

## HUMAN RESOURCE MANAGEMENT STRATEGY IN BUILDING AN INNOVATIVE AND COMPETITIVE ORGANIZATIONAL CULTURE AT PT. PELABUHAN KEPRI



**Muhammad Ferdi<sup>1</sup>**

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia  
[muhammadferdi@gmail.com](mailto:muhammadferdi@gmail.com)

**Muhammad Ramadanissa<sup>2</sup>**

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia  
[muhammadramadanissa@gmail.com](mailto:muhammadramadanissa@gmail.com)

**Risti Adrevi Suhela<sup>3</sup>**

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia  
[ristiadrevisuhela@gmail.com](mailto:ristiadrevisuhela@gmail.com)

**Salva Dwi Dharma<sup>4</sup>**

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia  
[salvadwidharma01@gmail.com](mailto:salvadwidharma01@gmail.com)

**Satriadi<sup>5</sup>**

Sekolah Tinggi Ilmu Ekonomi Pembangunan, Tanjungpinang, Indonesia  
[satriadi@dosen.stie-pembangunan.ac.id](mailto:satriadi@dosen.stie-pembangunan.ac.id)

### Abstract

This study aims to analyze the HR management strategy in building an innovative and competitive organizational culture at PT. Pelabuhan Kepri. The study uses a qualitative descriptive method with data collection techniques through observation, interviews, and documentation. The results of the study indicate that the main strategies implemented include competency-based recruitment, HR development through continuous training, implementation of a fair reward and punishment system, and increased internal communication to encourage collaboration and creativity. In addition, visionary and adaptive leadership is also a key factor in forming an innovative culture in the company. With this strategy, PT. Pelabuhan Kepri can build a more dynamic work culture, encourage innovation, and increase competitiveness in the port industry.

**Keywords:** Human Resource Management, Organizational Culture, Innovation, Competitiveness, PT. Pelabuhan Kepri

## INTRODUCTION

In the era of globalization and rapidly developing digital transformation, various industrial sectors are required to continue to adapt to maintain competitiveness. Companies no longer rely solely on physical resources and capital, but must also manage human resources (HR) strategically. Superior and quality HR plays an important role in increasing efficiency, innovation, and business sustainability amidst increasingly fierce competition. One key aspect in HR management is building an innovative and competitive organizational culture, where employees are encouraged to think creatively, work collaboratively, and can adapt to industry dynamics (Suaibatul Aslamiyah, 2024). An innovative organizational culture not only increases productivity but also plays a role in creating a work environment that is adaptive to change, so that companies can survive and thrive in the long term (Diksi Metris et al., 2024).

In the port sector, global competition is increasing due to technological advances, digitalization, and regulatory changes that require companies to continue to innovate. Ports no longer only function as places for loading and unloading goods, but also become part of the global supply chain that must be efficient, modern, and adaptive to change. PT. Pelabuhan Kepri as one of the companies engaged in the port services sector in Indonesia faces various challenges in increasing its competitiveness. In addition to having to compete with other ports, the company is also faced with demands to improve service quality, implement technology in operations, and create a work environment that is conducive to innovation. However, there are several obstacles in HR management that hinder the development of an innovative and competitive organizational culture. Some of these challenges include the lack of employee involvement in decision-making, limited HR training and development programs, and the low implementation of performance-based reward and incentive systems. If these problems are not resolved immediately, the company will have difficulty in increasing competitiveness and adapting to changes in the port industry.

To overcome these challenges, a targeted HR management strategy is needed that is based on developing employee competencies and strengthening an innovative organizational culture (Muhammad Minan Chusni et al., 2021). Some steps that can be implemented include improving HR competencies through ongoing training programs, implementing a

performance-based reward system to increase employee motivation, and encouraging a culture of innovation by creating a collaborative and technology-based workspace. In addition, increasing employee involvement in the decision-making process is also an important factor in creating a more dynamic and innovative work environment. By implementing these strategies, it is hoped that PT. Pelabuhan Kepri can build an innovative and competitive organizational culture, so as to increase its competitiveness in the port industry.

Based on this background, the author is interested in researching the HR management strategy in building an innovative and competitive organizational culture at PT. Pelabuhan Kepri. The purpose of this study is to understand more deeply the implementation of human resource strategies in building an organizational culture applied in the Company. By conducting in-depth interviews, the author plans to get perspectives from Mr. Didit Trisna Murti, as finance, deputy director, and operations, to explore information about the HR Management Strategy Process and building organizational culture. Through this approach, it is expected to reveal various aspects that influence organizational culture, as well as how these strategies contribute to improving the quality of competitive employee performance in the PT. Pelabuhan Kepri environment.

