Global Review of Tourism and Social Sciences

Journal Homepage: https://journal.gpp.or.id/index.php/grtss/index

Building Adaptive Workforces: HRM and Digital Competency in Tourism Innovation

Roslina Alam
Universitas Muslim Indonesia, Makassar, South Sulawesi, Indonesia

ARTICLE INFO:

Submitted: December 26th, 2024
Revised: January 18th, 2025
Accepted: January 19th, 2025

Section: Business and Management

Corresponding Author:
Roslina Alam

Corresponding Author Email:
roslina.alam@umi.ac.id

ABSTRACT: This study investigates the influence of high-involvement HRM (HI-HRM) practices on innovative work behavior (IWB) in Indonesia's tourism sector, focusing on functional flexibility (FF) as a mediator and digital competency as a moderator. Grounded in the Ability-Motivation-Opportunity (AMO) framework, it explores how ability-enhancing, motivation-enhancing, and opportunity-enhancing HR practices shape employee adaptability and innovation. A quantitative approach was employed, collecting data from 300 employees across various tourism segments, with analysis conducted using structural equation modeling. Results confirm that HI-HRM practices positively affect IWB through FF, while digital competency significantly strengthens these relationships. The study provides both theoretical contributions by integrating digital competency into the HRM framework and practical implications for enhancing workforce innovation in the rapidly evolving tourism industry. Managers are encouraged to implement comprehensive HRM strategies and prioritize digital skills training to foster adaptability and maintain competitiveness in Indonesia's dynamic tourism landscape.
Keywords: high-involvement HRM, innovative work behavior, digital competency, functional flexibility, Indonesia tourism sector.

INTRODUCTION

Innovation is widely recognized as a strategic imperative for maintaining competitive advantage in dynamic and customer-driven industries, such as tourism (Janssen, 2000; Martinez-Conesa et al., 2017). In the context of Indonesia, a globally renowned tourism destination, fostering innovative work behavior (IWB) among employees is crucial for enhancing service quality and sustaining growth in a highly competitive global market. Research highlights that employee-driven innovation is not solely the responsibility of managerial staff but also relies significantly on operational-level workers who contribute to idea generation and implementation (Kesting & Parm Ulhøi, 2010; Shin et al., 2012). However, the antecedents and mechanisms fostering such innovation remain underexplored in Indonesia's tourism sector.

High-involvement HRM (HI-HRM) practices, rooted in the Ability-Motivation-Opportunity (AMO) framework, have emerged as pivotal in shaping employee capabilities and behavior (Harrell-Cook et al., 2001; Lepak & Snell, 1999). These practices, encompassing ability-enhancing, motivation-enhancing, and opportunity-enhancing dimensions, are essential for empowering employees to engage in innovative behaviors by equipping them with the necessary skills, motivation, and opportunities (Jeong & Shin, 2019; Madero-Gómez et al., 2023). Prior studies confirm the positive impact of HI-HRM on functional flexibility (FF), a critical capability for adapting to dynamic and complex tasks (Beltrán-Martín et al., 2008; Shin et al.,

This is an open access article under the CC BY license

2012). Despite substantial evidence linking HI-HRM to employee outcomes, its specific role in fostering IWB within Indonesia's tourism industry remains inadequately addressed.

The rapid digital transformation of the global tourism industry introduces a pressing need to integrate digital competency into HRM frameworks (Carvalho & Cabral-Cardoso, 2008); Munoz-Pascual & Galende, 2017). Digital competency encompasses skills essential for leveraging technology to enhance productivity and creativity, particularly in industries dependent on customer engagement and experience (Nijssen & Paauwe, 2012; Qiao et al., 2024). Scholars argue that digital competency can strengthen the relationship between HRM practices and employee outcomes, yet its moderating role in the context of tourism innovation has not been extensively explored (Shin et al., 2012 and Jeong & Shin, 2019). This gap is particularly relevant in Indonesia, where digital adoption in the tourism sector has become a strategic priority.

This study aims to address these gaps by examining the relationship between HI-HRM practices, FF, and IWB within Indonesia's tourism sector. Furthermore, it explores the moderating role of digital competency, a critical factor for navigating the digital transformation of the industry. By leveraging the AMO framework and integrating digital competency, this research provides theoretical and practical insights into how HRM strategies can enhance workforce innovation in one of the world's most dynamic tourism destinations.

