



Human Resource Management Policies to Improve Organizational Innovation: A Theoretical Perspective

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ABSTRACT

Innovation is crucial for an organization's competitiveness and sustainability in the global market. This study examines human resource management (HR) policies as key drivers of organizational innovation. HR policies that focus on skill development, diversity, coss-disciplinary collaboration, and experimentation are proven to foster a culture of innovation. Using a qualitative descriptive approach based on literature, this study explores how HR policies enhance individual and team creativity, facilitate new idea exploration, and address innovation challenges through diversity and open communication. The findings suggest that continuous training, respect for diversity, and leadership that encourages risk-taking are critical for innovation success. Companies are encouraged to prioritize policies that promote creative skills, cross-functional teamwork, and diversity integration. Further research is recommended using quantitative methods and case studies to deepen understanding of how these policies impact innovation across different sectors. The results highlight HR's strategic role in creating a competitive advantage through continuous innovation.

INTRODUCTION

Innovation is one of the main factors that affect the sustainability and competitiveness of organizations in an increasingly competitive global market. Organizations that are able to innovate quickly and effectively are better able to adapt to changing markets and evolving technologies. Innovation is not only concerned with the creation of new products, but also includes innovation in processes, business models, and even in the way organizations manage their human resources (HR) (Drucker, 2010). In this context, it is important to understand the role of HR in encouraging and supporting innovation, as well as how appropriate HR management policies can create an environment conducive to creativity and the development of new ideas.

Human resources play a very important role in driving organizational innovation. Employees with the right skills, knowledge, and creativity can be agents of change that drive innovation at all levels within the organization. However, to maximize the potential of this innovation, organizations must have a human resource management policy that supports a culture of creativity, collaboration, and exploration of new ideas (Amabile, 2018). Effective HR management focuses not only on technical and administrative aspects, but also on the development of innovative abilities of employees and the creation of a work environment that stimulates creativity.

In a very dynamic business world, especially in the technology and manufacturing sectors, organizations are required to continue to innovate in order to maintain their competitive advantage. Rapid technological changes, market diversity, and global economic challenges require companies to seek innovative solutions on a sustainable basis. Therefore, an innovation-oriented HR management policy is very important. Policies that support continuous learning, employee empowerment, and collaboration between teams have a major impact in shaping an organizational culture that supports innovation.

The importance of the right HR policy to encourage innovation is increasingly relevant considering that many organizations today recognize that innovation does not only depend on ideas coming from leaders or management, but also from employees at all levels (Sarasvathy, 2001). Therefore, human resource management that encourages collaboration, rewards diversity of thought, and provides space for experimentation can accelerate the innovation process and help organizations meet existing challenges.

HR policies that can support innovation include various aspects, from selective recruitment processes and looking for individuals with creative mindsets, to training and skill development that supports problem-solving and innovative thinking. In addition, policies regarding the reward and recognition of innovation and the provision of space for experiments without fear of failure are also very important. Organizations that are able to create an environment that supports creativity will be able to develop new ideas that can lead to the improvement of innovative products, processes, and business models (Sumartik et al., 2023).

This research will focus on questions about how HR management policies can support innovation and creativity in organizations. Some of the questions

that will be answered include: What are the HR policies that have proven effective in encouraging innovation? How does this policy help the development of new ideas and creative problem-solving in the organization? In addition, how can HR management create an environment that supports innovation and collaboration in the workplace?

This study aims to analyze human resource management policies that can increase innovation in organizations. The main goal is to illustrate how this policy contributes to the development of creativity and innovative solutions, as well as to look at the relationship between HR policies and the success of organizations in creating and implementing new ideas. This research will also review relevant theories as well as previous research that addresses this topic.