## **REVIEW OF LITERATURE**

### **Human Resource Management**

Human Resource Management is the process of managing and developing human resources that includes workforce planning, recruitment, training, employee career development, and initiatives in organizational development to improve the effectiveness and sustainability of a company or institution. Human Resource Management (HRM) aims to maximize the contribution of the workforce strategically, ethically, and socially responsible to increase the productivity of an organization or company. To achieve this goal, HR managers and departments implement various effective strategies (Diksi Metris et al., 2024). The HR management process is generally applied in all aspects of business in an organization, including production, marketing, finance, and personnel. In achieving company goals, the challenges faced are not only related to raw materials or work equipment, but more

dominantly to human resources as the main asset or human capital which is the main driving force of the company.

Human resources are a crucial aspect in company management. Therefore, HR Management focuses on managing individuals in the organization. Currently, many companies realize that HR is not only a challenge, but also a major asset that needs special attention from management. Without competent HR, other resources such as raw materials, capital, machines, and methods cannot function optimally (Dr. Muhammad Rifa'i, 2024). For the entire management process, from planning, organizing, implementing, to supervision, to run smoothly, HR management must be carried out carefully and effectively.

Human resource management is concerned with how employees are managed in an organization by focusing on the policies and systems available (Manurung et al., 2025). Human resources are a vital asset of an organization, therefore their existence in an organization or company cannot be replaced by other resources. No matter how modern the technology used or how much funding is prepared, without the support of human resources who have professional abilities, everything becomes meaningless (Ashariana et al., 2024) There are many ways that organizations can improve organizational quality, improving organizational quality is supported by expert and quality human resources (Assyava et al., 2024) Because the application of human resources is the key to the success of an organization in achieving its goals (Taryono et al., 2024)

It can be concluded that human resource management is a series of organizational activities that are directed at attracting, developing, and retaining an effective workforce. Managers have a big role in directing people in the organization to achieve the expected goals, including thinking about how to have human resource management (HRM) that is able to work effectively and efficiently. It has indeed become the general goal of the HRM section to be able to provide maximum job satisfaction to the company's management which is further able to influence the company's value both in the short and long term.

### **Organizational Culture**

In the face of rapid and dynamic changes, organizations are faced with the demand to continue to innovate in order to maintain relevance and sustainability. One factor that plays an important role in driving innovation is organizational culture. Organizational culture

includes shared values, norms, and ways of thinking and acting that are an integral part of an organization's identity. Organizational culture is related to how members of an organization understand the cultural characteristics of an organization. Organizational culture is generally a philosophical statement, can function as a binding demand for members of the organization because it can be formulated formally in various organizational regulations and rules (Laelawati, 2024). (Febriani & Ramli, 2023) state that organizational culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on that are developed over a long period of time by the founders, leaders, and members of the organization that are socialized and taught to new members and applied in organizational activities in producing products, serving consumers, and achieving organizational goals. According to (Kustini et al., 2025) the formation of an organizational culture with values that can create high work productivity. With high work productivity, organizations can easily apply company values to employees (Nabella et al., 2022). Culture gives members a sense of identity and increases their commitment to the organization.

### **Innovative**

Innovation in organizations is the process of introducing and implementing new ideas, products, or processes aimed at improving the performance and competitiveness of the organization. An innovative culture is an environment that encourages creativity, experimentation, and risk-taking to achieve these goals. Innovation is not only related to the development of new products or services, but also how companies can also manage human resources, and create an environment that supports creativity and the development of new ideas (Susantinah et al., 2023)

An important aspect in forming a culture of innovation within an organization is effective and transparent communication at all levels of the organization (Hasanah et al., 2023). A culture of innovation is an organizational atmosphere that encourages and supports the development of new ideas, experiments, and the implementation of new solutions to increase productivity and efficiency.