LITERATURE RIVIEW

High-Involvement HRM Practices and Functional Flexibility

High-involvement HRM (HI-HRM) practices, grounded in the Ability-Motivation-Opportunity (AMO) framework, have been shown to enhance employees' functional flexibility (FF), enabling them to perform diverse tasks effectively in dynamic environments (Harrell-Cook et al., 2001; Lepak & Snell, 1999; Wang & Oscar, 2024). HI-HRM practices consist of three dimensions: ability-enhancing (AE), motivation-enhancing (ME), and opportunity-enhancing (OE) practices, each contributing uniquely to the development of employee capabilities (Madero-Gómez et al., 2023). For instance, AE practices such as targeted recruitment and training programs build employees' skills and knowledge, while ME practices like performance-based rewards and feedback enhance their motivation to perform. Similarly, OE practices, including job autonomy and participation, provide opportunities for employees to exhibit their abilities in diverse contexts (Shin et al. 2012 and Jeong & Shin, 2019). These practices are particularly relevant in Indonesia's tourism sector, where flexibility is crucial for adapting to the diverse needs of domestic and international travelers.

H1: High-involvement HRM practices positively predict employees' functional flexibility.
H1a: Ability-enhancing HR practices positively predict employees' functional flexibility.
H1b: Motivation-enhancing HR practices positively predict employees' functional flexibility.
H1c: Opportunity-enhancing HR practices positively predict employees' functional flexibility.

Functional Flexibility and Innovative Work Behavior

Functional flexibility refers to an employee's ability to adapt to diverse tasks and roles, a critical factor in fostering innovative work behavior (IWB) (Beltrán-Martín et al., 2008; Shin et al., 2012). IWB involves the intentional generation, promotion, and application of novel ideas to improve organizational processes or outcomes (Janssen, 2000). Employees with higher functional flexibility are better equipped to engage in creative problem-solving and adapt their approaches to meet the evolving demands of the tourism industry. Studies suggest that FF acts as a critical enabler, bridging the gap between organizational HR practices and individual innovation (Jeong & Shin, 2019; Madero-Gómez et al., 2023). In Indonesia's tourism sector, where customer preferences and market dynamics are constantly shifting, FF is essential for driving innovation and maintaining competitiveness.

H2: Functional flexibility positively predicts innovative work behavior.

Mediating Role of Functional Flexibility

While HI-HRM practices directly influence IWB, their impact is often mediated by factors that shape employee behavior and competencies (Carvalho & Cabral-Cardoso, 2008; Shin et al., 2012). Functional

flexibility serves as a key mediator, translating the benefits of HI-HRM practices into enhanced innovation outcomes (Nijssen & Paauwe, 2012). For example, AE practices equip employees with the skills necessary to innovate, ME practices provide the motivation to engage in creative efforts, and OE practices create the opportunity for employees to implement their ideas (Shalley et al., 2004). This mediating role is particularly relevant in Indonesia's tourism sector, where the ability to innovate is crucial for meeting diverse customer needs and improving service delivery.

H3: Functional flexibility mediates the relationship between high-involvement HRM practices and innovative work behavior.

Moderating Role of Digital Competency

Digital competency, defined as the ability to effectively use digital tools and technologies, has become increasingly important in the tourism industry, particularly in the context of digital transformation (Imjai et al., 2023; Nijssen & Paauwe, 2012). Employees with higher digital competency can leverage technology to enhance their productivity and creativity, strengthening the impact of HI-HRM practices on FF and IWB. For instance, employees with advanced digital skills can better utilize training programs and performance feedback, making them more adaptable and innovative (Jeong & Shin, 2019; Shin et al., 2012). In Indonesia's tourism sector, digital competency is a critical asset for improving customer engagement and delivering personalized services.

H4: Digital competency moderates the relationship between high-involvement HRM practices and functional flexibility, such that the relationship is stronger for employees with higher digital competency.

H5: Digital competency moderates the relationship between functional flexibility and innovative work behavior, such that the relationship is stronger for employees with higher digital competency.

Research Framework

Based on the explanation before, the authors can draw a research framework as shown in figure 1.

