

Catalyzing Growth: The Power of Innovation in Organizational Dynamics

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Abstract: *This study investigates the interconnected roles of innovation practices, organizational dynamics, employee engagement, and organizational growth at PT. Contindo Raya, a prominent player in the construction industry. Utilizing a quantitative research design, data was collected from 70 employees through structured surveys, and analyzed using Partial Least Squares (PLS) to explore the complex relationships among these variables. The findings reveal that innovation practices significantly enhance employee engagement, which in turn positively impacts organizational growth. Additionally, organizational dynamics were found to mediate the relationships between innovation practices and both employee engagement and organizational growth. The direct effects highlighted the importance of fostering employee engagement and cultivating effective organizational dynamics to drive growth, while the indirect effects emphasized the role of innovation in creating a collaborative and adaptive work environment. These results underscore the need for PT. Contindo Raya to adopt a holistic approach that integrates innovation and strong organizational dynamics to achieve sustainable growth and maintain a competitive advantage in the construction sector. The insights derived from this research provide actionable recommendations for enhancing operational efficiency and fostering a culture of continuous improvement, thereby contributing to the company's long-term success.*

Introduction

Innovation is increasingly recognized as a critical driver of organizational success in today's rapidly evolving business landscape (Moleka, 2024). Cultivating a culture of innovation empowers organizations to achieve sustainable growth while strengthening their competitive

advantage (Suchek et al., 2021). Central to this process is employee engagement, which serves as a key intervening variable linking innovative initiatives to organizational outcomes. Engaged employees are more likely to contribute creative solutions, collaborate effectively, and adopt innovative practices, making engagement a vital mechanism in leveraging innovation for progress (Saks, 2022). By fostering an environment that encourages creativity and experimentation, organizations can unlock untapped potential, leading to improved efficiency, adaptability, and resilience in the face of external challenges. This study delves into how innovation drives organizational growth, not merely by introducing new products or services, but by transforming internal processes, enhancing decision-making, and optimizing resource use. Through such transformation, organizations experience elevated performance, better alignment with market demands, and ultimately, long-term success (Singh et al., 2021). Understanding these dynamics helps clarify the pathways through which innovation shapes organizational trajectories, emphasizing the importance of a comprehensive innovation strategy that integrates employee engagement as a core element. In this way, innovation acts as a catalyst, not only for immediate improvements but also for sustained success in a competitive global market, proving that those organizations willing to invest in and prioritize innovation are better equipped to thrive amidst the complexities of today's business environment.

Organizational growth, defined as the expansion and improvement of a company's capabilities, market presence, and overall performance over time, plays a pivotal role in long-term business success (Duque et al., 2020). This growth is often marked by increased revenue, market share, and workforce size, alongside enhancements in operational efficiency and the quality of products or services offered (Feitosa & Salas, 2021). A key driver of growth lies in strategic initiatives such as entering new markets, launching innovative products, and elevating customer experiences, all of which enable organizations to expand their influence and adapt to changing market conditions (Yun et al., 2020). Internally, factors such as effective leadership, a motivated and skilled workforce, and a strong organizational culture further reinforce an organization's ability to grow (Azeem et al., 2021). However, as organizations grow, they face numerous challenges, including the need to maintain agility, manage resources efficiently, and preserve their competitive advantage to ensure continued success (Riyanto et al., 2021). This links directly to the role of innovation in catalyzing growth within organizations. As innovative efforts are integrated with employee engagement, organizations become better equipped to navigate these challenges, ensuring sustainable growth and resilience in the face of increasing competition (Saks, 2022). By fostering a culture of innovation, organizations can drive internal transformation, streamline operations, and stay aligned with evolving market demands. Ultimately, this synergy between innovation and employee engagement enhances organizational performance, creating a strong foundation for long-term stability and success (Singh et al., 2021). Therefore, the ability to effectively leverage innovation and manage growth dynamics is critical to thriving in today's competitive business environment.