Innovation strategies in human resource management are essential to improving organizational performance because this approach allows companies to adapt to rapid changes in the business environment. By implementing innovative methods in HR

management, organizations can optimize the recruitment, training, and development processes of employees, resulting in a more productive and highly competitive workforce. Innovation in HR management also helps in creating a more adaptive and responsive work environment to challenges, which ultimately contributes to the achievement of organizational goals effectively and efficiently (Garini & Rahman, 2024)

### **Competitiveness**

Human resource (HR) competitiveness is the ability of individuals or groups within an organization or country to compete effectively in a dynamic global market. Increasing HR competitiveness is crucial in facing challenges such as the Industrial Revolution 4.0 and globalization. To achieve competitive advantage, every organization must have employees who are in line with its strategic needs and goals. A high awareness of the importance of talent management encourages organizations to be active in seeking and recruiting talented employees, both from within and outside the organization. If an organization faces limitations in terms of talent, this can be a significant barrier to future progress and development. The process of recruiting and selecting talented employees becomes very crucial. Organizations that are able to attract and retain quality employees will have a strategic advantage that can increase innovation, efficiency, and competitiveness in the market (Edward & Frinaldi, 2024).

### **RESEARCH METHOD**

This study uses a descriptive qualitative approach to analyze the HR management strategy at PT. Pelabuhan Kepri in building an innovative and competitive organizational culture. (Rita Fiantika et al., 2022) In-depth interviews were conducted with company management to understand the human resource (HR) strategy, efforts to build an innovative and competitive organizational culture, and the challenges faced in implementing the strategy. (Ultavia et al., 2023) Data Collection Techniques used interviews and documentation. Interview: Semi-structured interviews were conducted with one of the leaders, namely Didit Trisna Murti as finance, deputy director, and operations to obtain information about the planning, implementation, and performance evaluation processes. Documentation: The data used include operational reports, SOPs, and regulatory documents

related to ports. This study will comply with ethical principles, including obtaining permission from the authorities at PT Pelabuhan Kepri before conducting interviews and observations. The information obtained will be kept confidential and used only for research purposes. With this methodology, it is hoped that the study can provide a clear picture of the HR management strategy in building an innovative and competitive organizational culture at PT. Pelabuhan Kepri.

## **RESULTS AND DISCUSSION**

Human resource management (HRM) plays a crucial role in shaping an innovative and competitive organizational culture, especially in a dynamic business environment such as PT. Pelabuhan Kepri. The discussion in this journal focuses on the strategies implemented by the company in managing HR in order to improve the quality and competitiveness of the organization. Through interviews and data analysis that have been conducted, it was found that PT. Pelabuhan Kepri focuses on developing employee competencies through training, open communication, and active involvement in solving business problems. In addition, the company also faces various challenges, such as improving the quality of local HR and limited budget for training programs. In this discussion, the main strategies implemented, their effectiveness in building an adaptive organizational culture to change, and the obstacles faced and steps taken to overcome them will be described in depth. The results of this analysis are expected to provide insight for similar companies in managing HR more effectively and sustainably.

The strategy of developing human resources (HR) at PT. Pelabuhan Kepri is a major factor in improving employee quality and company competitiveness. In facing the dynamics of the port industry, PT. Pelabuhan Kepri seeks to develop HR through various training programs, skill enhancement, and implementation of effective communication strategies in the work environment. Here are some of the efforts made:

PT. Pelabuhan Kepri realizes that developing quality human resources (HR) is a key factor in increasing the company's competitiveness, especially in the port industry which demands high technical and managerial skills. Therefore, the company actively collaborates with third parties to organize various training and certification programs for employees. This

collaboration is carried out with professional training institutions, port associations, and the National Professional Certification Agency (BNSP) to ensure that employees acquire skills that are in accordance with industry standards. Through this training, employees are equipped with technical knowledge and skills related to port operations, logistics management, and applicable port regulations. In addition, the certification given to employees after completing the training program is proof of competence that can increase their credibility in the world of work, both in the company's internal environment and on a wider scale. With this training and certification, PT. Pelabuhan Kepri not only improves the quality of its workforce, but also strengthens its position as a company that is oriented towards innovation and professionalism in the port sector.

PT. Pelabuhan Kepri implements an open communication strategy as one of the main efforts in strengthening internal coordination and ensuring that the delivery of the company's vision and mission can be well understood by all employees. One form of implementation of this strategy is through daily briefings conducted every morning before starting work activities. In this briefing session, the company's leaders provide direction regarding the tasks and work targets that must be achieved, and discuss various obstacles that employees may face in carrying out their work.