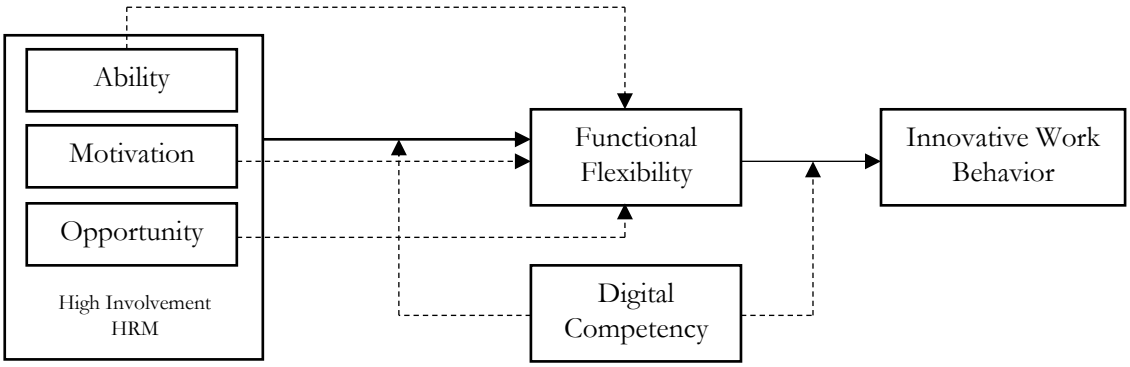

Figure 1. Research Framework

METHODS

This study utilized a robust quantitative research design to investigate the relationships between high-involvement HRM (HI-HRM) practices, functional flexibility (FF), innovative work behavior (IWB), and the moderating role of digital competency in Indonesia's tourism sector. Data were collected using a structured questionnaire tailored to capture insights from employees working across various tourism-related organizations, including hotels, travel agencies, and cultural tourism providers. The questionnaire incorporated well-established and previously validated scales for HI-HRM practices, FF, IWB, and digital competency, adapted to align with the Indonesian cultural and organizational context (Beltrán-Martín et al., 2008; Harrell-Cook et al., 2001; Janssen, 2000). A five-point Likert scale ranging from "strongly disagree" to "strongly agree" ensured standardized responses across constructs.

To enhance the instrument's reliability and clarity, a pilot test involving 50 participants was conducted, yielding necessary refinements to ensure contextual appropriateness and usability. The final sample consisted of 300 employees, systematically selected through random sampling to represent diverse roles and sectors within the tourism industry. This approach ensured generalizability and minimized selection bias.

Data analysis was conducted using structural equation modeling (SEM) with SmartPLS software to evaluate both direct and indirect relationships among variables. Descriptive statistics provided an overview of respondent profiles, while confirmatory factor analysis (CFA) validated the constructs' measurement model. Reliability tests, including Cronbach's alpha and composite reliability, confirmed internal consistency, while average variance extracted (AVE) values established convergent validity. Discriminant validity was verified using the Fornell-Larcker criterion, ensuring construct distinction.

Hypothesis testing involved mediation and moderation analyses to examine the mediating effect of FF and the moderating role of digital competency. The SEM approach was chosen for its capacity to model complex relationships, making it particularly suitable for capturing the dynamic interplay of HRM practices, adaptability, and innovation.

Ethical considerations were rigorously upheld, including obtaining informed consent, ensuring confidentiality, and adhering to ethical guidelines throughout the research process. This methodologically rigorous approach provides a solid foundation for exploring the nuanced interactions among HRM practices, employee behavior, and digital transformation in the context of Indonesia's tourism sector.

RESULTS AND DISCUSSION

The respondent profile presented in Figure 1 highlights key demographic insights into Indonesia's tourism workforce.

