



## STRATEGIES FOR SUSTAINABLE ORGANIZATIONAL PERFORMANCE IMPROVEMENT THROUGH STRENGTHENING HUMAN RESOURCES AND FORMING AN INNOVATIVE WORK CULTURE

**Yeyen Bestari Siregar<sup>1</sup>, Yoga Hadi Syahputra<sup>2</sup>, Abdurrazaq Hasibuan<sup>3</sup>**

State Islamic University of North Sumatra, Medan, Indonesia

Email: [siregaryeyen84@gmail.com](mailto:siregaryeyen84@gmail.com), [yogahadi657@gmail.com](mailto:yogahadi657@gmail.com), [rozzaq@uinsu.ac.id](mailto:rozzaq@uinsu.ac.id)

### Abstrak

#### Keywords:

*Organizational Performance, Human Resources, Innovative Work Culture, Sustainable Strategy, Organizational Development*

*This study aims to analyze strategies for improving sustainable organizational performance through strengthening human resources (HR) and establishing an innovative work culture. In facing the dynamics of global change and technological developments, organizations are required to be able to adapt and create work systems that are productive, efficient, and sustainability-oriented. The research method used was library research, reviewing various relevant literature, journals, and scientific sources. The results of the study indicate that human resources play a key role in creating superior performance, while an innovative work culture serves as the foundation that encourages creativity, collaboration, and the organization's ability to face change. The integration of human resource strengthening and an innovative work culture has been proven to create an organization that is adaptive, resilient, and oriented towards continuous learning. Therefore, organizations that successfully optimize both aspects will be able to achieve performance that is not only optimal in the short term, but also sustainable in the long term.*

*This is an open access article under the [CC BY-NC-SA 4.0](#) license*



## INTRODUCTION

In an era of increasingly rapid and complex change, organizations are required not only to survive but also to thrive sustainably. Global competition, advances in digital technology, and socioeconomic dynamics have transformed the way organizations operate and interact with their environments. High organizational performance is no longer solely determined by operational efficiency, but also by the ability to adapt, innovate, and strategically manage human resources. Therefore, improving organizational performance must be placed within a sustainability framework



that encompasses human, cultural, and work system aspects that support each other (Pratama and Frinaldi 2025).

Human resources (HR) are a key factor in driving organizational competitiveness. Competent, integrated, and adaptive HR are the driving force in facing the challenges of change. Strengthening HR capacity is not only related to improving technical skills, but also to developing character, work values, and collaborative capabilities. In this context, HR management needs to be directed at developing individual potential so that they can contribute optimally to achieving organizational goals.

Apart from the HR aspect, the formation of an innovative work culture is an important key in building a sustainable organization. A work culture that encourages creativity, collaboration, and the courage to take measured risks can create an environment conducive to the birth of new ideas and creative solutions. Innovation is not just the responsibility of a particular individual, but rather the result of a system of values and organizational habits that foster a spirit of continuous learning. Thus, an innovative culture acts as a foundation for organizations to adapt to changing times.

The integration of human resource development and the development of an innovative work culture is a complementary strategy. Strong human resources will be able to internalize innovative values in daily work, while an innovative work culture provides space for human resources to develop optimally. The synergy between the two produces an organizational system that is dynamic, efficient, and adaptive to changes in the external environment. Therefore, a strategy for improving sustainable organizational performance needs to be designed by considering the balance between human capacity development and the formation of organizational culture.

In practice, many organizations face challenges in realizing this strategy. Resistance to change, weak leadership commitment, limited resources, and a lack of understanding of the importance of an innovative work culture are often the main obstacles. Therefore, a comprehensive and sustainable strategic approach is needed, focusing not only on formal policies but also on implementing values that support organizational transformation. This approach includes strengthening performance management systems, competency-based training, and creating an inclusive work environment open to new ideas (Utama et al. 2025).

Based on the description above, a study on strategies for improving sustainable organizational performance through strengthening human resources and establishing an innovative work culture is relevant to undertake. This study is expected to provide an overview of the importance of synergy between human resource development and work culture in achieving long-term competitive advantage. In addition, this discussion also aims to formulate strategic steps that can be implemented by organizations to be able to create a work system that is adaptive, innovative, and sustainability-oriented.

## RESEARCH METHODS

The research method used in this study is the library research method. This approach was conducted by reviewing various relevant literature sources, such as books, scientific journals, research reports, and academic articles discussing strategies for improving organizational performance, developing human resources, and establishing an innovative work culture. The data obtained was then analyzed qualitatively by identifying concepts, theories, and previous findings related to the research topic.

Through this analysis, it is hoped that a comprehensive understanding of the relationship between strengthening human resources and an innovative work culture in supporting sustainable organizational performance can be achieved.

## RESULTS AND DISCUSSION

### *Formation of an Innovative Work Culture in an Organization*

An innovative work culture is an important element in creating an adaptive and highly competitive organization. In the context of the development of the modern world of work, innovation is no longer an option, but a primary need for organizations to survive amidst rapid change. An innovative work culture is formed from a system of values, habits, and mindsets that encourage each individual to think creatively, try new things, and be open to change. With this culture, organizations are able to create a dynamic and progressive environment where fresh ideas become part of the daily work routine (Jailani 2025).

