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Innovative Hr Strategies In Building A Culture Of Work Creativity

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Abstract. Human Resources have always been the most influential and important element in the development efforts of a nation and state. In the study of the literature has shown that using models based on open systems theory and concepts put forward by Schein can provide a holistic approach in describing organizational culture. This research aims to identify innovative strategies that can be used to build a culture of creativity and develop Human Resources (HR) skills that will assist organizations in facing the challenges of global business competition. In this study using the Systematic Literature method, the author collects data related to the theme, data search is carried out by looking for predetermined variable keywords. The conclusion in this study, we must pay attention to the selection of the right human resources who have an innovative spirit, enterprising, active learning and willing to work, forward orientation, many bright ideas, reasonable thinking and have good abilities in judging, managing time, efficiently, and the desire to be able to do experience.

Keywords: HR, Innovation, Creativity

Abstrak. Sumber Daya Manusia selalu menjadi elemen yang paling berpengaruh dan penting dalam upaya pembangunan suatu bangsa dan negara. Dalam studi literatur telah menunjukkan bahwa menggunakan model berdasarkan teori sistem terbuka dan konsep yang dikemukakan oleh Schein dapat memberikan pendekatan holistik dalam menggambarkan budaya organisasi. Penelitian ini bertujuan untuk mengidentifikasi strategi inovatif yang dapat digunakan untuk membangun budaya kreativitas dan mengembangkan keterampilan Sumber Daya Manusia (SDM) yang akan membantu organisasi dalam menghadapi tantangan persaingan bisnis global. Pada penelitian ini menggunakan metode Systematic Literature yakni penulis mengumpulkan data yang berhubungan dengan tema, pencarian data dilakukan dengan mencari kata kunci variabel yang telah ditentukan. Kesimpulan dalam penelitian ini, kita harus memperhatikan terhadapat pemilihan SDM yang tepat dimana memiliki jiwa inovatif , giat, belajar aktif dan mau bekerja, orientasi ke depan, banyak ide cemerlan, pemikiran yang masuk akal dan memiliki kemampuan baik dalam menilai, menghagai waktu, efisien, dan keinginan untuk dapat melakukan experience.

Kata kunci: SDM, Inovasi, Kreatifitas

INTRODUCTION

At this time, innovative HR strategies in building a culture of creativity and skill development (HR) are essential in facing the challenges of global business competition. In an era where technology continues to evolve and competition is getting fiercer, organizations must

be able to generate new ideas, solve complex problems, and continuously develop the skills of their employees (Yuni et al., 2016).

Poor human resources risk losing competition with competitors if they do not strive to produce their products creatively and innovatively. In reality, humans play an important role in any organization or business. All components of the organization are driven by people, making humans the central figure in managing the business as a whole. It takes trustworthy people who can develop an initial plan of attack to win in a contest. As is known, there is only one component in the human organization that is responsible for driving the goals of the organization and determining the achievement or failure of these goals. Employees or human resources are involved in planning, executing, supervising, and controlling the organization to ensure that its mission is fully accomplished. Given how important people are to every organization, they must be inventive, creative, and industrial in order to run them effectively.

Kreatif disini maksudnya, berarti memunculkan konsep orisinil atau konsep yang berpotensi menghasilkan sesuatu baru yang belum pernah dibuat sebelumnya dan dapat bermanfaat bagi organisasi. Individu yang kreatif harus memiliki banyak ide dan dorongan, jiwa yang menyukai kesulitan, terbuka untuk mencoba hal-hal baru, dan memiliki jiwa profesional. Inovasi, di sisi lain, mengacu pada revisi yang mencoba meningkatkan nilai suatu produk melalui konsep segar yang berbeda dari hal yang mainstream.