Innovation practices are essential processes, strategies, and activities that organizations implement to cultivate creativity and introduce new ideas, products, or services. These practices often encompass research and development (R&D) initiatives, fostering a culture of experimentation, and investing in cutting-edge technologies (Valeri & Baggio, 2021). For

innovation to thrive, it is crucial to establish a supportive environment where employees feel empowered to take risks and explore unconventional ideas, along with mechanisms for capturing and evaluating these innovative contributions (Barreiro & Treglown, 2020). Collaboration is another key element, with cross-functional teams providing diverse perspectives that can lead to more effective and creative solutions (Darvishmotevali et al., 2020). Additionally, the adoption of agile methodologies allows organizations to rapidly prototype and iterate on new concepts, enabling them to respond swiftly to market demands and maintain a competitive edge (Reeves et al., 2021). As organizations refine their innovation practices, they not only enhance their ability to create novel solutions but also position themselves for sustained long-term growth. This ongoing refinement is critical in today's fast-paced business environment, where remaining relevant necessitates continuous adaptation and evolution (Ode & Ayavoo, 2020). By integrating these practices into their core operations, organizations can better navigate the complexities of change, ultimately driving performance improvements and securing their place in an increasingly competitive landscape. This interconnected approach underscores the vital role that innovation plays in ensuring organizational resilience and success, emphasizing that effective innovation practices are not just beneficial but necessary for thriving in an ever-evolving business world.

Organizational dynamics encompass the patterns and processes of interaction, behavior, and change within a company, significantly impacting its overall effectiveness (Mazzucato et al., 2020). These dynamics include the ways in which teams collaborate, communicate, and resolve conflicts, along with the influence of different leadership styles on employee engagement (Hillmann & Guenther, 2021). For organizations to thrive, effective dynamics must exhibit adaptability, transparency, and a shared vision that aligns individual efforts with overarching organizational goals. This alignment is influenced by the company's structure, culture, and the external environment, requiring a delicate balance between stability and flexibility to effectively respond to both market shifts and internal changes (Barham et al., 2020). Positive organizational dynamics are crucial as they foster a healthy work environment, encourage innovation, and ultimately enhance overall productivity. By cultivating an environment where adaptability is prioritized, organizations can not only boost employee morale and satisfaction but also equip themselves to navigate complex challenges more effectively (Werdhiastutie et al., 2020). Understanding and managing these dynamics is essential for organizations aiming to improve performance and achieve sustainable growth. Such management entails creating systems and processes that support open communication and collaboration, while also embracing diverse perspectives that contribute to creative problem-solving. Additionally, organizations that recognize the significance of positive dynamics are better positioned to drive innovation and maintain a competitive edge in an ever-evolving business landscape. Ultimately, the interplay between organizational dynamics and innovation underscores the importance of fostering an environment that not only encourages adaptability but also reinforces a commitment to shared goals, paving the way for long-term success and resilience in a competitive marketplace.

Employee engagement is defined as the emotional commitment and involvement that

employees have toward their organization and its goals, playing a crucial role in overall organizational success (Anwar & Abdullah, 2021). Engaged employees demonstrate enthusiasm for their work, exhibit motivation to contribute positively to the organization, and are willing to exceed their basic job requirements (Avelino, 2021). High levels of engagement are often influenced by several key factors, including the provision of meaningful work, recognition and appreciation, opportunities for growth and development, and strong leadership practices (Adam & Alarifi, 2021). Organizations that foster high employee engagement typically benefit from lower turnover rates, increased productivity, and enhanced overall performance. To cultivate a culture that supports and values employees, it is essential to provide clear communication and foster a sense of community and shared purpose, which can significantly enhance engagement levels (Chibuike Daraojimba et al., 2023). Moreover, engaged employees are instrumental in driving innovation and growth, as their commitment and proactive contributions enable organizations to adapt and thrive in competitive markets (Lanhoso & Coelho, 2021). By prioritizing employee engagement, organizations not only improve internal dynamics but also position themselves for long-term success, as engaged individuals are more likely to embrace change and collaborate effectively. This creates a virtuous cycle where enhanced engagement leads to greater innovation, which in turn drives growth and reinforces competitive advantages in the marketplace. Thus, understanding the factors that influence employee engagement and implementing strategies to enhance it can have far-reaching implications for organizational performance, innovation capabilities, and overall sustainability in an ever-evolving business environment.