The formation of an innovative work culture requires a strong commitment from all elements of the organization, especially the leadership. Leaders play a strategic role in providing role models, direction, and encouragement to foster a spirit of innovation among employees. Participatory and inspiring leadership fosters self-confidence and a sense of belonging within the organization, which in turn encourages employees to experiment and innovate. Leaders must also be able to create a fair reward system and encourage appreciation for every new initiative, no matter how small.

Besides leadership, work environment factors also play a significant role in shaping an innovative culture. An open, inclusive, and collaborative work environment strengthens interpersonal interactions and encourages the exchange of ideas. Discussion rooms, creative forums, and cross-divisional projects can be effective platforms for the emergence of new ideas. When organizations provide supportive facilities and an atmosphere, innovation is no longer a momentary activity, but a habit that is embedded in daily work.

The formation of an innovative work culture also requires a management system that is adaptive to change. Organizations must adapt their structures, work processes, and internal policies to avoid stifling employee creativity. This can be achieved through, for example, the implementation of flexible work systems, the digitization of work processes, and results-based management that allows for individual initiative. This ensures that innovation is not solely the responsibility of a specific department, such as research and development, but rather a shared responsibility for all employees.

In addition to structural factors, it is also important to strengthen organizational values that support innovation. Values such as openness to criticism, courage to take risks, and a learning orientation must be internalized through various organizational activities such as training, outreach, and performance evaluations. Organizations that embrace these values will more easily foster an innovative spirit, as employees feel valued and have the space to express their ideas without fear of failure (Vergiansyah, n.d.).

Thus, establishing an innovative work culture is not an instant process, but rather the result of a long-term commitment involving leaders, systems, and all organizational members. When an innovative culture is firmly established, an organization will have the ability to adapt, transform, and continuously create new value for its stakeholders.

Ultimately, an innovative work culture becomes the primary foundation for sustainable organizational performance amidst ever-growing uncertainty and global change.

### ***Integration of Human Resource Strengthening and Innovative Work Culture on Organizational Performance***

Integrating human resource (HR) strengthening and an innovative work culture is a strategic step in building sustainable organizational performance. Competent, creative, and self-development-oriented HR will be able to contribute more when working in an environment that supports innovation. Conversely, an innovative work culture will not be effective without HR who possess the ability and mental readiness to adapt to change. Therefore, synergy between the two is a crucial foundation for creating a productive, adaptive, and highly competitive organization (Laksono and Izzulka 2025).

Strengthening human resources through training, competency development, and increased work motivation will enhance individuals' capacity to generate new ideas relevant to organizational needs. In this context, innovation stems not only from creative thinking but also from technical expertise, experience, and the ability to collaborate. When human resources have adequate knowledge and skills, they can more easily take advantage of opportunities, solve problems effectively, and make real contributions to improving the overall performance of the organization.

Meanwhile, an innovative work culture functions as an ecosystem that facilitates the application of these HR capabilities. A culture that is open to new ideas, values diversity, and supports continuous learning creates a climate conducive to innovation. In such an environment, employees work not only to meet targets but also to find more efficient and creative ways of working. This makes an innovative work culture a key driver of organizational transformation toward sustainable performance improvement.

The synergy between superior human resources and an innovative work culture also has a direct impact on increasing organizational effectiveness. When these two elements are in balance, organizations will have a workforce that not only complies with regulations but is also proactive in creating solutions to various challenges. This integration strengthens a work system based on collaboration and trust, ultimately improving efficiency, service quality, and productivity. Thus, innovation is no longer individual, but becomes part of the organization's collective strategy.

In its implementation, this integration requires support from a management system aligned with innovative values. Recruitment, training, performance appraisal, and reward processes need to be designed to foster innovation motivation at every level of the organization. Leadership plays a crucial role in ensuring that HR management policies are not only results-oriented but also provide space for the exploration of ideas and continuous learning. Thus, the integration between HR strengthening and an innovative work culture will be realized in the daily life of the organization (Sumual et al. 2025).

Overall, the relationship between human resource development and an innovative work culture is mutually reinforcing and inseparable. Human resources are the driving force behind innovation, while an innovative work culture is the fuel that keeps the spirit of change burning. When these two aspects are well integrated, an organization will be highly resilient in the face of environmental dynamics and able to achieve not only optimal but also sustainable performance.

### ***Strategic Efforts Towards Sustainable Organizational Performance***

Strategic efforts toward sustainable organizational performance require a comprehensive and planned approach, taking into account both internal and external factors that influence organizational sustainability. In the modern context, organizations are not only required to achieve short-term targets but also to maintain long-term productivity, efficiency, and innovation. Therefore, the strategy implemented must include strengthening human resource capacity, implementing adaptive management systems, and creating an organizational culture that supports sustainable change (Ohara et al. 2025).