Things that can be done to foster creativity and practice true innovation. Being creative and innovative requires several things, such as coming up with fresh concepts so that new programs can be developed, overcoming the fear of change, and not being afraid of failure. Embrace other people's views on the ideas to be realized, have strong self-motivation so that the ideas developed can be implemented easily and not give up when facing failure, and broaden horizons through reading so that they can collect information to create new ideas. Being inventive and creative will also encourage higher levels of productivity. When productive people are motivated to create more than usual. This will have a positive impact on an organization. The organization will soon reach the maximum level determined by becoming creative, inventive, and productive human resources.

Innovative people show such traits as active learning and work, constant future orientation, many bright ideas, reasonable thinking and excellent judgment, respect and efficient use of time, desire to conduct experiments. Building a culture of creativity in the workplace means creating an environment that encourages people to think outside the box,

experiment and take controlled risks. This can include a variety of factors, such as freedom to share ideas, support for innovation, and appreciation for courage in trying new things. A culture of creativity also requires strong collaboration, open communication, and an emphasis on creative problem solving (Simatupang, 2020).

Meanwhile, employee skills development is an important step in ensuring the long-term success of the organization. Relevant and cutting-edge skills enable employees to deal with ongoing changes and meet the demands of an increasingly complex job. Skills development can include formal training, self-study opportunities, mentorship, or even job rotations (Firmansyah et al., 2022). In an era of competitive and rapid change, innovation and human resource management play an increasingly important role in maintaining the "leading" competitiveness of an organization. It is important to realize why success through human capital is sustainable and not directly imitated by competitors. The reason is that the success gained from managing people effectively is often not as visible or transparent as the source (Sunarto, 2020).

The purpose of this study is to identify innovative strategies in building a culture of creativity and developing human resource (HR) skills that can help organizations face the challenges of global business competition.

LITERATURE REVIEW

HR STRATEGY

Pearce and Robinson in Intimate. B defines strategy as a large-scale, future-oriented plan to interact with the competitive environment to achieve the goals of the company/organization. Wheelen and Hunger say strategy is a comprehensive planning for how to achieve its mission and goals (Farchan & Kunci, 2018).

INNOVATION

Innovation is an idea, action, or item that someone considers new. The novelty of that innovation is measured subjectively, according to the view of the individual who captured it. According to Martins & Terblanche (2003), this model provides an initial vision to improve understanding of the variables that influence the cultural dimension of innovation, including:

Strategy: A well-defined mission and vision have an influence on the formation of a strong culture within the organization. This mission and vision play a role in guiding the behavior and actions of the members of the organization. Clear principles also help facilitate the understanding of those involved in the organization and point them in the same direction. Organizational goals and objectives reflect organizational values and can be factors that encourage or hinder innovation. Innovation tends to occur in organizations that have a mission and vision that focuses on client needs, effective management processes, sound leadership, and support mechanisms that support innovation (Wujarso, 2022).

Structure: In this case, organizational structure is defined as the sum of the different parts of a business, not the same as the organization recognizing that different groups act in unusual ways, hindering the development of innovation. Furthermore, the size of the organization is one of several factors that can affect the structure and process of innovation. Large organizations have several advantages, such as greater availability of resources. However, they may be more bureaucratic and less flexible, becoming more resistant to change. The flexibility of the textile textile industry can be seen in the workforce, which is multi-tasking. This flexibility can also be seen in production (C. Klein & Gomes, 2016).

Support mechanisms: Support mechanisms are needed to integrate organizational culture to create an environment that facilitates creativity and innovation (Martins &; Terblanche, 2003). One mechanism that plays an important role in this is reward and recognition, as well as the provision of information that supports creativity. An organizational culture that encourages creativity and innovation also needs to give employees time flexibility so they can be inspired and creativity can develop better. Information technology is also an important feature used to drive innovation in improving organizational performance (Martins & Terblanche, 2003).

Behaviors that encourage innovation: Fault tolerance is essential in building an organizational culture that aims to enhance creativity and innovation. Appreciating successes and acknowledging and celebrating failures allows those facts to be remembered, and people can learn from those mistakes. When employees are encouraged to come up with new ideas without fear of loss, there is incentive for creativity and innovation. Thus, they feel surrounded by an atmosphere of responsibility that promotes favorable performance in the development of the organization, which is based on multidisciplinary teamwork that gives a feeling of support to its members (Martins & Terblanche, 2003).