In the of PT. Contindo Raya, a prominent player in the construction industry, organizational growth can be observed through the company's expansion in project portfolios, increased market share, and improved operational efficiencies. Innovation practices at PT. Contindo Raya involve the adoption of cutting-edge construction technologies, continuous process improvements, and fostering a culture of creativity and problem-solving among employees. Organizational dynamics at PT. Contindo Raya are shaped by the company's hierarchical structure, the collaborative efforts across various departments, and the leadership's ability to adapt to market changes. Employee engagement is critical at PT. Contindo Raya, where motivated and committed employees drive project success, ensure high-quality outputs, and contribute to the company's overall growth. By integrating these variables, the study aims to understand how innovation and effective organizational dynamics, mediated by high employee engagement, can significantly enhance PT. Contindo Raya's growth and competitive advantage in the construction sector. PT. Contindo Raya, despite its established position in the construction industry, faces challenges related to sustaining growth in a competitive market. The company struggles with integrating innovative practices across all levels due to resistance to change and a lack of resources dedicated to research and development. Additionally, the organizational dynamics reveal communication gaps between departments, which hinder effective collaboration and problem-solving. Employee engagement levels are inconsistent, with some teams feeling undervalued and disconnected from the company's broader goals. These issues collectively impact PT. Contindo Raya's ability to maintain its market leadership and drive continuous improvement. Addressing these challenges through targeted innovation

initiatives, improved organizational communication, and strategies to enhance employee engagement is crucial for the company's sustained growth and success.

The study of PT. Contindo Raya reveals a multifaceted phenomenon at the intersection of organizational growth, innovation practices, dynamics, and employee engagement within the construction industry. As a prominent player, the company demonstrates growth through an expanded project portfolio and increased market share, yet faces significant challenges in sustaining this growth amid competitive pressures. Innovation practices are critical, as the adoption of cutting-edge construction technologies and continuous process improvements are essential for maintaining operational efficiencies. However, resistance to change and insufficient resources dedicated to research and development hinder the effective integration of these innovative practices across all organizational levels. Furthermore, the hierarchical structure of PT. Contindo Raya, while providing clear lines of authority, can create communication gaps between departments, limiting collaboration and the swift resolution of issues. This disconnect negatively impacts employee engagement, as some teams feel undervalued and detached from the company's overarching goals, resulting in inconsistent engagement levels across the organization. Consequently, these dynamics pose a significant challenge to PT. Contindo Raya's ability to leverage its human capital effectively for innovation and growth. The interplay between organizational dynamics and employee engagement is crucial; motivated employees who feel a sense of belonging are more likely to contribute to project success and high-quality outcomes. Addressing the identified challenges through targeted initiatives aimed at enhancing innovation, improving communication, and fostering a culture of engagement is vital for PT. Contindo Raya. Such measures will not only strengthen the company's competitive advantage but also ensure its long-term sustainability and resilience in a rapidly evolving construction market. This phenomenon underscores the importance of an integrated approach to organizational management, where innovation and engagement are seen as interconnected drivers of success.

While recent studies have extensively explored the impact of innovation on organizational growth, gaps remain in understanding how these dynamics play out in the construction industry. For instance, (Health, 2021) highlighted the role of technological innovation in driving growth but did not consider the unique challenges of the construction sector. Similarly, (Do, n.d.) examined employee engagement as a mediator in innovation-driven growth, yet their research was limited to the tech industry, neglecting sectors like construction where dynamics differ significantly. Lastly, (Kuhn & Washington, 2020) focused on organizational dynamics and their influence on innovation but did not integrate the crucial aspect of employee engagement, especially in labor-intensive industries like construction. This study aims to bridge these gaps by investigating how innovation practices, organizational dynamics, and employee engagement collectively impact growth at PT. Contindo Raya, providing a comprehensive view tailored to the construction industry's specific context.