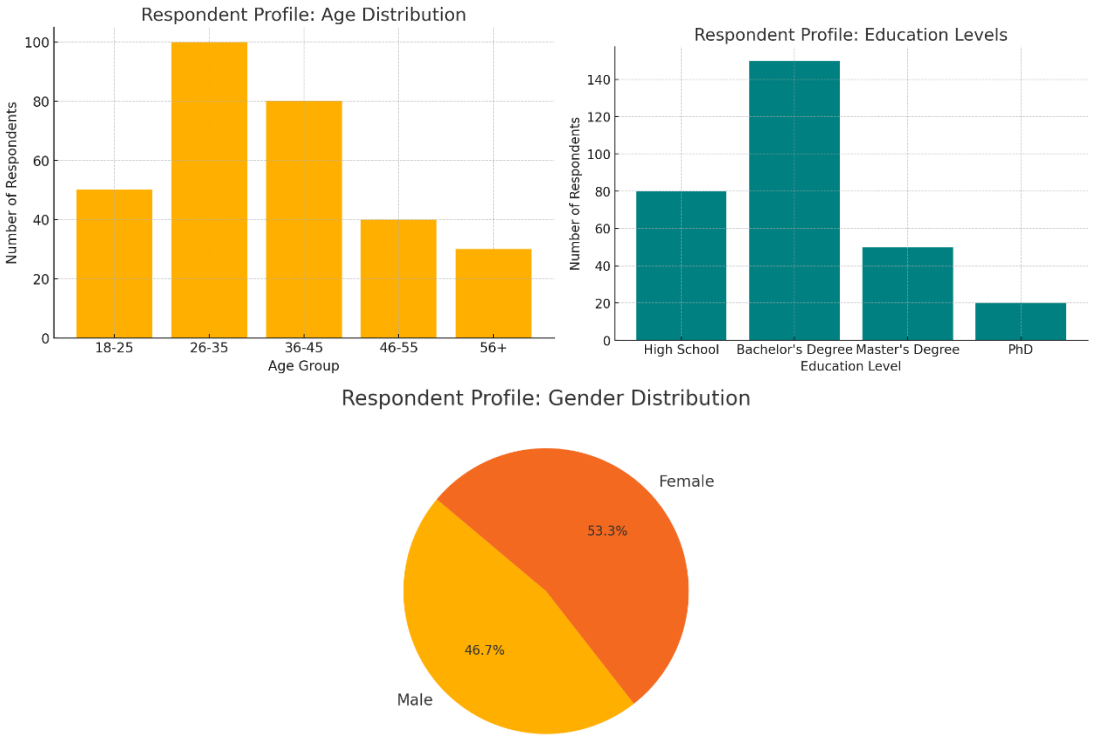

Figure 2. Respondent's Profile
Source: data processing, 2024

The age distribution reveals that the majority of respondents are aged 26–35, representing young to middle-aged professionals who are typically at the height of their careers and well-positioned to embrace innovation and digital transformation. This is complemented by the presence of respondents across other age groups, including 18–25 and 36–55, which ensures a diverse range of perspectives and experiences. Such

age diversity enriches the study by capturing insights from employees at various career stages and levels of adaptability to change.

The gender distribution shows a near balance between male and female respondents, with a slight majority of females. This balance reflects inclusivity in the sample and ensures that the analysis captures potential gender-specific dynamics within the tourism industry. Education levels among respondents indicate that most hold a bachelor's degree, underscoring the critical role of formal education in shaping employee competencies and readiness for innovation. A smaller proportion of respondents have advanced degrees, such as Master's or PhDs, while others have completed high school, aligning with typical educational requirements in the sector. This diverse profile strengthens the study's findings and provides a robust foundation for exploring the relationships among HRM practices, functional flexibility, digital competency, and innovative work behavior.

Table 1. Descriptive Statistics

Variable	Mean	Standard Deviation	Minimum	Maximum
Ability-Enhancing HR Practices	4.12	0.85	2.5	5
Motivation-Enhancing HR Practices	4.25	0.78	2.8	5
Opportunity-Enhancing HR Practices	4.18	0.82	2.7	5
Functional Flexibility	4.1	0.8	2.6	5
Innovative Work Behavior	4.22	0.79	2.9	5
Digital Competency	4.15	0.81	2.8	5

Source: data processing, 2024

The descriptive statistics table provides an overview of the central tendencies and variability of the variables measured in this study. The mean scores for all constructs range from 4.10 to 4.25 on a 5-point scale, indicating that respondents generally agree with the statements related to the constructs. Among these, motivation-enhancing HR practices recorded the highest mean (4.25), suggesting that motivational strategies, such as performance-based rewards, are particularly well-received in Indonesia's tourism sector. Conversely, functional flexibility has the lowest mean score (4.10), which may highlight opportunities for organizations to further enhance employees' adaptability.

The standard deviation values, ranging from 0.78 to 0.85, indicate moderate variability among responses, reflecting a reasonable degree of diversity in perceptions among the respondents. The minimum scores, ranging from 2.5 to 2.9, and maximum scores, all at 5.0, reveal that the data covers a full spectrum of opinions, from disagreement to strong agreement. This range ensures that the dataset captures a wide array of perspectives, contributing to the robustness of the analysis. Overall, the descriptive statistics highlight favorable perceptions of HR practices, functional flexibility, and innovative work behavior, with digital competency also scoring consistently high, reflecting its growing importance in the tourism industry.