Communication: Organizational culture presents clear communication, based on trust, has a positive influence on creativity and innovation development. Feeling confident and emotionally secure in the organization, employees can diverge at some point, allowing those new possibilities to be conceived in creative and innovative ways. This happens when stakeholders are confident, allowing open communication (Martins &; Terblanche, 2003). The creation of communication between different groups or hierarchical levels suppresses bureaucratic procedures, as individuals create thought out processes, and begin to get used to the difficulties and goals of the enterprise as a whole. Employees act creatively and innovatively when they feel emotionally safe. Thus, they must trust each other, which, in turn, it is offered by open communication (Martins & Terblanche, 2003).

It is important to note that innovation is not only limited to technological aspects, but also includes changes in processes, policies, culture, and overall organizational strategy. Innovative organizations strive to constantly evolve their way of working and adapt to the rapidly changing business environment. In order for innovation to occur, companies can utilize human resources to develop organizational expertise to create new products and services (Singh, 2018). The field of innovation in HR development has no limits (Sunarto, 2020).

There are three categories of innovation areas (Bailey et al., 2018) :

In the first category, human resource management for innovation includes continuously searching for needed personnel, suitable personnel, and finding positions. It is a challenging activity that requires careful and careful planning, education and training. This includes the challenge of recruiting, educating, and training high-quality management and leadership personnel at strategic and operational levels. The knowledge and skills of these people are essential for leading and managing large and complex organizations that span multiple departments.

Secondly, innovation in technology is indispensable for the development of human resources. strategy and capacity building, but by providing the necessary financial resources to provide funding and support for technological innovation is possible. Without the financial support needed, innovation will simply grind to a halt.

The third type of innovation is a combination of the first two areas and complements each other.

ORGANIZATIONAL CULTURE

Organizational culture is influenced by various factors related to the existence of the organization. Identify a number of factors that influence organizational culture including "Company History, Present Management Style, Size, Structure, The Nature of Product or Services, Industrial Relations Activities, and National Culture". Based on this identification, the organizational culture that develops in an organization cannot be separated from the dynamics of the situation of the internal and external elements of the organization. Organizational culture is a major topic in management because within the organization there are a number of individuals who have different characteristics (Morgan, 1997). Organizational culture is not only relevant for profit-oriented organizations, but organizations in the public sector also need a positive role of organizational culture, in order to increase effectiveness in achieving goals and objectives (Prayudhayanti, 2014).

The organizational culture and innovation dimensions interact significantly. As a means of achieving total performance responsibility, organizational performance not only depends on budget/finance (inputs), but also takes into account indirect and intangible non-financial variables. Input output analysis, outcomes realization analysis, benefit analysis, both positive and negative, financial analysis, and policy analysis are all included in the assessment process (Sartika, 2015). So, every company must continue to innovate in setting policies that aim to build a creative work culture. Innovation is an important factor of the success and survival of the organization, innovative from employees is needed by management to produce new things both products and services provided to users to improve the quality of existing work. Innovative work behavior in the organization is formed from ideas from groups or units in the company with the aim of improving the performance of the owner of the idea. Innovation is not part of static interaction between individuals and their environment, but is the result of continuous interpersonal exchange of individuals in their environment (Utami & Kamal, 2023).

WORK CREATIVITY

Creativity is one of the basic human needs, namely the need for self-realization (self-actualization) and is the highest need for humans (Munandar, 2009). Basically, everyone is born into the world with creative potential. Creativity can be identified (identified) and fostered through proper education (Lakoy et al., 2015)

Competency development is one of the determining elements of efforts to improve creative performance that provides a sharper and more specific perspective on workers and

their work. The ability of creative actors in organizing HR management activities depends on management's capacity to produce, change and utilize the HR competencies needed to achieve the desired results (Ode et al., 2015) Reativity is the ability to create something new. Rhodes (Munandar & Utami, 2009) defines creativity into three types of dimensions, namely the dimensions of Person, Process, Press as follows:

1. Personal Definition

    Creativity is an expression of the uniqueness of individuals in interacting with their environment. It is this creative expression that reflects the originality of the individual, from this personal expression new ideas and innovative products are expected.

