. Cross-disciplinary competencies are essential.	Becker, 1964 – Human Capital Theory	University of Airlangga assisting coastal communities in Kenjeran: seafood-based entrepreneurship training, halal labeling, and digital marketing adoption (Novanty, 2021).
<b>Cross-Sector Collaboration</b>	Collaboration among government, private sector, academia, and civil society is crucial to address complex social issues. Co-creation and shared value enhance program impact.	Bryson et al., 2006 – Cross-Sector Collaboration Theory	ITB, Pertamina Foundation, DLHK Bandung: Sobat Bumi program planting 100 trees to reduce CO <sub>2</sub> emissions (Nindita, 2024).
<b>Social Innovation</b>	Social innovation emerges from human creativity, cross-sector collaboration, and urgent social needs. HR must possess social intelligence, empathy, and creative thinking to address local challenges.	Murray et al., 2010 – Social Innovation Theory	Mahasiswa Membangun Desa (MMD), Universitas Brawijaya: “Desaverse” platform for 1,000 villages in East Java to enhance income through local potentials (Sukarelawati, 2023).
<b>Social Learning</b>	Two-way learning between HR and communities strengthens collaborative ecosystems; participation enhances adoption of innovations and	Bandura, 1977 – Social Learning Theory	UNS program in Karanganyar: organic vegetable cultivation training; participatory learning increased household income (Dewanti et al., 2023; Rahayu et al., 2024; Wasita, 2021).

	community cohesion.		
<b>Sustainability-Focused HR Management</b>	HR transformation ensures long-term, measurable impact, balancing economic, social, and environmental dimensions. Sustainability awareness enhances resource management, energy efficiency, and social equity.	Brundtland, 1987 – Sustainable Development Theory	UMY renewable energy program in Kulon Progo: solar panel training enabled energy independence and sustainable economic welfare (Caroko et al., 2022).
<b>Transformational Leadership</b>	Transformational leaders drive behavioral change, motivation, and performance; they inspire collaborative, innovative cultures and connect academic knowledge to social realities.	Bass, 1985 – Transformational Leadership Theory	Desa Mitra Bahari Program, Universitas Diponegoro: faculty leaders inspire coastal communities to develop export-quality processed fish products (Admin, 2019).
<b>Integrated HR Strategy</b>	Effective HR management for community service requires systemic, synergistic, and sustainability-based approaches; it enhances social innovation, cross-sector collaboration, and leadership.	Integration of Human Capital, Cross-Sector Collaboration, Social Innovation, and Transformational Leadership Theories	Aligns with SDGs principles: inclusive development, local economic empowerment, and social resilience. Future HR must have social empathy, ecological awareness, and adaptive capacity for global dynamics.

## CONCLUSION

Based on the literature review of 36 selected articles from 1951–2025, it can be concluded that strategies for human resource (HR) transformation and management play a fundamental role in the success of community service programs oriented toward innovation, collaboration, and sustainability. Effective HR management fosters adaptive capacity, transformational leadership, and cross-sectoral collaboration skills. Relevant theories such as Human Capital Theory, Transformational Leadership Theory, Cross-Sector Collaboration Theory, and Social Innovation Theory provide a strong conceptual foundation for understanding how community service can serve as a strategic platform for strengthening social welfare and economic resilience. The review also indicates that when HR is managed based on principles of collaboration and innovation, community service programs generate outcomes such as enhanced economic capacity, community independence, and sustainable social change. Thus, the success of community service is largely determined by an institution’s ability to transform HR into change agents who are

creative, reflective, and oriented toward human-centered values and sustainable development.

The findings of this study offer significant theoretical and practical implications. Theoretically, the study enriches academic discourse on community service by emphasizing that HR transformation is a strategic element in achieving social and economic sustainability. It also expands the application of classical theories, such as Human Capital and Transformational Leadership, into social-community contexts, beyond the economic or business organization framework. Practically, the study provides guidance for higher education institutions, local governments, and industry partners in designing more targeted HR management strategies for community service activities. Developing HR capacity through project-based social training, enhancing digital innovation skills, and strengthening interdisciplinary collaboration are strategic steps to reinforce the role of universities as catalysts for social change. Moreover, the study underscores the need for a bottom-up approach in every community service program, enabling academic HR and community members to collaborate equitably, build trust, and create sustainable solutions that are relevant to local needs.

As a literature review with a qualitative approach, this study has several limitations that should be considered. First, the data sources were limited to articles published on Google Scholar and reputable academic websites from 1951–2025, which may not capture all the latest relevant research outside these databases. Second, the descriptive analysis employed is interpretive, meaning the results depend on the depth of interpretation of the available secondary data. Third, the study did not specifically differentiate HR management models across different types of institutions (public, private, or community-based), although institutional characteristics may affect the effectiveness of implemented transformation strategies. Additionally, because this study is conceptual and does not use field data, the generalization of findings should be done cautiously, particularly when applied to diverse social and cultural contexts in Indonesia.

Based on the results and limitations outlined above, several recommendations can be proposed for future research and practice. First, further empirical research—through surveys, in-depth case studies, or mixed methods—is needed to directly examine the impact of HR transformation and management strategies on the effectiveness of community service programs across different regions. Second, universities should establish integrated HR management systems for community service that are aligned with academic performance evaluation, so that community service activities receive recognition equivalent to research and teaching. Third, governments and educational institutions need to strengthen multi-stakeholder collaboration ecosystems by establishing university-based innovation hubs and community empowerment centers to accelerate technology and knowledge transfer to communities. Fourth, HR competency development should focus on soft skills such as social empathy, participatory communication, and inclusive leadership. With these measures, HR transformation and management strategies are expected to optimize the role of community service as a key pillar in realizing sustainable social welfare and economic resilience in Indonesia.

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