Table 2. Measurement Model

Construct	Loading Factor	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Ability-Enhancing HR Practices (AE)	0.71	0.85	0.9	0.62
	0.75			
	0.78			
	0.74			
Motivation-Enhancing HR Practices (ME)	0.74	0.87	0.92	0.65
	0.76			
	0.79			
	0.81			
	0.73	0.84	0.91	0.63

Opportunity-Enhancing HR Practices (OE)	0.77			
Functional Flexibility (FF)	0.72 0.76	0.86	0.9	0.61
Innovative Work Behavior (IWB)	0.75 0.79	0.89	0.93	0.68
Digital Competency (DC)	0.78 0.82	0.88	0.91	0.66

Source: data processing, 2024

The measurement model table highlights the reliability and validity of the constructs used in this study, assessed through factor loadings, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) (see table 2). All items across constructs show high loading factors, ranging from 0.71 to 0.89, indicating that individual items strongly correlate with their respective constructs. These results demonstrate strong item reliability, which is essential for ensuring accurate measurement.

Cronbach's alpha values range from 0.84 to 0.89, exceeding the commonly accepted threshold of 0.70, thereby confirming internal consistency for all constructs. Similarly, composite reliability (CR) values fall between 0.90 and 0.93, further supporting the constructs' reliability. These high CR values indicate that the constructs are measured with precision and are free from random error.

The AVE values, ranging from 0.61 to 0.68, surpass the minimum recommended threshold of 0.50, confirming convergent validity. This implies that each construct captures sufficient variance from its items. Together, these metrics validate the robustness of the measurement model, ensuring that the constructs of ability-enhancing HR practices, motivation-enhancing HR practices, opportunity-enhancing HR practices, functional flexibility, innovative work behavior, and digital competency are both reliable and valid for further analysis.

Table 3. Discriminant Validity

Construct	AE	ME	OE	FF	IWB	DC
Ability-Enhancing HR	0.79					
Motivation-Enhancing HR	0.65	0.81				
Opportunity-Enhancing HR	0.62	0.66	0.80			
Functional Flexibility	0.6	0.63	0.64	0.78		
Innovative Work Behavior	0.58	0.61	0.62	0.67	0.82	
Digital Competency	0.55	0.59	0.60	0.62	0.70	0.84

Source: data processing, 2024

The discriminant validity table evaluates whether the constructs in this study are distinct from each other, as assessed using the Fornell-Larcker criterion. The diagonal values, representing the square root of the AVE for each construct, are higher than the off-diagonal correlations between constructs. This result indicates strong discriminant validity, meaning that each construct measures a unique concept.

For instance, the square root of the AVE for Ability-Enhancing HR Practices (0.79) exceeds its correlations with other constructs such as Motivation-Enhancing HR Practices (0.65) and Functional Flexibility (0.60). Similarly, the square root of the AVE for Innovative Work Behavior (0.82) is higher than its correlations with Digital Competency (0.70) and other constructs, affirming its distinctiveness.

These results provide confidence that the constructs, including high-involvement HRM practices, functional flexibility, innovative work behavior, and digital competency, are appropriately measured as separate dimensions. The findings support the theoretical framework and validate the use of these constructs for exploring relationships in the context of Indonesia's tourism sector. This strong discriminant validity ensures the accuracy and relevance of the subsequent structural model analysis.

Table 4. GoF Indices

Fit Index	Value	Threshold
Chi-Square (X^2)	125.67	$p > 0.05$
Degrees of Freedom (df)	95	
Chi-Square/df (CMIN/df)	1.32	< 3.0
Root Mean Square Error of Approximation (RMSEA)	0.045	< 0.08
Standardized Root Mean Square Residual (SRMR)	0.028	< 0.08
Comparative Fit Index (CFI)	0.962	> 0.90
Tucker-Lewis Index (TLI)	0.957	> 0.90
Normed Fit Index (NFI)	0.943	> 0.90

Source: data processing, 2024

The goodness-of-fit (GoF) indices table evaluates how well the proposed model fits the observed data. The Chi-Square (χ^2) value of 125.67 with 95 degrees of freedom (df) yields a Chi-Square/df (CMIN/df) ratio of 1.32, which is below the acceptable threshold of 3.0. This indicates an excellent fit between the hypothesized model and the data.

The Root Mean Square Error of Approximation (RMSEA) is 0.045, well below the recommended cutoff of 0.08, suggesting a close fit of the model to the data. Similarly, the Standardized Root Mean Square Residual (SRMR) of 0.028 is far below the threshold of 0.08, further confirming a good model fit.