THEORETICAL REVIEW

Concept of Organizational Innovation

Organizational innovation, according to Schumpeter in Moudden and Balhadj (2024), refers to the ability of an organization to create and implement new ideas that can increase its competitiveness and effectiveness which is positive. In the context of an organization, innovation is not only limited to the development of new products, but also includes changes in processes, structures, strategies, and even cultures that support creativity and effective problem-solving. Innovation is essential to maintain the relevance of organizations in a highly dynamic and rapidly evolving market. Thus, innovation is one of the main pillars in achieving the long-term success of the organization.

Innovation in an organization encompasses various dimensions that are interrelated and can be applied in various aspects of operations. Product innovation is one of the most recognizable dimensions and is directly visible to consumers. This includes the development of new products or services that meet unmet market needs, or improvements to existing products. Improvements in product quality, functionality, or design can increase market appeal and customer satisfaction. Product innovation is not only important for creating added value for customers, but also for maintaining the competitiveness of organizations in an ever-evolving market.

In addition, process innovation is another important aspect of organizational innovation. This involves changes or improvements in the way an organization conducts its operations, be it in terms of production techniques, workflow efficiency, or the adoption of new technologies that can reduce costs and increase productivity. Process innovation is also closely related to internal efficiency, optimizing the use of existing resources, and reducing waste in daily operations.

Business model innovation is a more strategic dimension of innovation, which affects the way organizations create, deliver, and capture value. This could include changes in the way companies generate revenue, choose target markets, or build relationships with customers (F. B. Aji, 2023). For example, subscription-based business models or the use of cloud-based technologies have changed the

way companies operate and create value for their customers. Innovation in business models gives organizations a more sustainable competitive advantage by opening up new opportunities and introducing new ways of doing business.

Factors Influencing Innovation in Organizations

Innovation in organizations is influenced by various factors that can strengthen or hinder the creative process and its implementation. One of them is organizational culture, which plays a vital role in encouraging or hindering creativity and innovation. Organizations that have a culture that supports collaboration, openness, and the courage to take risks tend to be more successful in developing new ideas (Putra, 2023). Conversely, a culture that focuses too much on control and avoiding failure can limit employees' ability to experiment and share new ideas.

Technology is also a key factor in driving innovation. With the advancement of technology, especially in the digital age, organizations can access tools and resources that enhance their ability to innovate. New technologies such as big data, artificial intelligence (AI), and collaborative software allow companies to accelerate product development cycles, improve process efficiency, and create products and services that are more personalized and tailored to customer needs (Azura Labs, 2024).

Management and leadership play a crucial role in creating an environment that supports innovation. Visionary leaders, who encourage experimentation and support teams to think creatively, can shape an organizational culture that is more open to innovation. Effective leadership also helps in facilitating collaboration between teams and managing the changes needed in the implementation of innovations (Suryanto, 2024). In addition, HR management policies that support the development of innovative skills and reward employees' creative contributions can accelerate the adoption of new ideas.

Diversity in the work team also has a significant impact on innovation. Diversity, whether in terms of cultural background, experience, or expertise, can enrich the problem-solving process and produce more creative solutions. A variety of different viewpoints allow teams to identify new opportunities and address challenges in more innovative ways. Research shows that diversity in teams increases the likelihood of creating new, more diverse ideas and can result in more effective solutions (Silalahi & Rumambi, 2024).

Access to adequate resources is also critical in supporting innovation. Organizations that have sufficient financial, technological, and human resources can be more free to conduct research and development (R&D), conduct experiments, and introduce new ideas to the market (Sainstekno.net, 2024). Strong internal capabilities, such as employee skills and knowledge, also play a role in determining how effectively an innovative idea can translate into a product or solution that is ready to be implemented in the real world.

Overall, innovation in organizations is influenced by many internal and external factors that work synergistically. Organizations that successfully manage these factors well will have a higher competitiveness and are able to adapt quickly to changes in the market and customer needs. Continuous

innovation, whether in products, processes, or business models, allows organizations to stay relevant and thrive in an ever-changing world.

Human Resources in Innovation

Human resources (HR) play a crucial role in driving innovation in organizations. Specifically, the role of HR is seen in three main aspects: individuals, teams, and organizational culture.