In addition to being a means of conveying information, daily briefings also serve as a forum for discussion that allows employees to provide input, ask questions, or discuss more effective problem-solving strategies. With this two-way communication, the company can create a more transparent, collaborative, and responsive work environment to operational dynamics. In addition to daily briefings, PT. Pelabuhan Kepri also encourages regular discussions involving various levels of management and employees to discuss business strategy development and performance evaluation. This step aims to increase employee involvement in decision-making, accelerate problem solving, and build a more inclusive and productive work culture. With open and effective communication, the company can ensure that the entire team works with one aligned vision, thereby encouraging increased efficiency, innovation, and competitiveness in the port industry.

The company realizes that employee involvement in decision-making is an important factor in creating an innovative and competitive work culture. Therefore, the company

provides space for employees to actively participate in the problem-solving process and business strategy development. Through open discussions, brainstorming, and regular evaluation meetings, employees are encouraged to submit ideas, suggestions, and solutions to various operational challenges faced by the company. This approach not only increases employees' sense of ownership and responsibility for their work, but also allows the company to utilize various perspectives and diverse experiences in producing more effective decisions. In addition, employee involvement in company innovation is also realized through training programs and collaborative projects that allow them to develop new skills and make real contributions to the company's growth. By providing opportunities for employees to participate in decision-making, PT. Pelabuhan Kepri has succeeded in building a more dynamic work environment, increasing employee motivation, and strengthening the company's competitiveness in the port industry.

One of the main challenges faced by PT. Pelabuhan Kepri in developing human resources is the limited budget for training, especially in organizing face-to-face training which requires high costs. Direct training often involves travel costs, accommodation, and instructor honorariums, thus becoming a significant financial burden for the company. Facing this obstacle, PT. Pelabuhan Kepri seeks alternative solutions by optimizing cooperation with third parties, such as port associations and certification institutions, to obtain training with a more flexible financing scheme. In addition, the company has also begun to utilize online-based training to reduce operational costs, although efforts are still made to ensure that face-to-face training remains part of employee competency development. Another strategy implemented is to send employee representatives to certain training programs, who are then tasked with channeling the knowledge and skills gained to other colleagues through internal sessions.

With these steps, PT. Pelabuhan Kepri strives to ensure that budget constraints do not hinder the improvement of employee competency, so that the quality of human resources is maintained for the sustainability and competitiveness of the company. The company also faces challenges in managing differences in employee work ethics, where varying levels of discipline and work motivation can affect the overall productivity of the team. Some employees have high work enthusiasm, are proactive in completing tasks, and are able to

work independently or in teams. However, there are also employees who tend to postpone work, lack initiative, or only work optimally when under pressure. These differences can cause an imbalance in the distribution of workload and potentially hinder the achievement of company targets. To overcome this, PT. Pelabuhan Kepri implements various strategies, such as providing appreciation and incentives for employees who show good performance, as well as coaching for those who need increased discipline and motivation. In addition, the company also emphasizes the importance of a collaborative work culture by encouraging a mentoring system, where employees with high work ethics can set an example and guide their colleagues who still need encouragement. With this approach, the company seeks to create a more harmonious and productive work environment, where all employees can develop together for the progress of the company. In addition to these two challenges, PT. Kepri Port also faces challenges in human resource management because the majority of employees come from general educational backgrounds and work experience, not from the port sector specifically. This causes a gap in technical understanding of port operations, logistics management, and applicable port regulations. As a result, the company must allocate more time and resources to provide basic training so that employees can adapt to industry needs. To overcome this, PT. Kepri Port actively organizes technical training and certification programs in collaboration with third parties, such as the National Professional Certification Agency (BNSP) and port associations. In addition, the company implements an internal learning system by utilizing experienced experts in the port sector as mentors for new employees. This approach not only helps accelerate the process of employee adaptation to the work environment, but also ensures that the entire team has competency standards that are in accordance with industry demands. With a sustainable training strategy, PT. Kepri Port seeks to improve the professionalism of its workforce and maintain the company's competitiveness in the port sector.

