

# Human Resource Management Strategies to Foster Organizational Innovation through an Innovation-Based HR Approach

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Article history:

Received May 11, 2026

Revised June 23, 2026

Accepted July 2, 2026

## Abstract

This research investigates the influence of human resource management strategies on organizational innovation through an innovation-focused HR approach within service, technology, trade, and creative sectors in Indonesia. Utilizing a quantitative methodology, the study involved convenience sampling to gather data from 150 participants, including operational staff, supervisors, and managers. A five-point Likert scale questionnaire facilitated data collection. Analysis was conducted using SPSS version 25 and SmartPLS 4, encompassing validity and reliability assessments, as well as evaluations of both outer and inner models, alongside bootstrapping techniques. Findings reveal a positive and significant relationship between human resource management strategies and the innovation-focused HR approach, indicated by a coefficient of 0.692 and a p-value of 0.000. Furthermore, the innovation-focused HR approach positively impacts organizational innovation, demonstrated by a coefficient of 0.486 and a p-value of 0.001. Additionally, human resource management strategies directly influence organizational innovation with a coefficient of 0.327 and a p-value of 0.003. The results underscore the role of job training, competency development, leadership support, employee engagement, and a collaborative work environment in enhancing the organization's capacity to innovate services, refine operational processes, and bolster competitive advantage.

## Keywords:

Human Resource Management Strategies; Innovation-Focused HR; Organizational Innovation; Competency Development; Organizational Performance.

## 1. INTRODUCTION

The swift evolution of the business landscape compels organizations to rethink their human resource management practices to align with the demands of innovation. Success in today's competitive environment hinges not just on operational efficiency but also on an organization's capacity to generate and implement novel ideas that enhance work processes and service offerings. In this scenario, human resource management strategies are crucial in shaping work behaviors that encourage creativity through well-defined policies. An innovation-driven HR approach serves as a practical method to bolster an organization's ability to create a work environment that is responsive to change.

Practices such as recruiting individuals with creative potential, focusing training on adaptive skills, and establishing reward systems that promote initiative can foster a culture that embraces innovation. Moreover, performance management systems that facilitate ongoing feedback empower employees to take a more active role in organizational development. Despite the application of these practices across various organizations, the results remain inconsistent. In some instances, HR management continues to be bogged down by administrative tasks, limiting the potential for meaningful innovation. This situation highlights the necessity

for more strategic approaches to ensure that HR serves not only as a workforce manager but also as a vital catalyst for sustainable organizational innovation.

Research indicates a significant shift in the role of human resource management from a purely administrative function to a more strategic position within organizational development. Sartika (2024) notes that applying the principles of the triple bottom line in HR management relates to balancing economic, social, and environmental performance, which ultimately impacts organizational sustainability. This perspective aligns with the views of Aust, Matthews, and Muller-Camen (2020), who observe a transition in HRM towards a focus on collective interests. In this view, workforce management decisions consider not only the outcomes of work but also the values cultivated in workplace relationships. Ehnert et al. (2016) illustrate that sustainability reporting practices among large corporations reflect the interconnection between HR policies and long-term organizational goals. Meanwhile, Sangapan et al. (2025) demonstrate that the interplay of organizational resources, leadership styles, and work efficiency significantly influences performance, particularly when supported by a motivating work environment. These insights affirm that effective HR management is integral to an organization's innovation capabilities.

The innovation-driven HR approach is regarded as a strategy that can enhance an organization's ability to establish work patterns that are adaptable, collaborative, and open to change. However, the effectiveness of this approach varies among organizations, particularly in terms of consistent implementation. This variability underscores the need for stronger policy direction in HR to ensure it transcends operational functions and effectively promotes the emergence of relevant ideas in response to modern organizational dynamics. The rise of digitalization is also reshaping human resource management practices within organizations. Sangapan, Manurung, and Eprianto (2025) explain that digital transformation in HR opens avenues for organizations to improve work efficiency, expedite decision-making, and enhance interdepartmental coordination. However, these advancements require organizations to develop adaptive capabilities in response to technological changes. A lack of readiness to align HR strategies with digital developments can impede innovation processes and weaken organizational competitiveness. In addition to digitalization, sustainability-oriented HR strategies have gained prominence in modern organizational development. Manurung et al. (2025) argue that sustainability-based HR management is linked to enhanced organizational performance through the cultivation of a positive work culture, competency development, and employee engagement in achieving organizational objectives. This approach emphasizes that HR management should prioritize not only immediate results but also the organization's long-term ability to maintain quality work. Siska Asriyanti et al. (2024) further assert that effective HR management strategies are closely associated with improving employee productivity. High productivity stems not only from individual capabilities but also from organizational policies that create an environment conducive to creativity and active participation. Similar sentiments are echoed by Halisa (2020), who highlights the importance of recruitment, selection, competency development, and training systems in establishing a competitive advantage for organizations.