The first step that needs to be taken is to strengthen human resource management through competency development, improving welfare, and forming a strong and results-oriented work mentality. Ongoing training, mentoring, and a fair reward system can increase employee motivation and a sense of responsibility for the organization's success. Competent and highly integrated human resources will be a key asset in driving an organization toward optimal and sustainable performance.

In addition, organizations need to implement a measurable and transparent performance-based management system. The use of key performance indicators (KPIs), periodic evaluations, and effective feedback systems enable organizations to objectively identify strengths and weaknesses. This system helps management in making strategic decisions based on data and encourages accountability at every level of work. In this way, all organizational activities can be directed consistently towards achieving sustainable goals.

The innovation factor is also an important element in this strategic effort. Organizations must foster a culture of continuous learning and improvement to remain relevant to changes in the external environment. The implementation of digital technology, work process automation, and efficient management information systems can increase productivity while expanding an organization's capacity for adaptation. Innovation integrated into an organization's strategy will create sustainable added value for all stakeholders.

In addition to focusing on internal aspects, organizations also need to pay attention to external sustainability through good governance practices and social responsibility. Transparency, work ethics, and concern for the environment and society are all components of an organization's reputation, contributing to its long-term success. By establishing harmonious relationships with stakeholders, organizations not only gain public trust but also strengthen their competitive position amidst global competition (Rizal and Rony 2024).

Thus, strategic efforts toward sustainable organizational performance focus not only on operational efficiency but also on building mutually supportive systems, culture, and people. Integrating human resource development, innovation, and good governance will make organizations more resilient, adaptive, and visionary in facing future challenges. Through a holistic, long-term strategy, organizations can consistently achieve superior, sustainable performance.

## **CONCLUSION**

Based on the discussion that has been outlined, it can be concluded that improving organizational performance in a sustainable manner is highly dependent on the organization's ability to integrate strengthening human resources and establishing an

innovative work culture. Competent, integrated, and adaptive human resources are the main pillars in driving the creation of superior performance, while an innovative work culture is the foundation that fosters creativity, collaboration, and a spirit of continuous learning. When these two aspects work hand in hand, organizations are not only able to face dynamic environmental changes, but are also able to create sustainable added value for all stakeholders.

In addition, the success of a sustainable organizational performance improvement strategy is also determined by management's commitment to creating a system that supports continuous innovation and HR development. The implementation of performance-based management, organizational learning, and good governance are supporting factors in building a productive and adaptive work environment. Thus, organizations that can foster synergy between people, culture, and work systems will be highly competitive and long-term resilient in facing global challenges and the ever-evolving digital transformation.

## BIBLIOGRAPHY

Jailani, Abdul Kadir. 2025. "THE ROLE OF HUMAN RESOURCE MANAGEMENT IN ORGANIZATIONS." *Journal of Accounting, Management and Educational Sciences*, 20–25.

Laksono, Tio Ari, and Imania Fatwa Izzulka. 2025. "The Role of Organizational Behavior in Developing Quality Human Resources." *Intihadh: Journal of Islamic Education Management* 1 (2): 50–55.

Ohara, Muammar Revnu, A. Aminullah Alam, Lestari Wuryanti, Wahid Wahid, and Joko Ariawan. 2025. "INNOVATIVE STRATEGIES IN HUMAN RESOURCE MANAGEMENT: BUILDING ORGANIZATIONAL STRENGTHS THROUGH CREATIVITY-BASED EMPLOYEE DEVELOPMENT." *Scientific Journal of Management, Economics, & Accounting (MEA)* 9 (3): 60–70.

Pratama, Teddy, and Aldri Frinaldi. 2025. "ORGANIZATIONAL CULTURAL INNOVATION AND EMPLOYEE PARTICIPATION IN IMPROVING PUBLIC SERVICE PERFORMANCE: A CASE STUDY OF THE COMMUNITY AND NAGARI EMPOWERMENT SERVICE OF AGAM DISTRICT." *SOCIAL: Journal of Social Studies Education Innovation* 5 (2): 40–48.

Rizal, Fahmi, and Zahara Tussoleha Rony. 2024. "Innovative Strategies in Human Resource Management: Improving Organizational Performance in the Digital Era." *Journal of Information Systems Management Economics (JEMSI)* 5 (3).

Sumual, Loureine Patricia, Maidiana Astuti Handayani, Felix Chandra, et al. 2025. *Human resources and work culture: Synergy to improve organizational performance*. CV. Gita Lentera.

Utama, Zahera Mega, Azwin Firman Syahbana, and Yosie Yosie. 2025. "Implementation of Strategic Human Resource Management in Improving the Performance of Government Agencies: A Literature Study." *Pijar Journal* 3 (3): 50–60.

Vergiansyah, Arif. tt "The Role of Digital Training, Transformational Leadership, and Organizational Culture on the Human Resources Performance of MSMEs in Pontianak City." *Proceedings of the Management Business Innovation Conference (MBIC)* 8: 441–50. Accessed November 5, 2025.