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# The Influence Of Human Resource Management Practices, Organizational Innovation and Learning Organization Culture On Innovation Work Performance

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A R T I C L E   I N F O

A B S T R A C T

*Analyzing the challenges and competition that is so tight in the 4.0 revolution era where all organizations are competing to implement digital system in all aspects of work, this is a common concern how the role of human resources can be optimized with the presence of new human resource management (NHRM), organizations that continue to innovate by adjust developments and always build a learning culture within the organization so that all human resources are motivated to continue to develop their abilities. This study aims to analyze the effect of new HRM practices (NHRM), Orgazational Innovation and Learning Organizational Culture on Organisasi Innovation Performance. This study used a quantitative method using a questionnaire as a means of collecting data from 279 respondents with various work backgrounds. Based on the results of the analysis, it is known that the significance values for the influence of X1, X2 and X3 on Y are 0.000 <0.05 and the calculated F value is 295.179 > F table 2.640 so that it can be concluded that the new human resource management variable, organizational innovation, and learning organizational culture are significantly simultaneously affect the innovation performance of an organization. The limitations of this study are that it only examines several variables that affect innovation performance in an organization. Of course there are still many variables that can affect organizational innovation performance and the number of respondents in this study is only 279 people. Questionnaires sometimes do not show the actual opinions of respondents, this happens because of differences in thoughts, assumptions and understanding of each respondent. This research focuses on the application of new human resource management concepts, organizational innovation and learning organizational culture to innovation performance with various work backgrounds and positions so that this aspect becomes the novelty of this research.*

## 1. INTRODUCTION

Human life with the presence of the globalization system experiences significant changes (Mulyono, 2016). Globalization is a special phenomenon that occurs in the system of human life order (Nurhayati, 2015). As a creature that is created perfectly by the existence of reason, the globalization system must be acted with wisdom, this system is not a reason not to develop and *survive* (Ernawam, 2017). This change occurs due to the globalization system which includes changes in human values, structure, behavior and norms of human life (Rinawati, 2015). This change is felt evenly throughout the world, so that a country that wants to continue to exist must pay attention to the level of competence of its people in order to become *smart and good citizens* so that it can have a positive impact (Budimansyah, 2010). Human resources must have the ability to adapt to various kinds of changes in various fields or aspects of human life that occur (Yuniarto, 2015). The development of communication and transportation technology is a sign of the beginning of globalization since the beginning of the 20th century, this development provides convenience to the communication aspect of easy and fast interaction (Syarifah & Kusuma, 2016). However, all began to grow a system of activities that are dependent on interacting in various aspects, especially the business economy (Silitonga, 2020), this phenomenon gives a warning to all layers, especially companies that always have to prepare strategies that support the pace of their business (Rusniati, 2015b) . One of the symptoms of globalization is the internationalization of capital through the channels of the World Financial Organization as well as the process of producing and distributing goods using the services of multinational companies (Tampake, 2018). Various phenomena that occur and very fierce competition require a country and company to transform in its various policies so that it can maintain the pace of its existence (Rusniati, 2015).

Changes that occur cause worry and uncertainty conditions in life, this is often called the VUCA (*Volatile, Uncertain, Complex and Ambigue*)z (Purnamasari, 2023). *Volatility* is a condition that experiences rapid and unimaginable changes, *Uncertainty* can be interpreted as a state of uncertainty or uncertainty, *Complexity* has an indication of change with complicated systematics and *Ambiguity* this describes something happening suddenly and there is no confusion (Atrup, 2018) . VUCA gives a different characteristic color in 21st century Life with its technological sophistication, the term Vuca was popularized by the *U.S. Army War College* to describe the uncertain, ambiguous and complex multireteral world resulting from the cold war (Prayesti, 2022). Facing the VUCA era requires adaptivity, sensitivity and constructive understanding, an organization that has adaptive traits is a fundamental ability that must be possessed as a step or effort to achieve its business success goals and targets (Hendrarso, 2020). Indonesia is a country that has quite a lot of business entities in the field of services and manufacturing, all companies must be vigilant and prepare strategies to face the VUCA era because Indonesia is one of the countries that has the potential for world economic progress (Widodo, 2022). VUCA relates to a person's point of view of the conditions when making decisions, planning, managing risks, solving problems and driving change (Fabrianty, 2021).