1. Individuals play an important role as a source of ideas and creativity. Employees with relevant skills and knowledge can contribute to identifying problems and formulating creative solutions. They are also responsible for implementing innovative ideas and ensuring that they can be realized into useful products or processes (Suprobo & Pramukty, 2023).
2. The team also plays a big role in innovation. Collaboration within a team allows members to share different knowledge, perspectives, and skills with each other, which in turn improves the quality of the ideas generated. Good teamwork can produce more creative solutions because of the diversity of viewpoints that exist (Page, 2008).
3. Organizational culture greatly affects the ability of human resources to innovate. Organizations that have a culture that supports experimentation, managed risk-taking, and learning from failure tend to be more innovative. Conversely, a culture that is too rigid or afraid of failure can hinder employee creativity (Amabile, 2018).

HR management policies that support openness, collaboration, and skill development can also create a fertile environment for innovation. Continuous training and reward for creative ideas can motivate employees to continue developing their innovative abilities.

Relevant Theories in Human Resource Management for Innovation

1. Human Capital Theory (Becker, 1964)

This theory emphasizes the importance of investing in the development of employee skills and knowledge as a valuable asset to the organization. Becker states that employees who are trained and have relevant knowledge will improve an organization's innovation capabilities. Investment in employee training and education is considered an important form of human capital to support the sustainability and competitiveness of organizations in the face of dynamic market challenges (Grugulis, 2024).

2. Resource-Based View (RBV) (Barney, 1991)

The RBV theory relates an organization's competitive advantage to the utilization of unique resources that cannot be replicated by competitors, one of which is human resources. According to Barney, companies that have skilled, creative, and highly knowledgeable human resources will have an advantage in creating innovation and surviving market competition (Hatmawan, 2023). The diversity of skills and knowledge in human resources can increase the capacity of organizations to innovate.

3. Open Innovation (Chesbrough, 2003)

The Open Innovation theory argues that innovation can be achieved not only through an organization's internal processes, but also through collaboration with external parties such as customers, suppliers, and even competitors. Chesbrough proposes that a flexible, open, and supportive HR policy that supports cross-border collaboration will improve an organization's ability to create new innovations. In this context, organizations need to manage talents who are able to collaborate with external parties to get new ideas and implement innovations (Chesbrough, 2003).