In managing human resources (HR), PT. Pelabuhan Kepri faces various challenges that can affect the effectiveness of work and the achievement of company goals. Obstacles such as limited budget for training, differences in employee work ethics, and the lack of port background among the workforce are aspects that need special attention. Therefore, the

company implements various strategies to overcome these obstacles in order to ensure more optimal and sustainable HR development. Here are some of the efforts made, namely:

The company realizes that developing quality human resources (HR) is a long-term investment that is very important for the sustainability and competitiveness of the company. However, budget constraints often become an obstacle in providing adequate training and certification for employees. To overcome this challenge, the company seeks to improve partnership schemes with various educational institutions and training institutions in order to obtain more affordable and sustainable HR development programs. Through this collaboration, PT. Pelabuhan Kepri can utilize facilities and professional teaching staff from related institutions without having to bear all training costs independently. In addition, the company also collaborates with port associations and the National Professional Certification Agency (BNSP) to gain access to subsidized training programs and more flexible payment schemes. This approach not only helps the company reduce the burden of training costs, but also ensures that employees receive learning that is relevant to the development of the port industry. In addition, by collaborating with universities and maritime academies, PT. Pelabuhan Kepri can open opportunities for students or new graduates to take part in internship programs and job training, so as to create human resources who are ready to enter the industrial world with more mature skills. With a broader and more effective partnership strategy, companies can continue to improve employee competency without being burdened by excessive costs, while strengthening relationships with various parties playing a role in the port ecosystem.

PT. Pelabuhan Kepri implements comparative study and knowledge transfer strategies as an effort to improve employee insight and skills in the port industry. By sending employees to other port companies, both domestically and abroad, they can learn best practices, the latest technology, and more efficient management systems. This program provides an opportunity for employees to see firsthand how other companies manage port operations, solve business challenges, and implement innovations in port services. In addition, through interaction with experts from other companies, PT. Pelabuhan Kepri employees can exchange experiences and gain new perspectives that can be applied to improve performance in their own workplaces. After returning from the comparative study,

employees who have gained new insights are encouraged to share their knowledge with colleagues through internal discussion sessions or experience-based training. With this knowledge transfer, the company can ensure that the benefits of the comparative study are not only felt by the individuals who participate, but also by the entire team as a whole. This approach not only accelerates the improvement of employee competency, but also helps PT. Pelabuhan Kepri in developing more innovative and competitive business strategies in the port industry.

PT. Pelabuhan Kepri implements a Performance Evaluation System using Individual Performance Standards (SKI) as the main measuring tool in assessing the effectiveness of human resource (HR) development strategies. SKI is a benchmark that allows the company to assess the extent to which each employee has achieved the set targets and identify aspects that need to be improved. With this system, employees are required to routinely report their tasks and achievements, which are then evaluated based on predetermined parameters, such as productivity, timeliness, quality of work, and contribution to the team and the company as a whole. Through SKI, PT. Pelabuhan Kepri can measure the effectiveness of various training and development programs that have been provided to employees, whether they really have an impact on improving their skills and performance or still require further improvement.

In addition to being an evaluation tool, SKI also functions as a basis for decision-making related to employee career development, incentives, and job promotions. Employees who demonstrate high performance will receive appreciation in the form of bonuses, awards, or opportunities to take further training, while those who are still below standard will be given more intensive guidance and performance improvement strategies. With this system, the company can ensure that all human resources develop evenly in accordance with the needs of the increasingly competitive port industry. SKI also encourages transparency in the employee assessment process, where each individual can understand the parameters used to assess their performance, thus creating a more objective work environment based on real achievements. With consistent implementation of SKI, PT. Pelabuhan Kepri can build a work culture that is more productive, innovative, and oriented towards improving the quality of human resources in a sustainable manner.

The Human Resource Management (HR) strategy implemented by PT. Pelabuhan Kepri has an important role in forming an innovative, competitive, and adaptive organizational culture to change. The implementation of this strategy not only aims to improve employee skills and performance, but also to create a more collaborative, disciplined, and results-oriented work environment. Through various initiatives such as training and certification, open communication, and employee involvement in decision-making, the company seeks to instill the values of professionalism and responsibility in every line of the organization.

## CONCLUSION

This study shows that human resource management (HRM) strategies at PT. Pelabuhan Kepri are very important in building an innovative and competitive organizational culture. Through a competency-based recruitment approach, continuous training, fair reward systems, and effective internal communication, companies can increase employee engagement and encourage creativity. Visionary and adaptive leadership is also key to creating a work environment that supports innovation. Although there are challenges such as limited budget for training and differences in work ethics, efforts to improve the quality of human resources through partnerships and technology-based training programs can help overcome these obstacles. By implementing these strategies, PT. Pelabuhan Kepri is able to create a more dynamic work culture, increase competitiveness, and adapt to changes in the port industry. This study provides useful insights for other companies in managing human resources effectively to achieve organizational goals.

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