The presence of an idea of an agile organization provides a little bright path to provide capabilities in welcoming the new normal era and a future full of uncertainty, change, ambiguity and complexity (Sakitri, 2021). This method is very effectively applied in an organization, the agile method is a method that is applied to aspects of incremental development that focus on rapid

and agile development (Ariesta et al., 2021). According to (Prasetyo, 2020), Agile can be interpreted as the capability of an organization in reconfiguring or re-designing the structure of operations or business processes and relationships in an efficient way when working well together when the world is changing. The application of agile management methods can affect maintaining the survival cycle of a product, market changes occur and technology develops very rapidly, encouraging all companies to continue to innovate (Agdaviswan et al., 2021). To maintain the sustainability of business activities of an organization, it must pay attention to customer satisfaction so that all organizational leaders have begun to implement agile marketing so that they can balance the pace of the company with the changes that occur. Agile marketing is a management behavior that can be applied to companies so that they are able to answer the challenges of a world that is experiencing a rapidly changing and unpredictable situation (Pranatasari, 2021).

To form an agile organization requires good human resource management as well, so that it can have a positive effect on the pace of the company, human resource management is a process of dealing with all problems related to human resource activities in a company (Dharmawangsa, 2016) . Human resources have very important strengths needed by companies to improve the quality of their companies, human resources are also a resource that is very valuable compared to other resources so that no matter how sophisticated technology is, it requires man power to operate it (Prihantoro, 2018) . The strategic role possessed by human resources, a company must pay attention by providing development programs and establishing a good HR management system so that its human resources can make maximum contributions (Susan, 2019).

With superior human resources, the company can develop by making innovations that support the pace of the company, when the company wants to innovate in its organization, it is obliged to provide the knowledge needed for its human resources (Nurmadi, 2006). Aspects of organizational culture can also influence the growth graph of organizational innovation so that organizations must foster a learner culture that can drive organizational performance innovation graphs so this research needs to be carried out to prove empirically that the factors of human resource management, organizational innovation and organizational culture of learners are influential on improving organizational performance innovation.

## 2.  RESEARCH METHODS

This research uses a method of research, which is obtained by a random case study method to all levels of workers. The method used is to use multiple linear regression analysis with several variables, namely the practice of new human resource management (X1), organizational innovation (X2) and the learning organizational culture (X3) to the performance of innovation (Y) in a company. The data processing process uses SPSS 25. This research instrument uses a closed questionnaire, which is a questionnaire framework that has certain statements and can only be answered according to answers and limited (Fahmi, 2019). The dissemination of data is using

google forms to all employees who are respondents in Indonesia and abroad a total of 279 respondents and the measurement scale uses a likert scale.

## 3. RESULTS & DISCUSSION

### New Human Resource Management Practices

These new HRM (NHRM) practices are applied in different types of organizational practices, such as teams or team-based organizations, their constant knowledge, transformations in composition, rewards, performance, grading systems, recruitment processes, and quality improvement. While many NHRM practices may not be entirely new, some of these new practices have broad generalizations that tend to emerge recently. Researchers have emphasized that both types of strategy, organizational strategy, and strategy orientation should influence the choice of a set of HRM practices. Some have stressed that organizations should develop such human resource practices that have the flexibility and creative power to adopt complexity and rapid environmental change. Therefore, any organization of developed and developing countries has great attention associated with their productivity. HRM practices can contribute directly to achieving goals by finding effective and better ways to achieve productivity. Thus, new HR strategies help create innovative settings in which NHRM practices are significantly recognized by employees and management . The adoption of such NHRM practices will help organizations to take on the devolution of rights, empowerment, teamwork, and democracy in decision-making. Previous literature has advocated that HRM be considered an important part of production and growth. In addition, the concept of HRM is related to the rules, processes, and productive procedures of the organization which include HR planning, job analysis, recruitment and selection, orientation, compensation, performance appraisal, training and development, and employment relations (Waheed et al., 2019).

### Organizational Innovation

Organizational innovation is a process in creating, developing and implementing new ideas that can provide better benefits such as reducing costs, increasing efficiency, and service effectiveness (Ridlowi & Himam, 2018). Organizational innovation is supported by the emergence of *a post-bureaucracy era* that is able to move several organizational lines that were initially rigid. *The post-bureaucracy era* is characterized by a *hybrid* role that organizations run with open and diverse characteristics by enacting new, more flexible organizational structures. *Post-bureaucracy* gave birth to new patterns and forms that were more *"disagregrated"*, establishing cooperation with various parties including the private sector (Harris, 2006). In looking at the types of innovations that government organizations carry out, Osborne classifies them into four different types based on the level of service or product that can be provided and the level of needs that society wants. The four types of innovation are: *developmental change, expansionary innovation, evolutionary innovation, and total innovation* (Osborne, S. P., & Brown, 2005).