The strategic implementation of human resource management is increasingly recognized as a critical factor in shaping organizational development, particularly in enhancing work quality and adaptability to change. Utama et al. (2025) explain that targeted HR management can strengthen government agency performance by improving employee competencies, refining work patterns, and adjusting organizational policies to meet public service demands. This scenario illustrates that organizational effectiveness is influenced not just by work systems but also by the organization's ability to manage human resources effectively. The evolving work patterns in the digital age encourage organizations to provide greater opportunities for individual creativity. Joesyiana, Basriani, and Susanti (2024) indicate that creativity-focused HRM helps organizations develop work patterns that are more responsive to technological advancements and shifting market demands. Creativity has become an essential component of the innovation process rather than a supplementary skill. This perspective aligns with the insights of Jailani and Samiyah (2025), who emphasize that human resource management plays a pivotal role in organizing, developing, and maintaining workforce quality to enable organizations to achieve their objectives more effectively. Proper HR management also fosters productive work relationships that respond well to changes in the business environment. Additionally, Kaligis and Rawis (2025) highlight the impact of HR management strategies on enhancing entrepreneurial innovation within digital startups. By fostering an innovative work culture, developing skills, and supporting collaboration, organizations can drive renewal and adaptation.

In summary, previous studies suggest that innovation-based human resource management strategies are strongly linked to an organization's ability to adapt to technological changes, market dynamics, and contemporary work patterns. Effective HR management not only influences productivity but also plays a crucial role in cultivating a work culture that is adaptive, collaborative, and open to innovation. The differences in HR strategy implementation across organizations reveal that the ability to innovate is significantly shaped by adopted policies and work practices. Consequently, this research aims to analyze how human resource management strategies can drive organizational innovation through the application of an innovation-based HR approach in an ever-evolving work environment.

## 2. RESEARCH METHOD

This study adopts a quantitative approach to examine the relationship between human resource management strategies and organizational innovation through an innovation-focused HR approach. This method is chosen for its capacity to systematically quantify the interactions among variables using data collected from research participants. Basuki (2023) asserts that effective human resource management is essential for organizational growth and the long-term enhancement of workforce quality. This view is further supported by Pahira and Rinaldy (2023), who indicate that human resource management significantly influences organizational performance by promoting a more productive and targeted workforce. Data collection took place across various companies within the service, technology, trade, and creative sectors in Indonesia. Organizations were selected based on their active engagement in human resource development, utilization of work technologies, and initiatives aimed at fostering organizational renewal. Premisari et al. (2022) emphasize that HR management strategies are linked to improvements in employee performance through the development of competencies and enhancements in organizational work systems.

The sampling technique employed is convenience sampling. This approach was necessary due to limited access to internal employee data within each participating organization. Additionally, convenience sampling is considered effective for obtaining respondents that meet the study's requirements within a relatively short timeframe. The respondents included permanent employees, administrative staff, supervisors, and managers involved in daily operational activities. A total of 150 valid responses were collected for analysis. Data were gathered using a five-point Likert scale questionnaire, ranging from strongly disagree to strongly agree. The research instrument was constructed based on indicators related to human resource management strategies, the innovation-based HR approach, and organizational innovation. Each statement aimed to assess respondents' perceptions of HR management practices within their organizations.

The first variable, human resource management strategies, was measured through six indicators: 1) the organization recruits based on competency and creativity; 2) the company provides training to enhance work capabilities; 3) opportunities for career development are available; 4) performance evaluations are conducted objectively; 5) the company supports employee skill enhancement; and 6) leadership actively promotes work quality. Ainiyah et al. (2025) note that effective HR management is associated with increased organizational productivity through the strengthening of employee competencies and work effectiveness. The second variable, the innovation-focused HR approach, was assessed using seven indicators: 1) the organization encourages employees to share new ideas; 2) the company fosters collaboration in work; 3) management is receptive to changes in work systems; 4) the organization utilizes technology in work activities; 5) employees participate in specific decision-making processes; 6) the company rewards innovative ideas; and 7) the work environment supports continuous learning. Dharmawan et al. (2024) highlight that HR management strategies are integral to organizational change and performance improvement through enhanced motivation and adaptability to shifts in the business landscape.