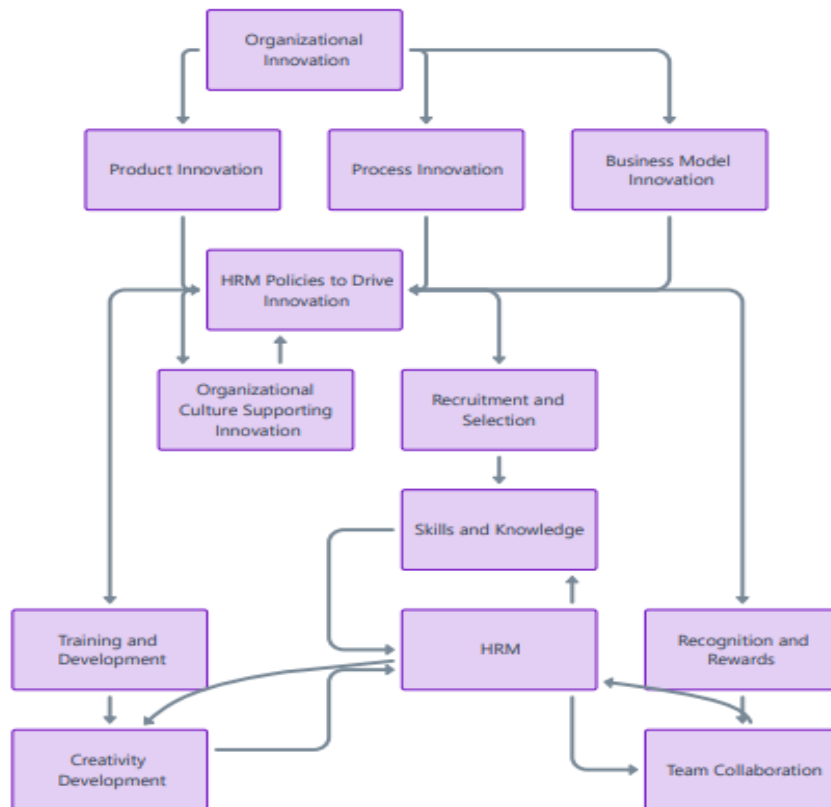


Figure : Conceptual Framework

METHODOLOGY

This study uses a qualitative descriptive research design with a literature study approach. The main focus of this research is to review the existing literature on human resource management policies that support innovation in organizations. Data was collected through analysis of journal articles, books, research reports, and relevant documents that discuss the relationship between HR policy and innovation (Sugiyono, 2022). Research data sources come from academic journals, HR and innovation management books, as well as research reports and publications related to the topic. To analyze the data, a thematic analysis method was used, which focused on identifying key patterns in HR management policies that play a role in developing employee creativity, strengthening a culture of innovation, and encouraging experimentation within the organization.

RESULTS AND DISCUSSION

Human Resource Management Policies that Encourage Innovation

In an innovation-focused organization, HR management policies play a central role in creating an environment that supports creativity and experimentation. Based on the existing literature, there are several HR policies that can encourage innovation, including skill development (training), the formation of cross-disciplinary teams, diversity management, and providing space for experimentation.

1. Skill Development (Training)

Continuous training and skills development is a fundamental policy that supports innovation. Through training, organizations can improve the technical and non-technical skills of employees, introduce them to new techniques and tools, and broaden their horizons regarding the latest trends and technologies. With skilled employees, organizations will be better able to respond quickly to market changes and create new solutions. Research by G. S. Aji and Mala (2024) shows that investment in skills development has a positive impact on employees' innovative abilities in organizations.

2. Cross-Disciplinary Team Formation

Policies that encourage the formation of cross-disciplinary teams have also proven effective in encouraging innovation. Teams made up of members with different backgrounds have the ability to approach problems from multiple perspectives. Diversity in this team can lead to more creative ideas and more innovative solutions. For example, companies like Google and IDEO rely heavily on cross-disciplinary teams to design new products and solve complex challenges. According to Hoegl and Gemuenden (2001), diversity in the team increases creativity and the quality of innovative outputs.

3. Diversity Management

Well-managed diversity contributes significantly to an organization's innovation capabilities. Diversity in terms of cultural backgrounds, experiences, skills, and ways of thinking creates opportunities for the emergence of more diverse ideas and more innovative solutions. Silalahi and Rumambi (2024) stated that in this context, an inclusive HR management policy that respects diversity can enrich the creative process in the organization. Page (2008) in his book "*The Difference*" explains that more diverse groups are often more innovative and able to produce better solutions compared to homogeneous groups.

4. Giving Space for Experimentation

Policies that allow space for experimentation and managed risk-taking are critical in supporting innovation. Organizations need to create an environment that allows employees to test new ideas without fear of failure. This may involve policies to provide special time for employees to work on side projects or develop creative ideas. Organizations such as 3M and Google with a "time to innovate" policy have succeeded in producing innovative new products by giving their employees room to experiment.

5. *Transparency and Open Communication*

Open communication and transparency within the organization also strongly support the flow of ideas and creative feedback. Policies that encourage open discussion between teams and departments allow innovative ideas to emerge from a variety of sources. In addition, with clear communication about the organization's goals and vision, employees will more easily understand the company's direction and propose ideas that suit the organization's needs. Sundari et al. (2024) in their research show that teams that have an open communication culture are more likely to generate new ideas and innovate.

The Relationship between HR Policy and Innovation in Organizations

The relationship between human resource management (HR) policies and innovation in organizations is close and complex, as HR policies play a key role in creating an environment that encourages creativity, collaboration, and experimentation, all of which are important factors in generating innovation. HR policies designed to support individual development, teamwork, and the freedom to innovate can contribute significantly to an organization's ability to create innovative products, services, and processes.