### Learner Organizational Culture

Learning Organization (LO) describes that learning is a prerequisite for the success of an organizational change and performance (Rose et al., 2009). Learning can improve the intellectual capabilities of staff so that organizations become better because they have staff who are constantly learning (Marsick, 1997). Learning organizations have skills in creating, acquiring and

transforming knowledge and modifying their behavior according to new knowledge and ideas (Garvin, 2000). (Argyris and Schön, 1996) says that a culture of learning, with the condition that individuals in the organization work together, allows for the occurrence of LO and the development of knowledge. The concept (Argyris and Schön, 1996) about LO focuses on collective and reflective and continuous learning in organizational processes in order to achieve good performance. (Senge PM, 1990) developed the above concept and saw LO as an organization that works as a whole where everyone involved works together to create innovative solutions or in other words an organization that should develop itself to create the future. (Senge PM, 1990) proposes five basic elements of LO, namely *personal mastery, mental models, shared vision, team learning and system thinking.*

## Performance Innovation

Innovation is often the foundation of built entrepreneurial businesses because it provides a competitive advantage. On the other hand, the act of entrepreneurship one way brings innovation to the market. Innovation performance is key to competitive advantage in a highly volatile environment. Innovation performance as the main driver for a country's economic growth. The ability to innovate has direct consequences for the ability to compete at the individual, corporate, regional and national levels. The values created by innovation are often embodied in new ways of doing things or new products and processes that contribute to wealth. According to (Lawson & Samson, 2001) the concept of innovation can be defined as the competitive advantage derived from creative ideas to bring about quality, efficiency, speed and flexibility that are useful in the company. Implementation can take place in areas such as design improvements, process improvements, and technological improvements. An enterprise can make various kinds of changes in its methods of work, the use of production factors and types of output that increase its productivity and commercial performance. (Manual, 2005) defines four types of innovation criteria that include various changes in the company's activities, namely product innovation, process innovation, marketing innovation and organisational innovation.

## Univariat Analysis

This study used univariate analysis, namely to find out an overview of the characteristics of respondents (Priantoro, 2018). The results of the analysis are presented in such graphs. Distribution of respondents' frequency based on age, gender, marital status, national origin, type of company, type of business, position, and recent education for employees with various backgrounds of positions and companies.

**Table 1.** Frequency Distribution of Respondents

| Variable | n | % |
|---|---|---|
| **Age** | | |
| < 20 Years | 4 | 1.4% |
| 20 – 30 Years | 96 | 34 % |
| 31 – 40 Years | 85 | 29.7% |
| 41 – 50 Years | 79 | 27.6% |
| 51 – 60 Years Old | 19 | 6.6% |
| > 60 Years | 2 | 0.7% |
| Total | | 100% |
| **Gender** | | |
| Man | 168 | 58.7% |
| Woman | 118 | 41.3% |
| Total | | 100% |
| **Marital Status** | | |
| Marry | 207 | 72.4% |
| Unmarried | 79 | 27.6% |
| Total | | 100% |
| **Country of Origin** | | |
| WNI | 285 | 99.7% |
| Yemen | 1 | 0.3% |
| Total | | 100% |
| **Company Type** | | |
| Government | 107 | 37.4% |
| Private | 179 | 62.6% |
| Total | | 100% |
| **Types of Business Fields** | | |
| Agriculture | 6 | 2.1% |
| Forestry | 1 | 0.3% |
| Fishing | 1 | 0.3% |
| Mining | 2 | 0.7% |
| Court | 1 | 0.3% |
| Industry pengelohan | 13 | 4.5% |
| Electricity procurement | 1 | 0.3% |
| Traetmen air | 24 | 8.4% |
| Construction | 5 | 1.7% |
| Trade | 24 | 8.4% |
| Automotive | 5 | 1.7% |
| Transportation | 5 | 1.7% |
| Warehousing | 3 | 1% |
| Provision of accommodation | 2 | 0.7% |
| Information & communication | 9 | 3.1% |
| Finance & insurance | 18 | 6.3% |
| Real estate | 1 | 0.3% |
| Professional services | 11 | 3.8% |
| Employment | 1 | 0.3% |
| Adm government | 20 | 7% |
| Education | 52 | 18.2% |
| Health & social | 12 | 4.2% |
| Art | 1 | 0.3% |
| International bodies | 1 | 0.3% |
| Environmental field | 4 | 1.4% |
| Other | 65 | 22.7% |
| Total | | 100% |
| **Final Education** | | |
| Junior High School / Equivalent | 1 | |
| High School/Equivalent | | 0.4% |
| Associate Degree | 55 | 19.2% |
| Undergraduate | 19 | 6.6% |
| Graduate | 165 | 57.7% |
| Post Graduate | 36 | 12.6% |
| Total | 10 | 3.5% |
| | | 100% |