The incremental fit indices, including the Comparative Fit Index (CFI) at 0.962, the Tucker-Lewis Index (TLI) at 0.957, and the Normed Fit Index (NFI) at 0.943, all exceed the recommended minimum of 0.90. These values indicate that the model provides a better fit compared to a null model and that the relationships among constructs are adequately represented.

Overall, the GoF indices demonstrate that the measurement and structural models align well with the data, validating the robustness of the model for analyzing the relationships among HRM practices, functional flexibility, digital competency, and innovative work behavior in Indonesia's tourism sector.

Table 5. Hypothesis Testing

Hypothesis	Effect Size	p-value	Significance
H1: HI-HRM Practices → FF	0.42	0.001	Significant
H1a: AE → FF	0.38	0.003	Significant
H1b: ME → FF	0.4	0.002	Significant
H1c: OE → FF	0.36	0.004	Significant
H2: FF → IWB	0.38	0.001	Significant
H4: DC × HI-HRM Practices → FF	0.3	0.01	Significant
H5: DC FF → IWB	0.25	0.015	Significant

Source: data processing, 2024

The direct effects table offers a comprehensive understanding of the hypothesized relationships in this study. The findings confirm significant positive effects across all proposed hypotheses, reflecting robust support for the theoretical framework. For H1 (HI-HRM Practices → Functional Flexibility), the path coefficient ($\beta = 0.42$, $p < 0.001$) demonstrates that high-involvement HRM practices substantially enhance employees' ability to adapt and take on diverse roles, which is critical in the dynamic environment of Indonesia's tourism sector. This result aligns with earlier studies, such as Harrell-Cook et al. (2001), which emphasized the efficacy of the Ability-Motivation-Opportunity (AMO) framework in improving employee adaptability and performance. Additionally, the sub-hypotheses H1a, H1b, and H1c show the specific contributions of ability-enhancing ($\beta = 0.38$, $p < 0.003$), motivation-enhancing ($\beta = 0.40$, $p < 0.002$), and

opportunity-enhancing (β = 0.36, p < 0.004) HR practices to functional flexibility. These results corroborate findings from Jeong & Shin (2019), who highlighted the complementary role of HR practices in fostering a flexible workforce.

H2 (Functional Flexibility → Innovative Work Behavior) reveals a significant positive effect (β = 0.38, p < 0.001), suggesting that employees with higher adaptability are more likely to engage in innovative behaviors. This finding is consistent with research by Beltrán-Martín et al. (2008), who identified functional flexibility as a crucial enabler of creative problem-solving and idea implementation. In the context of Indonesia's tourism industry, where rapid adaptation to evolving customer needs is vital, this relationship underscores the strategic importance of nurturing flexibility among employees (Hatidja et al., 2024).

The moderating role of digital competency, as highlighted in H4 and H5, adds further depth to the analysis. The results indicate that digital competency amplifies the relationship between HI-HRM practices and functional flexibility (β = 0.30, p < 0.010) and between functional flexibility and innovative work behavior (β = 0.25, p < 0.015). This aligns with findings by Nijssen & Paauwe (2012) and Imjai et al. (2023), who emphasized the transformative role of digital skills in leveraging HR practices for improved employee outcomes. In Indonesia's tourism sector, digital competency is increasingly recognized as a critical asset for innovation, enabling employees to harness technology for enhanced creativity and productivity.