2. Process Definition

    The definition of the process put forward by Torrance (Munandar & Utami, 2009) basically resembles steps in the scientific method, namely the process of sensing difficulties, problems, gaps, making conjectures and formulating hypotheses, revising and re-examining to communicate results.

3. Press Definition

    Simpson's definition (Munandar & Utami, 2009) refers to the aspect of internal drive, that is, creative ability is formulated as an initiative produced by an individual with his ability to break ordinary thinking.

METHODS

In compiling scientific articles must be compiled in accordance with logical systematics. This research method uses the Systematic Literature Review method. The data used is secondary data. Where the author collects data related to the theme, the data search is done by searching Google Scholar with predetermined variable keywords. Articles that have been collected are read and studied carefully to see if the article meets the criteria of researchers to be used as literature in writing a Systematic Literature Review. Searches were limited from 2010 to 2022 to full text access in PDF format. The resources referred to in this paper can be used as a basis for efforts to improve human resources through the influence of transformational leadership in improving employee performance in the organization

RESULTS AND DISCUSSION

In forming a strong organization, strong human resources are certainly needed, therefore supporting innovations are needed to improve these human resources. Increasingly complex and dynamic business competition in the era of globalization requires organizations to develop sustainable competitive advantages. In this context, a culture of work creativity and innovative HR skills development are important factors in achieving this excellence. The purpose of this study is to identify innovative strategies in building a culture of creativity and developing HR skills that can help organizations face the challenges of global business competition.

The concepts of creativity and innovation are often used interchangeably in literature. Therefore, it is important to analyze these concepts in the context of this study. Some definitions of creativity focus on the nature of thought processes and intellectual activity used to generate new insights or solutions to problems. Other definitions focus on personal characteristics and intellectual abilities of individuals, and others focus on products related to different qualities and results of creative endeavor (Mostafa & El-Masry, 2008).

Creativity as a context-specific evaluation can vary from one group, one organization and one culture to another and can also change over time. Therefore, evaluating creativity should be considered at the level of a person, organization, industry, profession, and more broadly. In the research being discussed the context of creativity is at the organizational level, and the concept of creativity can be defined as the generation of new and useful/valuable ideas for products, services, processes and procedures by individuals or groups in a specific organizational context (Styhre & Sundgren, 2005).

In the research under discussion innovation can be defined as the application of ideas, practices, or materials that are new and possibly solve problems (e.g. products) that are perceived as new by the relevant unit of adoption and through which changes are made. In studying the influence of organizational culture on creativity and innovation, it becomes clear that the model dimension of organizational culture has a direct influence on the influence of organizational culture on creativity and innovation. This model is therefore used as a starting point in developing models of determinants of organizational culture that influence creativity and innovation. Organizational culture seems to be an important factor in the success of any organization.

Successful organizations have the capacity to absorb innovation into organizational culture and management processes. According to Tushman and O'Reilly (1997) organizational culture lies at the heart of organizational innovation (Himawan, 2015). The basic elements of organizational culture influence creativity and innovation in two ways:

1. Through the process of socialization in organizations, individuals learn what behaviors are acceptable and how activities should function. Norms develop and are accepted and shared by individuals. In accordance with shared norms, individuals will make assumptions about whether creative and innovative behavior is part of the way organizations operate (Rosmaniah, 2022).

2. Basic values, assumptions and beliefs, apply in established forms of behavior and activity and are reflected as management structures, policies, practices, practices and procedures. This structure and so on have a direct impact on creativity in the workplace, for example by providing resource support to pursue the development of new ideas. In this way individuals in the organization come and understand what is considered valuable and how they should act in the workplace (Rosmaniah, 2022).