*Source: Researcher Data (2022)*

Based on the table above, it shows the characteristics of respondents, namely respondents aged 20-30 more around 33.6%, male sex more than women as much as 58.7%, the majority of respondents' marital status is more married 72.4% compared to unmarried, from the country of respondents 99.7% from Indonesia, the type of company respondents are more private 62.6% than government, the most types of business fields are in the field of water treatment around 18.9%, the majority of respondents' positions as staff were 50%, the respondents' last education was more Strata-1 (S1) 57.7%.

**Data Analysis Techniques**

According to (Rijali, 2019), data analysis techniques are an effort to systematically find and organize data from observations, interviews To find out the direction of the magnitude and strength of the relationship between two free variables and bound variables, researchers use the following test calculations:

**Descriptive Statistical Test**

Descriptive statistical analysis is statistics used in analyzing data by describing or describing the data that has been collected. This analysis aims to provide an overview or describe the data in variables seen from the *mean,* minimum and standard deviation values.

Descriptive statistics, which is a form of analysis of research data, serves to test the generalization of the research results. description analysis is applied using descriptive hypothesis testing, the results explain whether there is a research hypothesis that can be generalized or not (Nasution, 2017). The results of the descriptive statistical test in this study can be seen in table 2.

**Table 2**. Descriptive Statistical Test
**Descriptive Statistics**

|  | Mean | Std. Deviation | N |
|---|---|---|---|
| Innovation Performance | 23.89 | 4.214 | 279 |
| New HRM | 38.52 | 6.698 | 279 |
| Innovation Organization | 27.90 | 5.119 | 279 |
| Learner Organizations | 19.94 | 3.795 | 279 |

*Source: Data Processed (2022)*

Based on table 2 above, the researcher concluded that the results of the descriptive statistical test showed that the number of innovation organizations had an average value of 27.90 with a standard deviation of 5,119, the standard deviation was lower than the average value, indicating that the sample had almost the same proportion of innovation organizations. New HRM average value of 38.52 with a standard deviation of 6,698 standard deviations lower than the average value shows that the sample has almost the same proportion of New HRM. and learning organizations had an average score of 19.94 with a standard deviation of 3,795. The standard

deviation lower than the average value indicates that the sample has almost the same proportion of learning organizations.

**Test Classical Assumptions**

This test is intended to ensure that in the regression model used there are no symptoms of multicolonierity, symptoms of heterochedasity and symptoms of autocorrelation, as well as data produced normally distributed (Ghozali, 2018).

**Normality Test**

According to (Ghozali, 2018)**,** normality testing has the purpose of testing whether in the regression model, independent variables and their dependents are normally distributed or not.

**Table 3**. Normalization Test

**One-Sample Kolmogorov-Smirnov Test**

|  |  | Unstandardized Residual |
|---|---|---|
| N |  | 279 |
| Normal Parameters[a,b] | Mean | .0000000 |
|  | Std. Deviation | 2.05123906 |
| Most Extreme Differences | Absolute | .069 |
|  | Positive | .034 |
|  | Negative | -.069 |
| Test Statistic |  | .069 |
| Asymp. Sig. (2-tailed) |  | .003[c] |
| Exact Sig. (2-tailed) |  | .138 |
| Point Probability |  | .000 |

*Source: Data Processed (2022)*

Based on table 3 above, the significance value is 0.138 > 0.05, it can be concluded that the residual value of this study is normally distributed.

**Muticoliniarity Test**

The multicollinaryity test is used to test whether there is a correlation between independent variables in the regression model. According to (Ghozali, 2018), a good regression model should not find any correlation between independent variables. Multicholinearity can be seen from tolerance and variance inflation factor (VIF). If the VIF value < 10, it means that there is no multicholinearity and if the VIF value is >10, there is multicholinearity in the data.