The third variable, organizational innovation, was measured using seven indicators: 1) the organization regularly updates its services; 2) the company implements technology to boost work effectiveness; 3) the organization nurtures the development of new ideas; 4) service quality is consistently improved; 5) the company has work development programs focused on innovation; 6) management promotes process improvements; and 7) the organization supports employee creativity. Hananto (2024) indicates that effective HR management practices contribute to enhancing service innovation by strengthening the quality of human capital within the organization. Data analysis was conducted using SPSS version 25 and SmartPLS 4. The analysis included validity and reliability tests, assessments of the measurement model, and examinations of the relationships among variables using bootstrapping techniques. This approach seeks to clarify the relationship between human resource management strategies and organizational innovation through the application of an innovation-focused HR approach in a contemporary work environment.

## 3. RESULTS AND DISCUSSION

### 3.1. Results

Data for this research were gathered through questionnaires distributed to employees in various sectors, including service, technology, trade, and creative industries in Indonesia. Initially, the data were organized in Microsoft Excel for clarity and preliminary evaluation. Following this, analysis was conducted using Statistical Package for Social Sciences (SPSS) version 25 and SmartPLS 4. A critical first step involved thorough data verification to ensure the reliability of respondents' answers before statistical testing. This process included checks for missing values, identification of outliers, and assessment of response consistency, which are essential for ensuring the validity of the study's findings.

The analysis showed that the rate of missing values was below 3%, indicating that the data were suitable for further examination. This low percentage enhances the dataset's reliability, allowing for more accurate insights. Furthermore, the assessment of outliers confirmed that no extreme data points could significantly distort the research findings. Consequently, all data were considered appropriate for the model

testing phase. This thorough evaluation process reinforces the credibility of the results, ensuring that the conclusions drawn from the analysis are reflective of genuine patterns within the dataset.

Descriptive statistics showed that the majority of respondents were male, with 87 individuals (58%), while female respondents accounted for 63 (42%). In terms of job roles, most respondents were operational staff, totaling 76 (50.7%), followed by supervisors at 45 (30%), and managers at 29 (19.3%). The age distribution indicated that a significant number of respondents were between 25 and 40 years old, comprising 104 individuals (69.3%). Regarding educational attainment, the majority held bachelor's degrees (92 respondents or 61.3%), followed by diploma holders (33 respondents or 22%), and postgraduate degree holders (25 respondents or 16.7%). Furthermore, a considerable portion of respondents had work experience ranging from 5 to 15 years, totaling 83 individuals (55.3%). This demographic suggests that most respondents possess sufficient experience to understand HR management practices and the dynamics of organizational work systems.

To assess the validity and reliability of the research instrument, a goodness of measure test was conducted. This assessment included outer loading, Cronbach's Alpha, Composite Reliability, Average Variance Extracted (AVE), and Variance Inflation Factor (VIF). The results indicated that all indicators had loading factor values exceeding 0.70, confirming the validity of all research items. Both Cronbach's Alpha and Composite Reliability values were above 0.70, indicating that the research instrument demonstrates a high level of reliability. The AVE values for all variables were above 0.50, signifying that the indicators effectively explain the research variables.

Table 1. Results of Validity and Reliability Testing of Constructs

Item	Loading	Cronbach Alpha	Composite Reliability	AVE	VIF
SMSDM1	0.814	0.861	0.896	0.621	1.463
SMSDM2	0.792				1.521
SMSDM3	0.781				1.438
SMSDM4	0.826				1.672
SMSDM5	0.768				1.547
SMSDM6	0.744				1.381
HRBI1	0.835	0.882	0.914	0.641	1.792
HRBI2	0.821				1.684
HRBI3	0.798				1.576
HRBI4	0.816				1.741
HRBI5	0.784				1.534
HRBI6	0.807				1.805
HRBI7	0.761				1.472
IO1	0.847	0.907	0.928	0.664	2.183
IO2	0.832				2.094
IO3	0.816				2.016
IO4	0.791				1.841
IO5	0.813				1.952
IO6	0.779				1.724
IO7	0.756				1.603

Source: Data Processing Results using SmartPLS 4

Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT) and the Fornell-Larcker Criterion. The analysis revealed that HTMT values for all variables remained below the critical threshold of 0.90, indicating that each variable is measured distinctly, without significant overlap. This finding is essential for ensuring clarity in the constructs being studied. Furthermore, the Fornell-Larcker Criterion confirmed that the square root of the Average Variance Extracted (AVE) for each variable surpassed the correlations with other variables. This result strengthens the validity of the measurement model, affirming that the constructs are not only distinct but also accurately reflect the theoretical frameworks underpinning the research, enhancing the overall integrity of the study's findings.