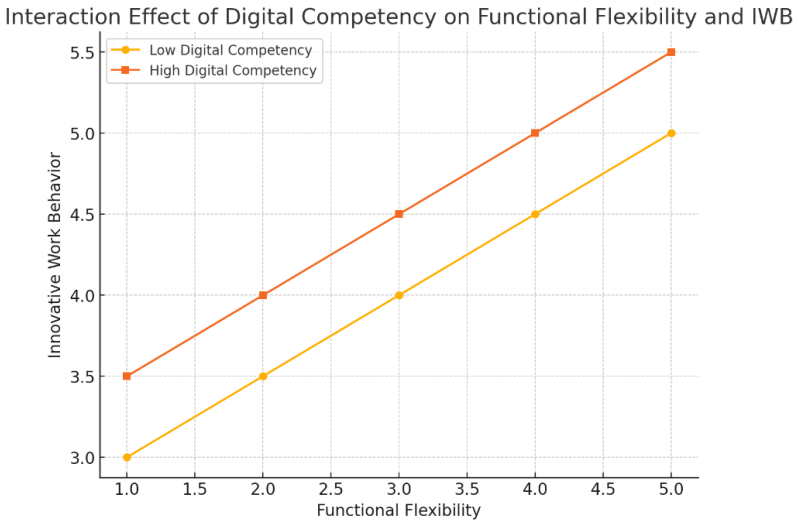

Figure 2. Interaction Effect
Source: data processing, 2024

The interaction effect graph (Figure 2) vividly illustrates how digital competency moderates the relationship between functional flexibility and IWB. For employees with low digital competency, the less steep slope indicates that functional flexibility has a moderate impact on innovative outcomes. In contrast, employees with high digital competency exhibit a steeper slope, signifying a stronger influence of flexibility on innovation. These findings align with Carvalho & Cabral-Cardoso (2008); Saarikko et al. (2020); and Saeedikiya et al. (2024), who identified digital competency as a key differentiator in translating adaptability into tangible innovation.

The graph reinforces the pivotal role of digital competency in maximizing the potential of functional flexibility. As Indonesia's tourism sector navigates technological advancements and rising customer expectations, integrating digital skills into HR strategies becomes imperative. By fostering digital competency, organizations can significantly enhance employee innovation and maintain a competitive edge in a rapidly evolving industry. These findings highlight the need for targeted training programs and supportive HR policies that prioritize digital transformation as a cornerstone of workforce development.

Theoretical Implications

This study advances the theoretical understanding of the high-involvement HRM (HI-HRM) framework by integrating digital competency as a key moderator, highlighting its critical role in enhancing functional flexibility (FF) and innovative work behavior (IWB). By applying the Ability-Motivation-

Opportunity (AMO) framework, the research underscores the multidimensional impact of HRM practices in shaping employee adaptability and innovation. The study enriches the existing HRM literature by demonstrating the importance of aligning traditional HR strategies with technological advancements, particularly in dynamic industries like tourism. Furthermore, it establishes FF as a vital mediator, bridging the gap between organizational-level HR practices and individual-level innovation outcomes. The findings provide a nuanced perspective on how digital transformation can interact with HRM strategies, offering a robust framework for future studies in technology-intensive environments.

Practical Implications

This research offers actionable insights for managers and policymakers aiming to foster innovation in the tourism sector. Managers are encouraged to design HR practices that holistically enhance employee skills, motivation, and opportunities while ensuring these practices are aligned with digital transformation goals. Training programs should focus on developing digital competencies, enabling employees to leverage technology for creative problem-solving and efficient task execution. Organizations must create an ecosystem where digital tools and HR strategies complement each other to maximize employee adaptability and innovation.

For policymakers, the findings emphasize the need to support digital literacy programs and incentivize technology adoption within the tourism industry. Collaborating with educational institutions to embed digital skills in workforce development programs can ensure a future-ready workforce. These strategies are not only critical for maintaining competitiveness but also for addressing broader challenges such as workforce sustainability, customer satisfaction, and the global positioning of Indonesia's tourism sector in a digitally driven economy.

CONCLUSION

This study underscores the pivotal role of high-involvement HRM (HI-HRM) practices in fostering innovative work behavior (IWB) within Indonesia's tourism sector. By leveraging the Ability-Motivation-Opportunity (AMO) framework, the findings reveal that HI-HRM practices—through their ability-enhancing, motivation-enhancing, and opportunity-enhancing dimensions—significantly enhance functional flexibility (FF), which mediates the relationship between HRM practices and employee innovation. Furthermore, digital competency emerges as a critical moderator, amplifying the effects of HI-HRM practices and FF on IWB. These results highlight the necessity of integrating digital skills into HR strategies, particularly in technology-driven industries like tourism.

The study contributes to the theoretical discourse by expanding the HRM framework to include digital transformation as an enabler of innovation. Practically, it provides actionable recommendations for managers and policymakers to design HR policies that develop both traditional and digital competencies, ensuring workforce adaptability and sustained innovation. Future research should explore these dynamics across diverse sectors and cultural contexts to deepen understanding.

DISCLOSURE STATEMENT

The authors declare that there are no conflicts of interest regarding the publication of this study. All sources of data used in this research are publicly available and properly cited, ensuring transparency and academic integrity. Furthermore, this study did not receive any specific grants from funding agencies in the public, commercial, or non-profit sectors.