**Table 4.** Multicollinearity Test

Coefficients'

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. | Tolerance | VIF |
| 1 | (Constant) | 2.663 | .748 | | 3.559 | .000 | | |
| | New HRM | .083 | .036 | .131 | 2.299 | .022 | .264 | 3.786 |
| | Organisasi Inovasi | .291 | .042 | .354 | 6.983 | .000 | .336 | 2.975 |
| | Organisasi Pembelajar | .498 | .065 | .448 | 7.621 | .000 | .249 | 4.012 |

a. Dependent Variable: Kinerja Inovasi

*Source: Data Processed (2022)*

From the results of the data processing in table 4, the value of the New HRM variable is 3,786 < 10, the innovation organization variable is 2,975 < 10, and the learning organization is 4,012 < 10. So it can be concluded that this research data is free from multicholinearity.

**Heterochedasity Test**

The Heterochedasity Test aims to find out whether in a regression model there has been a dissimilarity of variants from the residual of one observation to another (Ghozali, 2018).
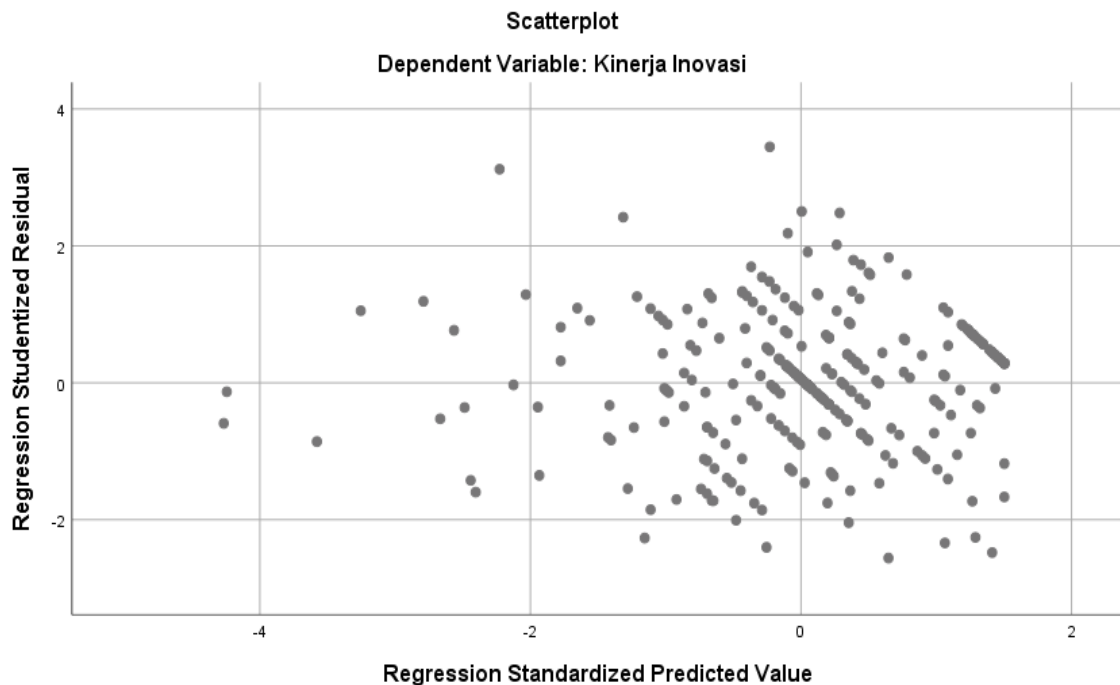


**Figure 1**. Scatterplot

*Source: Data Processed, 2022*

From the output data above, the tiki-dots form a clear pattern and the distribution is evenly distributed so that it can be concluded that there is no heterochedasity problem in the regression model of this study.

**Linear Regression Analysis**

According to (Sugiyono, 2018), explaining that regression can be relied on the functional or causal relationship of one independent variable with one dependent veriabel.

**Hypothesis Testing using t Test**

According to (Ghozali, 2018), it is possible to determine if the t test is applied in order to find out each independent variable against the dependent variable. If t count the table > t or the significance value of the t test < 0.05 then it is concluded that individually the dependent variable has a significant effect on the dependent variable.