Table 2. Results of Discriminant Validity Testing

Variable	SMSDM	HRBI	IO	SMSDM	HRBI	IO
	HTMT			Fornell-Larcker		
SMSDM	-	0.788				
HRBI	0.736	-		0.701	0.801	
IO	0.681	0.724	-	0.659	0.734	0.815

Source: Data Processing Results using SmartPLS 4

With the measurement model meeting validity and reliability criteria, the analysis progressed to structural model testing to examine the relationships among the research variables. The results indicated that

the model displayed a good fit. The R-Square value for the organizational innovation variable was 0.589, suggesting that human resource management strategies and the innovation-based HR approach account for 58.9% of the variation in organizational innovation, with the remaining variance influenced by external factors.

Hypothesis testing results indicated that human resource management strategies have a positive impact on the innovation-based HR approach, with a coefficient of 0.692 and a p-value of 0.000. This finding suggests that organizations employing targeted HR management are more likely to cultivate work patterns that enhance creativity, collaboration, and the development of new ideas. Training programs, skill development, and leadership support for work quality received particularly favorable evaluations from respondents.

The innovation-based HR approach also demonstrated a positive influence on organizational innovation, with a coefficient of 0.486 and a p-value of 0.001. Organizations that provide employees with opportunities to share ideas, support the use of work-related technologies, and promote team collaboration tend to excel in innovating services and improving work processes. These findings imply that organizational innovation is shaped not only by technology but also by the nature of work relationships fostered within the organization. Furthermore, human resource management strategies exhibited a direct effect on organizational innovation, with a coefficient of 0.327 and a p-value of 0.003. This indicates that effective HR management is linked to enhancing an organization's capacity for work renewal and improving service quality.

Table 3. Results of Inter-variable Influence Testing

Inter-variable Relationship	Path Coefficient ( $\beta$ )	Mean Sample	Standard Deviation	t-statistic	p-value	Description
HR Management Strategy → Innovation-based HR	0.692	0.701	0.071	9.746	0.000	Positive and Significant
Innovation-based HR → Organizational Innovation	0.486	0.491	0.139	3.496	0.001	Positive and Significant
HR Management Strategy → Organizational Innovation	0.327	0.331	0.108	3.028	0.003	Positive and Significant

Source: Data Processing Results using SmartPLS 4

The research findings demonstrate that human resource management strategies positively correlate with organizational innovation through the innovation-based HR approach. Organizations that prioritize competency development, embrace change, offer leadership support, and foster a collaborative work culture are better positioned to generate innovations in their activities. These results highlight that HR management extends beyond administrative functions and plays a crucial role in enhancing organizational competitiveness and adapting to the evolving work environment.

### 3.2. Discussion

The findings indicate that human resource management strategies positively influence the innovation-based HR approach. A coefficient of 0.692 suggests that well-directed HR management fosters adaptive work patterns that respond effectively to organizational changes. Practices such as job training, competency development, objective performance evaluations, and leadership support for quality improvement significantly enhance employee engagement in innovation activities. This underscores that organizational innovation is shaped not only by technological advancements but also by the organization's capacity to cultivate a work culture that encourages creativity and the generation of new ideas. These results are consistent with Basuki (2023), who asserts that human resource management strategies are linked to the enhancement of human capital and sustained organizational growth. Effective HR management aids organizations in improving workforce quality through skill enhancement and adaptability to evolving business environments. In this study, training and skill development indicators received high ratings from respondents, reflecting a growing acknowledgment of competency development as vital for maintaining work quality and strengthening the organization's renewal capacity.