In an effort to create a culture that supports creativity and innovation, it has been found that one of the best approaches to describe organizational culture is based on an open systems approach. It is based on the fact that it offers a holistic approach that allows investigating the interdependencies, interactions, and interrelationships of different subsystems and elements of organizational culture in an organization.

Organizational culture influences the extent to which creative solutions are encouraged, supported, and implemented. A culture that supports creativity encourages innovative ways of representing problems and finding solutions, regards creativity as desirable and normal, and favors innovators as models to emulate (Lock dan Kirkpatrick, 199ł).

Against the background of a systems approach that views organizations as open systems consisting of various sub-systems that interact with each other, Martins (2000) explains the relationship between organizational culture, creativity and innovation as follows. Certain environmental circumstances, strategic approaches, top management values and actions, organizational structures, and technological cycles can be linked in the following ways to an organizational culture that supports creativity and innovation:

1. The external environment (e.g. economy and competitiveness drive continuous changes in products, technology, and customer preferences) (Kanter (1988) cited in Tesluk et al., 1997).

2. Reactions to critical incidents outside and within the organization, which are reflected in the organization's strategy (e.g. innovation strategy) (Robbins, 1997; Schein (1990) cited in Tesluk et al., 1997).

3. Managers' values and beliefs (e.g. free exchange of information, open-ended questions, support for change, diversity of beliefs) (Amabile, 1988; Kanter, 1988; King and Anderson (1990) and Woodman et al. (1993) in Tesluk et al., 1997).

4. Organizational structure, which in turn allows management to achieve organizational goals (e.g., flexible structures characterized by decentralization, shared decision-making, low to moderate use of formal rules and regulations, broadly defined job responsibilities and flexible authority structures with fewer levels in the hierarchy) (Hellriegel et al., 1998).

5. Technology, which includes individual knowledge and availability of facilities (e.g. computers, internet) to support creative and innovative processes (Shattow, 1996).

The pattern of interaction between people, roles, technology, and the external environment is a very complex environment. Under these circumstances, creativity and innovation can be influenced by several variables. It seems that creativity and innovation will only thrive in the right circumstances within the organization. The values, norms, and beliefs that play a role in creativity and innovation in organizations can either support or hinder creativity and innovation.

CONCLUSION

In this study, the focus is on innovative HR strategies in building a culture of creativity and skills development. This is important because in an era of increasingly fierce global business competition and continuous technological developments, organizations need to generate new ideas, solve complex problems, and continuously develop the skills of their employees. Literature studies show that models based on open systems theory and Schein's work can provide a holistic approach to understanding organizational culture. The relationship between creativity, innovation, and culture is discussed in this context. Based on the background of this model, the determinants of organizational culture are identified, namely strategy, structure, support mechanisms, behaviors that encourage innovation, and open communication.

HR strategy is a plan or approach designed by an organization to manage, develop, and utilize the potential and skills of individuals in achieving organizational goals, where inappropriate human resources will result in material losses and *recession* to the development of the company.

In the context of innovation, HR strategy can involve making strategic decisions related to recruitment, selection, training, career development, performance appraisal, compensation, and talent management to create a productive work environment and support organizational growth. Then in this study, we must pay attention to the selection of the right human resources where a person who has an innovative spirit has the characteristics of enterprising, active learning and willing to work, forward orientation, a lot of de cemerlan, reasonable thinking and has a good ability to assess, and appreciates punctuality, efficiency, and the desire to be able to do *experience.* The purpose of this study is to identify innovative strategies in building a culture of creativity and developing HR skills that can help organizations face the challenges of global business competition. Literature research shows that factors such as the external environment, organizational strategy, managers' values and beliefs, organizational structure, and technology can influence organizational cultures that support creativity and innovation.

In addition, it is important to note that creativity and innovation are not limited to technological aspects, but also include changes in processes, policies, culture, and overall organizational strategy. Organizations need to leverage their human resources to develop expertise and create new products and services to achieve sustainable innovation.

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