**Table 5.** Hypothesis Test

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Itself. | Tolerance | BRIGHT |
| 1 | (Constant) | 2.663 | .748 | | 3.559 | .000 | | |
| | New HRM | .083 | .036 | .131 | 2.299 | .022 | .264 | 3.786 |
| | Innovation Organization | .291 | .042 | .354 | 6.983 | .000 | .336 | 2.975 |
| | Learner Organizations | .498 | .065 | .448 | 7.621 | .000 | .249 | 4.012 |

a.   Dependent Variable: Innovation Performance
*Source: Data Processed (2022)*

- **H1 Testing**
  It is known that the value of Sig. for the effect of X1 on Y is 0.022 < 0.05 and the value of t count is 2.299 > t table 1.968 , so it can be concluded that H1 is accepted which means that there is an influence of the variable X1 on Y.
- **H2 Testing**
  It is known that the value of Sig. for the effect of X2 on Y is 0.00 < 0.05 and the value of t count is 6.983 > t table 1.968 , so it can be concluded that H2 is accepted which means that there is an influence of the variable X2 on Y.
- **H3 Testing**
  It is known that the value of Sig. for the effect of X3 on Y is 0.00 < 0.05 and the value of t count 7.621 > t table 1.968 , so it can be concluded that H3 is accepted which means that there is an influence of variable X3 on Y.

**Model Feasibility Testing (f Test)**

According to (Ferdinand, 2014), explaining that the F test is used to see if the existing regression model is feasible or not . feasible means that existing regression models can be used to explain the influence of independent variables on dependencies. Through the ANOVA table, the regression model is declared feasible when the value of $F_{hiting}$ (Sig) is less than 0.05.

**Table 6.** H4 Testing with f Test

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Itself. |
|---|---|---|---|---|---|---|
| 1 | Regression | 3766.622 | 3 | 1255.541 | 295.179 | .000[b] |
| | Residual | 1169.708 | 275 | 4.253 | | |
| | Total | 4936.330 | 278 | | | |

a. Dependent Variable: Innovation Performance

b. Predictors: (Constant), Learning Organizations, Innovation Organizations, New HRM
*Source: Data Processed (2022)*

Based on the output above, it is known that the significance value for the simultaneous influence of X1, X2 & X3 on Y is 0.000 < 0.05 and the calculated F value is 295.179 > F table 2.640, so it can be concluded that H4 is accepted which means that there is a simultaneous influence of X1, X2 & X3 on Y

**Determinant Coefficient Test**

The Determinant Coefficient test (Test $R^2$) is used to measure how far the model is capable of running variations of dependent variables. In this study, the coefficient of determination used the adjuster value $R^2$.

**Table 7.** Determinant Coefficient Testing

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | .874[a] | .763 | .760 | 2.062 | 2.002 |

a. Predictors: (Constant), Organisasi Pembelajar, Organisasi Inovasi, New HRM

b. Dependent Variable: Kinerja Inovasi
*Source: Data Processed (2022)*

Based on the output above, it is known that the value of R Square is 0.763, this means that the influence of variables X1, X2, & X3 simultaneously on variable Y is 76.3%

## 4. CONCLUSION & SUGGESTION

Based on the results of data analysis and discussion, it can be concluded that  new human resource  management, innovation  organization and learning organizational culture affect performance innovation  based on the siginification test of individual parameters (Test t) that the variables New  human  resource management  (X1) the signification value is $0.0\ 22 < 0.05$ and the calculated t value is  $2.299 >$ t table 1.968. so it can be concluded that H1 is accepted which means that there is an influence of the new  human  resource management variable (X1) on innovation  performance (Y),  the innovation organization variable  (X 2) the signification value is $0.0\ 0 < 0.05$  and the calculated t value is  $6.983 >$ t table 1.968. so it can be concluded that H2 is  accepted which means that there is an influence of the innovation organization variable (X2)  on the performance of  innovation (Y) and the learning organization culture variable (X 3 ) that the value of Sig for the effect of X2 on Y is $0.00 < 0.05$ and the value of t count  $7.621 >$ t table 1.968. so it can be concluded that H3 is  accepted which means that there is an influence of the  learning organization  culture variable (X2) on the innovation organization  (Y).

Based  on due diligence  (f test) significance value for the influence of new human resource management (X1),  innovation organization (X2) and  Learner Organizational Culture (X3) simultaneously on the Organization  Innovation (Y)  is  $0.000 < 0.05$  and  the calculated F value is  $295,179 >$ F table 2,640, so it can be concluded that  H4 is  accepted which means that there is an influence of variables X1, X2, and X3     against the variable Y.

Based on the   determinant coefficient, it is known that the  value of  R Squer is 0.763, this means that the   influence of  the new human resource  management variable (X1),  the organization of  innovation  (X2)  and   Learner Organizational Culture (X 3) simultaneously against the Innovation Organization  variable (Y) is 76.   3%

*Suggestions.*  Do research with *a*  larger number of respondents so as to provide a more accurate picture in describing *the*  phenomenon that occurs.

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