The goal of this research is to analyze how innovation practices, organizational dynamics, and employee engagement intersect to drive organizational growth at PT. Contindo Raya. By examining these variables in the of the construction industry, the study aims to

identify effective strategies for integrating innovative approaches, improving internal communication and collaboration, and enhancing employee motivation and commitment. The research seeks to provide actionable insights that can help PT. Contindo Raya overcome current challenges, optimize its growth potential, and maintain a competitive edge in the market. This comprehensive analysis will contribute to a deeper understanding of how these factors interact and influence overall performance within the specific setting of a construction firm.

The following is the framework for this research:

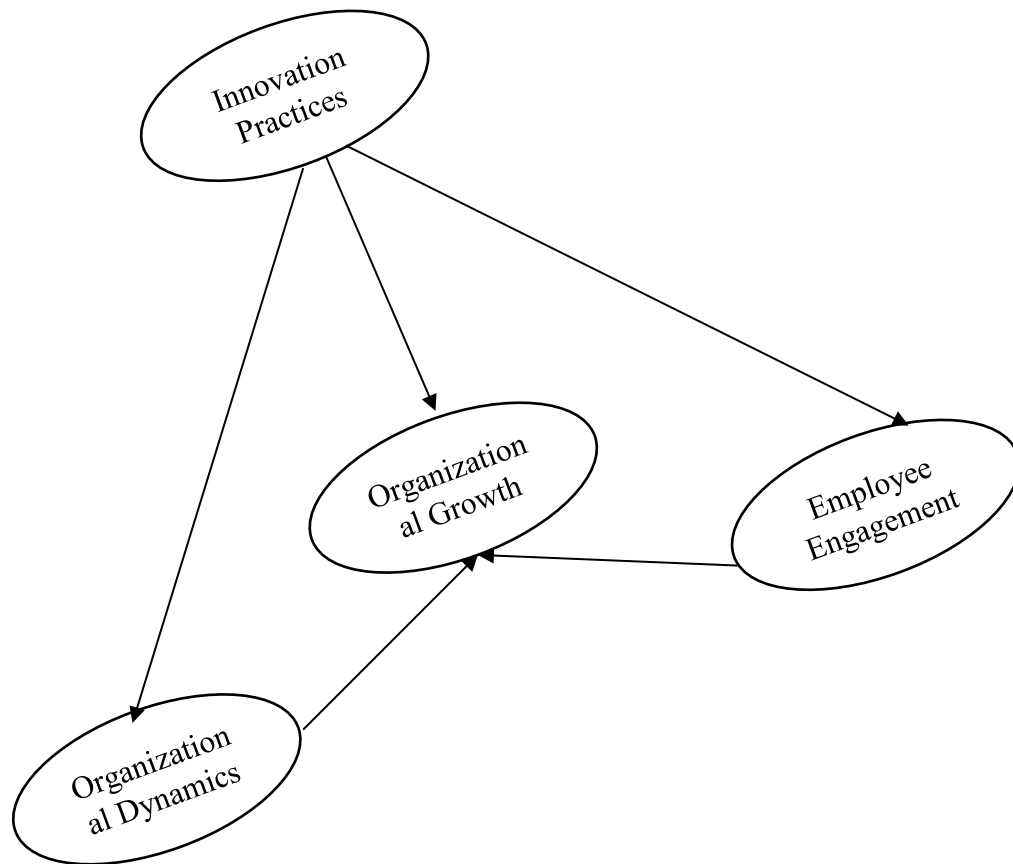


Figure 1. Framework

Research Methods

This research adopts a quantitative research design, employing random sampling to gather data from 70 employees at PT. Contindo Raya. The random sampling technique ensures that each employee has an equal opportunity to be selected, thereby creating a representative sample of the organization's workforce. Data collection will be conducted through structured surveys, specifically designed to assess key variables such as innovation practices, organizational dynamics, and employee engagement. By focusing on these dimensions, the research aims to provide a comprehensive understanding of how these factors contribute to the organization's overall performance. The analysis will utilize SMART PLS (Partial Least Squares), a sophisticated tool for structural equation modeling that facilitates the exploration of complex relationships among variables. This methodological approach allows the researchers

to rigorously evaluate how innovation practices influence organizational growth, taking into account the mediating roles of organizational dynamics and employee engagement.