One important aspect of HR policies that support innovation is the focus on developing individual skills and creativity. Continuous training, competency enhancement, and the provision of opportunities for employees to develop new abilities allow them to think more creatively and bring new ideas to their work. Employees who feel empowered with relevant skills will be better able to contribute to the development of innovative ideas. For example, tech companies such as Google and Apple have long adopted in-depth training policies to improve the technical and creative skills of their employees, which in turn results in market-leading innovative products (Proxis HR, 2024 ; Ardila, 2024).

In addition, policies that encourage team collaboration have also proven to be very important in increasing innovation. Cross-disciplinary team formation or collaboration between different departments and backgrounds of expertise allows more diverse ideas to emerge. This creates more fertile conditions for innovation as diverse perspectives can lead to more creative and relevant solutions to the challenges organizations face. Research by Hoegl and Gemuenden (2001) reveals that teams consisting of various disciplines or backgrounds are often more successful in producing innovative products and solutions. HR policies that support the formation of cross-functional teams and value contributions from various perspectives can optimize the innovation potential in the organization.

Policies that manage diversity also have a significant impact on innovation. Diversity in a team can enrich the creative process because it brings a variety of different viewpoints, experiences, and ways of thinking. Organizations that value diversity, both in terms of cultural background, gender, age, and professional experience, tend to have higher innovation power.

Policies that encourage experimentation and tolerance for failure are also very influential in increasing innovation. Organizations that create space for experimentation without fear of failure allow employees to test new, sometimes

risky, ideas without fear of negative impact if they don't work. Edmondson (1999) in his research on "psychological safety" showed that teams that feel psychologically safe to take risks and fail tend to be more open to new ideas and more productive in creating innovations.

In addition, open communication and transparency are important factors related to HR policies that support innovation. Organizations that encourage two-way communication, constructive feedback, and openness in sharing ideas among team members and between managers and employees, will be more effective in generating new ideas. Employees who feel heard and valued tend to be more committed to contributing to the innovation process. Zenger et al. (2014) found that companies with an open communication culture are more successful in encouraging creativity and innovation.

HR policies that support work-life balance also play an important role in encouraging innovation. Employees who feel balanced between their personal and work lives tend to be more motivated and creative. Organizations that introduce flexible policies, such as working from home, flexible schedules, and support for mental health, will help employees reach their creative potential more optimally. This kind of policy gives space for employees to think more creatively without excessive pressure.

The Role of Leadership in Human Resource Management for Innovation

Leadership plays a central role in human resource (HR) management that supports innovation in organizations. An effective leader can create a culture that supports creativity and innovation, gives employees the autonomy to think creatively, and encourages managed risk-taking. Leadership that supports innovation is not only focused on achieving short-term goals, but is also oriented towards creating an environment that allows new ideas to develop and be tested. Proper leadership will lead to effective human resource management, accelerate the innovation process, and create a sustainable competitive advantage.

One of the main roles of leadership in HR management for innovation is to give employees autonomy to explore new ideas. Leaders who support innovation will give employees the freedom to take the initiative and develop projects or solutions that they find beneficial to the organization. This autonomy allows employees to feel more empowered and responsible for their work, which in turn increases motivation and commitment to their work. According to (Amabile, 2018), autonomy is one of the important factors that encourage creativity in organizations. When employees feel in control of their work, they are more likely to experiment, come up with new ideas, and take managed risks.

HR management policies that focus on providing freedom in decision-making allow employees to collaborate in teams, share ideas, and develop innovative solutions without fear of failure. For example, companies like Google and 3M have long implemented policies that give employees the freedom to allocate some of their time to developing innovative ideas independently. Google, with its "20% Time" program, allows employees to spend their time on

personal projects that they consider to have great potential, which has resulted in iconic products such as Gmail and Google News (Gratias, 2023).