Additionally, the research reveals that the innovation-based HR approach has a positive effect on organizational innovation, with a coefficient of 0.486. Organizations that encourage employees to share ideas, foster collaboration, and support the use of technology are generally more adept at innovating services and refining work processes. This observation highlights the importance of building strong work relationships through open communication and active employee participation in organizational activities. These findings align with the work of Susantinah, Krishernawan, and Murthada (2023), who discuss the relationship between HRM strategies and the enhancement of innovation through the development of an innovative work culture and workforce capabilities. Furthermore, Haneda and Ito (2018) emphasize that HR management practices contribute to improvements in both product and process innovation. This suggests that

organizations that effectively invest in employee development are better positioned to adapt to market changes and technological advancements.

Aslam et al. (2023) also note that innovation-oriented HR approaches positively impact organizational performance, particularly in companies that support employee involvement in decision-making and idea generation. The current study demonstrates that organizational support for employee creativity is closely tied to increased innovation. Employees who feel their contributions are valued tend to engage more actively in work improvement initiatives and service development. Moreover, human resource management strategies exhibit a direct influence on organizational innovation, with a coefficient of 0.327. This finding indicates that effective HR management correlates with an organization's ability to innovate and enhance service quality. Organizations that implement competency-based work systems, clear career paths, and transparent performance evaluations are generally more agile in responding to changing business needs.

These findings reinforce the insights of Pahira and Rinaldy (2023), who indicate that effective human resource management is associated with improved organizational performance through more efficient workforce management. Premisari, Safaruddin, and Furwanto (2022) also highlight that HR management strategies relate to enhancing employee work quality through competency development and improvements in organizational work systems. In this study, leadership support for work quality emerged as a crucial indicator, receiving high ratings from respondents. This reflects the significant role of leadership in creating a productive work environment that is open to change. Ainiyah et al. (2025) further assert that targeted HR management is linked to increased organizational productivity through the strengthening of employee competencies and effectiveness. This suggests that organizational innovation is influenced not only by individual capabilities but also by the strategic direction of policies aimed at sustainably developing workforce quality.

The R-Square value of 0.589 indicates that human resource management strategies and the innovation-based HR approach account for 58.9% of the variability in organizational innovation. This result highlights the substantial impact of HR management on an organization's capacity to generate work renewal. However, organizational innovation is also affected by other factors, including organizational culture, leadership dynamics, technological readiness, and internal communication patterns. Kusumaningrum, Azzahra, and Rifqiya (2024) emphasize that human resources play a strategic role in driving organizational innovation by enhancing creativity and work capabilities. Waruwu and Rizky (2024) also point out that HR management contributes to creating an environment conducive to organizational renewal. Additionally, Bagas Taqwa and Fauzi (2025) indicate that innovative HR strategies are associated with improved organizational performance through enhanced collaboration, creativity, and workforce quality. This research supports the perspective of Trivedi and Srivastava (2021), who argue that integrating HR strategies with knowledge management is linked to enhanced innovation performance. Organizations that prioritize work learning and knowledge sharing are more likely to generate new ideas rapidly and adapt effectively to shifts in the business landscape.

#### 4. CONCLUSION

This research illustrates that human resource management strategies significantly influence organizational innovation through an innovation-focused HR approach. Effective HR management fosters work patterns that adapt well to business changes, technological advancements, and the evolving needs of organizations. Key factors that contribute to creating an environment conducive to creativity and renewal include comprehensive training programs, competency development, objective performance evaluations, and strong leadership support. The findings indicate a positive correlation between the innovation-focused HR approach and enhanced organizational innovation. Organizations that empower employees to share ideas, promote team collaboration, involve staff in decision-making, and support the integration of technology tend to excel in improving work processes and elevating service quality. This underscores that organizational innovation is shaped not only by technological systems but also by robust work relationships, transparent communication, and active employee engagement in organizational activities. Additionally, the study reveals that human resource management strategies directly impact organizational innovation. This shift in perspective suggests that workforce management must transcend traditional administrative roles and become integral to maintaining competitive advantage. The R-Square value of 58.9% demonstrates that HR management strategies and the innovation-focused HR approach account for a substantial portion of the variance in organizational innovation. However, it is essential to acknowledge that other factors, such as organizational culture, leadership styles, technological readiness, and internal communication dynamics, also play significant roles in shaping an organization's capacity for renewal. In light of these findings, organizations should enhance HR policies that encourage continuous learning, collaboration, creativity, and active participation from employees. By doing so, they can foster a more consistent and sustainable innovation process, ultimately strengthening their position in a rapidly changing landscape.

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