In this study, organizational growth is defined as the dependent variable, while innovation practices serve as the independent variable. Organizational dynamics and employee engagement are identified as intervening variables that mediate the relationship between innovation practices and organizational growth. By examining these relationships, the research seeks to uncover the mechanisms through which innovation practices impact growth at PT. Contindo Raya, particularly in the construction industry. The findings are expected to yield actionable insights that will assist the organization in enhancing its innovative approaches, improving internal communication and collaboration, and boosting employee motivation and commitment. Ultimately, this research aims to contribute to a deeper understanding of how these variables interact and influence performance within the specific context of a construction firm, providing valuable strategies for PT. Contindo Raya to optimize its growth potential and maintain a competitive advantage in a challenging market environment.

Result and Discussion

In this study, validity and reliability tests have been conducted, with all results exceeding the average thresholds. These assessments ensure that the measurement instruments used for gathering data on innovation practices, organizational dynamics, and employee engagement are both accurate and consistent. By confirming the validity, the research demonstrates that the instruments effectively measure the intended variables, while the high reliability scores indicate that the results can be trusted and reproduced across different samples. This robust validation process enhances the credibility of the findings and supports the overall integrity of the research, allowing for more confident conclusions regarding the impact of these factors on organizational growth at PT. Contindo Raya.

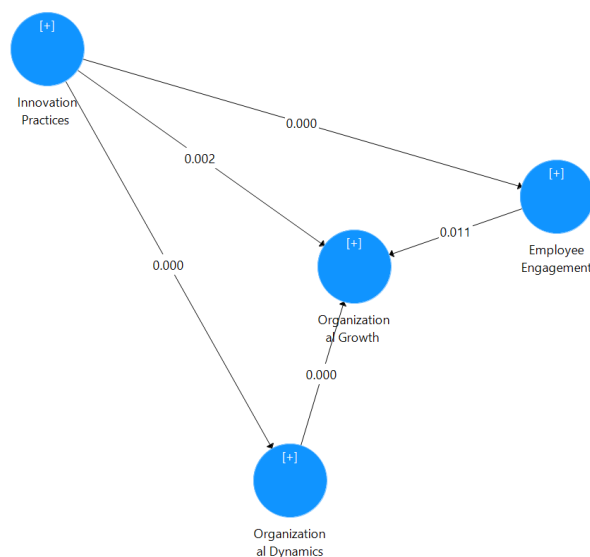


Figure 1. Hypothesis Testing

The following are the results of direct effect testing:

Original

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Furthermore, the path analysis reveals that innovation practices have a positive direct effect on organizational growth, with a coefficient of 0.283 and a T-statistic of 3.120 (p-value = 0.002). This relationship underscores the critical role that innovation plays in driving organizational growth at PT. Contindo Raya. The ability to implement new technologies and processes can significantly enhance operational efficiencies and expand project portfolios, which are essential for maintaining competitiveness in the construction industry (Kuhn & Washington, 2020). Previous studies have emphasized that organizations that prioritize innovation are better positioned to capture new market opportunities and respond effectively to customer needs (Valeri & Baggio, 2021). Thus, the findings from this study affirm that innovation is not merely an operational strategy but a fundamental component of organizational growth and success, particularly in a sector that is often characterized by rapid changes and evolving demands.

Finally, the direct effect of organizational dynamics on organizational growth, with a path coefficient of 0.381 and a T-statistic of 3.583 (p-value = 0.000), further emphasizes the importance of internal processes and interactions in achieving growth at PT. Contindo Raya. Positive organizational dynamics, which facilitate collaboration and effective communication, play a pivotal role in enhancing overall performance and innovation. As noted by Werdhiastutie et al. (2020), organizations that cultivate strong dynamics are better equipped to navigate complexities and drive continuous improvement. By addressing communication gaps and fostering an inclusive environment, PT. Contindo Raya can create a fertile ground for both innovation and engagement, leading to sustainable growth. The interplay between these variables highlights the necessity of a holistic approach to organizational management, where fostering employee engagement and innovation practices are not isolated efforts but integral components of a cohesive strategy aimed at enhancing organizational performance and growth in the construction sector. Thus, the findings from this study provide valuable insights for practitioners and leaders within the industry, guiding them toward strategies that prioritize innovation and engagement as pathways to enduring success.