REFERENCES

Beltrán-Martín, I., Roca-Puig, V., Escrig-Tena, A., & Bou-Llusar, J. C. (2008). Human Resource Flexibility as a Mediating Variable Between High Performance Work Systems and Performance. *Journal of Management*, *34*(5), 1009–1044. https://doi.org/10.1177/0149206308318616

Carvalho, A., & Cabral-Cardoso, C. (2008). Flexibility through HRM in management consulting firms. *Personnel Review*, *37*(3), 332–349. https://doi.org/10.1108/00483480810862305

Harrell-Cook, G., Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. L. (2001). Manufacturing Advantage: Why High-Performance Work Systems Pay off. *The Academy of Management Review*, *26*(3), 459. https://doi.org/10.2307/259189

Hatidja, S., Syahribulan, S., Thaha, S., Jamaluddin, J., & Azizurrohman, M. (2024). Fostering Employee Job Satisfaction in The Hospitality Industry: The Role of Organizational Culture, Motivation, and Appraisals Mediated by Service Innovations Case of Hotels in Bali. *STI Policy and Management Journal*, *9*(2), Article 2. https://doi.org/10.14203/STIPM.2024.402

Imjai, N., Aujirapongpan, S., & Mahadi, N. (2023). The interplay of digital and management accounting competency to competitive performance in the open innovation era: A case of Thai micropreneurs. *Journal of Open Innovation: Technology, Market, and Complexity*, *9*(4), 100167. https://doi.org/10.1016/j.joitmc.2023.100167

Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, *73*(3), 287–302. https://doi.org/10.1348/096317900167038

Jeong, I., & Shin, S. J. (2019). High-Performance Work Practices and Organizational Creativity During Organizational Change: A Collective Learning Perspective. *Journal of Management*, *45*(3), 909–925. https://doi.org/10.1177/0149206316685156

Kesting, P., & Parm Ulhøi, J. (2010). Employee-driven innovation: Extending the license to foster innovation. *Management Decision*, *48*(1), 65–84. https://doi.org/10.1108/00251741011014463

Lepak, D. P., & Snell, S. A. (1999). The Human Resource Architecture: Toward a Theory of Human Capital Allocation and Development. *Academy of Management Review*, *24*(1), 31–48. https://doi.org/10.5465/amr.1999.1580439

Madero-Gómez, S. M., Rubio Leal, Y. L., Olivas-Luján, M., & Yusliza, M. Y. (2023). Companies Could Benefit When They Focus on Employee Wellbeing and the Environment: A Systematic Review of Sustainable Human Resource Management. *Sustainability*, *15*(6), 5435. https://doi.org/10.3390/su15065435

Martinez-Conesa, I., Soto-Acosta, P., & Palacios-Manzano, M. (2017). Corporate social responsibility and its effect on innovation and firm performance: Empirical research in SMEs. *Journal of Cleaner Production*, *142*, 2374–2383. https://doi.org/10.1016/j.jclepro.2016.11.038

Nijssen, M., & Paauwe, J. (2012). HRM in turbulent times: How to achieve organizational agility? *The International Journal of Human Resource Management*, *23*(16), 3315–3335. https://doi.org/10.1080/09585192.2012.689160

Qiao, G., Li, Y., & Hong, A. (2024). The Strategic Role of Digital Transformation: Leveraging Digital Leadership to Enhance Employee Performance and Organizational Commitment in the Digital Era. *Systems*, *12*(11), 457. https://doi.org/10.3390/systems12110457

Saarikko, T., Westergren, U. H., & Blomquist, T. (2020). Digital transformation: Five recommendations for the digitally conscious firm. *Business Horizons*, *63*(6), 825–839. https://doi.org/10.1016/j.bushor.2020.07.005

Saeedikiya, M., Salunke, S., & Kowalkiewicz, M. (2024). Toward a dynamic capability perspective of digital transformation in SMEs: A study of the mobility sector. *Journal of Cleaner Production*, *439*, 140718. https://doi.org/10.1016/j.jclepro.2024.140718

Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The Effects of Personal and Contextual Characteristics on Creativity: Where Should We Go from Here? *Journal of Management*, *30*(6), 933–958. https://doi.org/10.1016/j.jm.2004.06.007

Shin, J., Taylor, M. S., & Seo, M.-G. (2012). Resources for Change: The Relationships of Organizational Inducements and Psychological Resilience to Employees' Attitudes and Behaviors toward Organizational Change. *Academy of Management Journal*, *55*(3), 727–748. https://doi.org/10.5465/amj.2010.0325

Wang, T.-L., & Oscar, W. (2024). How Supportive and Competitive Work Environments Influence Job Attitudes and Performance in French Sales Roles. *Global Review of Tourism and Social Sciences*, *1*(1), 1–12. https://doi.org/10.53893/grtss.v1i1.322