Innovation often involves an element of risk, and leadership that supports innovation must create a safe environment for taking risks. Effective leaders will support experimentation and accept failure as part of the learning process. This is especially important because successful innovations often require some trial and error to achieve them. Leaders who foster this culture of rewarding failure and risk-taking will create an atmosphere that supports continuous innovation.

For example, Pixar Animation Studios is known for its corporate culture that encourages experimentation and risk-taking. Pixar encourages employees to share their creative ideas in an open space without fear of destructive criticism. Leadership at Pixar understands that failure in experiments is part of the process of creating something new and better (Milovich, 2022). This creates a sense of security that allows employees to explore innovative ideas without being constrained by the fear of failure (Sutton, 2002).

Transformational leadership is a leadership style that is highly effective in the context of innovation. Transformational leaders focus not only on achieving short-term goals, but also on developing employees' potential and creating inspiring visions for the future. These leaders drive change through intrinsic motivation and employee empowerment, which in turn improves the organization's ability to innovate. Transformational leaders encourage innovation by providing inspiration and motivation that motivates employees to think more creatively and take initiative (Hakim et al., 2024).

Leadership also plays a role in shaping a culture of innovation that is integrated with the organization's values and goals. This culture requires open communication, appreciation of creative contributions, and management of diversity of ideas. Leaders who support this culture will create space for employees to exchange ideas, share knowledge, and work in cross-functional teams to come up with more innovative solutions. HR policies that support the development of a culture of innovation will also increase mutual trust and collaboration between employees. For example, companies such as Microsoft and IBM have successfully developed policies that support team collaboration and the establishment of internal knowledge networks that allow them to continue to innovate in a highly competitive technology market (Tan & Dey, 2023).

CONCLUSIONS

Main Conclusion

The implementation of appropriate HR management policies plays an important role in encouraging innovation in the organization. A well-designed policy can form a culture that encourages creativity, experimentation, and collaboration between teams, which in turn will improve an organization's ability to innovate. An effective HR policy focuses not only on improving the technical skills of employees, but also on developing non-technical qualities that support the innovation process, such as creative thinking, the ability to work in diverse teams, and the ability to manage change and uncertainty.

1. Skills Development and Innovation Policy

One of the main factors that support innovation is continuous skill development. Organizations that invest in employee training and development not only improve their technical abilities, but also increase their capacity to think creatively and solve problems innovatively. By providing opportunities for employees to upskill through formal as well as informal training, organizations can develop new ideas and creative solutions that are relevant to market needs. This skill development program should also include training in collaborative, communication, and leadership skills that can increase the effectiveness of teams in working together to create innovation.

2. Diversity in Teams and Innovation

Diversity in the team is an important factor in driving innovation. Teams made up of individuals with different backgrounds, expertise, and perspectives are more likely to come up with more creative ideas and more innovative solutions. HR policies that support diversity—whether in terms of gender, ethnicity, experience, and education—create an environment that enriches the thinking process and allows for more perspectives that can stimulate innovation. Research has shown that cognitively and culturally diverse teams are able to identify new opportunities and more effective solutions compared to homogeneous teams. Organizations that integrate diversity into their HR management policies tend to excel in responding to rapid market and technological changes.

3. Cross-Disciplinary Teamwork and Innovation

In addition to diversity, effective team collaboration also strongly supports innovation. HR policies that prioritize the formation of cross-disciplinary teams can accelerate the process of creating new ideas. Teams that are diverse in terms of expertise can explore more holistic and innovative solutions. For example, tech companies often form teams of software developers, designers, marketers, and even psychologists to create products that are not only technologically innovative, but also meet the needs of users emotionally and practically. Organizations that implement policies that encourage cross-functional collaboration will have an advantage in producing more comprehensive and market-acceptable solutions.