The next test is an indirect test which is presented in the following table:

Table 2. Indirect Effects

| Path | Original Sample | Sample Mean | Standard Deviation | T Statistic | P Values |
|--|-----------------|-------------|--------------------|-------------|----------|
| Innovation Practices -> Employee Engagement -> Organizational Growth | 0,162 | 0,172 | 0,076 | 2,143 | 0,033 |
| Innovation Practices -> Organizational Dynamics -> Organizational Growth | 0,193 | 0,198 | 0,063 | 3,047 | 0,002 |

The results presented in Table 2 outline the indirect effects of innovation practices on organizational growth through employee engagement and organizational dynamics at PT. Contindo Raya. The path coefficient from innovation practices to employee engagement and then to organizational growth is 0.162, with a T-statistic of 2.143 and a p-value of 0.033. This indicates that innovation practices indirectly contribute to organizational growth by enhancing employee engagement, which serves as a crucial mediator in this relationship. This finding aligns with existing literature that emphasizes the importance of engaging employees to harness

their potential effectively. Engaged employees are more likely to be motivated, committed, and aligned with organizational goals, which ultimately leads to improved performance and growth outcomes (Anwar & Abdullah, 2021). Therefore, the study highlights that fostering a culture of innovation not only promotes creative thinking among employees but also cultivates a sense of belonging and purpose, thereby driving organizational growth through higher levels of engagement.

Moreover, the analysis shows a significant indirect effect of innovation practices on organizational growth through organizational dynamics, with a path coefficient of 0.193, a T-statistic of 3.047, and a p-value of 0.002. This finding underscores the role of organizational dynamics as a mediator in the relationship between innovation practices and growth. When PT. Contindo Raya implements innovative practices, it enhances its organizational dynamics, leading to improved communication, collaboration, and adaptability among teams. Positive organizational dynamics enable a more effective flow of information and facilitate the sharing of ideas, which are essential for leveraging innovation to drive growth (Kuhn & Washington, 2020). This relationship emphasizes that innovation is not solely about introducing new technologies or processes; it also requires fostering an environment where organizational dynamics can thrive, thereby creating a conducive atmosphere for growth. Consequently, PT. Contindo Raya can enhance its competitive advantage by focusing on both innovation practices and the development of positive organizational dynamics, leading to a more cohesive and high-performing organization. This comprehensive approach not only supports immediate growth objectives but also ensures long-term sustainability in an increasingly competitive construction industry.

Conclusion and Recommendation

The research conducted on PT. Contindo Raya highlights the critical interplay between innovation practices, organizational dynamics, employee engagement, and organizational growth within the construction industry. The findings indicate that innovation practices significantly enhance employee engagement, which in turn plays a vital role in driving organizational growth. Moreover, the study reveals that organizational dynamics act as a key mediator in the relationship between innovation practices and growth, emphasizing the importance of fostering a collaborative and communicative work environment. The direct effects show that both employee engagement and organizational dynamics contribute positively to growth, while the indirect effects further illustrate how innovation practices can lead to enhanced performance through these mediators. By integrating innovative approaches and prioritizing employee engagement, PT. Contindo Raya can optimize its operational efficiencies and maintain a competitive edge in a challenging market. Ultimately, the research underscores the necessity of adopting a holistic strategy that encompasses both innovation and strong organizational dynamics to achieve sustainable growth and resilience in the construction sector. The actionable insights derived from this study can guide PT. Contindo Raya in overcoming current challenges and leveraging its strengths to foster a culture of continuous improvement and engagement, thereby enhancing its overall performance and long-term success.

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