4. An Environment that Supports Experimentation and Risk-Taking

Organizations that want to drive innovation must create an environment that supports experimentation and risk-taking. Policies that allow employees to experiment without fear of failure will encourage creativity and encourage them to look for new solutions that can improve the company's competitiveness. Failure must be seen as part of the learning process that is essential for innovation. For example, many big tech companies like Google and 3M give their employees the freedom to explore new ideas without being constrained by overly strict rules, allowing them to find significant innovation opportunities.

5. The Impact of HR Policy on Creativity and Innovation

Overall, HR management policies that support innovation can create an environment that leads to increased creativity and innovation in the organization. Policies that provide space for skills development, support diversity, encourage

teamwork, and allow experimentation and risk-taking have been shown to increase team effectiveness in generating new ideas. Thus, innovation comes not only from new technologies or products, but also from an organizational culture that supports the creation of new solutions, more effective collaboration, and continuous improvement. Policies that support this are critical to maintaining an organization's competitiveness in a rapidly changing market.

Recommendations for Further Practice and Research

To increase innovation in organizations, it is crucial for companies to direct HR management policies towards the development of employees' creative and collaborative skills. In this increasingly dynamic and change-filled era, the ability to think creatively and work together in diverse teams are two key elements in supporting innovation. Companies must realize that innovation is not just about new technologies or products, but also about creating a work environment that supports fresh ideas and new ways to solve problems.

The development of creative and collaborative skills should be at the core of a company's HR policy. In many organizations, technical skills are important, but social and creative skills also play an increasingly large role. Training programs focused on creativity, such as design thinking workshops, creative problem-solving, and cross-disciplinary communication skills, can provide employees with the tools they need to work more effectively in teams and come up with innovative solutions. By building these skills, companies prepare employees to more easily adapt to new challenges and to think outside the box.

In addition, collaborative skills are very important, because innovation can no longer be achieved by individuals alone, but through effective teamwork. Teams formed from different disciplines or backgrounds have greater potential to generate new ideas. Therefore, companies need to ensure that HR policies support collaboration between different functions and create an atmosphere that encourages the exchange of ideas. For example, a company can implement a cross-departmental project, a product development team with a marketing team, or a research team involving external parties.

Companies need to encourage the formation of multidisciplinary teams made up of individuals with diverse backgrounds, skills, and perspectives. The diversity in this team has been proven to be able to accelerate the innovation process due to the differences in thinking and viewpoints introduced in discussions and decision-making processes. Studies have shown that more diverse teams tend to produce more creative solutions and have more innovative approaches to complex problems. Therefore, HR policies that support diversity and cross-disciplinary collaboration are very important in supporting the success of innovation.

FURTHER STUDY

Quantitative Approaches and Case Studies

Although HR policies that support innovation are already in place in many organizations, there are still many questions that need to be answered regarding their impact on various industry sectors and types of organizations. Therefore,

further research is needed to deepen the understanding of how these policies affect innovation in specific sectors, whether technology-oriented, manufacturing, or services. Quantitative research can measure more systematically the relationship between HR management policies and innovation outcomes by using numerical data that can be analyzed statistically. Using a larger sample, this study can provide a clearer picture of how effective HR policies are in driving innovation.

On the other hand, case studies on specific organizations or specific industries will provide a deeper understanding of how HR policies are implemented in more specific contexts. This case study can involve companies that have successfully implemented HR policies to encourage innovation, as well as companies that face challenges in their implementation. From here, valuable lessons can be found that other organizations can adapt. In addition, the case study approach can also reveal variables that may not appear in quantitative research, such as social and cultural dynamics in the work team.

Recommendations for Further Research

In addition to quantitative research and case studies, it is important to also explore the long-term impact of HR policies on innovation. For example, how will the policies implemented today have an impact on the company's ability to innovate in the long term? Is there a link between the sustainability of HR policies and the organization's ability to innovate in a rapidly changing situation? This kind of research will provide a more complete picture of the relationship between HR management policies and innovation success in the long-term context.

By conducting further research and exploring different sectors and approaches, we can enrich our understanding of the most effective HR policies to drive innovation in different types of organizations.

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