

**REDEFINING HR: CULTIVATING A CULTURE OF CONTINUOUS  
IMPROVEMENT AND INNOVATION**

**MENDEFINISIKAN KEMBALI SDM: MEMUPUK BUDAYA PERBAIKAN  
DAN INOVASI YANG BERKELANJUTAN**

**Rika Solihah<sup>1</sup>, Sonny Sanjaya<sup>2</sup>, Dadi Indra Permana<sup>3</sup>**

**AKPAR NHI BANDUNG<sup>1,2,3</sup>**

[rikasolihahnulhakim@gmail.com](mailto:rikasolihahnulhakim@gmail.com)<sup>1</sup>, [sonny@akparnhi.ac.id](mailto:sonny@akparnhi.ac.id)<sup>2</sup>, [dadiindra5522@gmail.com](mailto:dadiindra5522@gmail.com)<sup>3</sup>

**ABSTRACT**

*This study investigates the impact of Human Resource Practices on the Culture of Continuous Improvement and Innovation, with Employee Engagement and Leadership Support serving as intervening variables. Employing a quantitative research design, the study utilized a sample of 93 employees from PT Lucas Djaja, determined through random sampling and Slovin's formula. Data were analyzed using Smart PLS to explore the relationships between the variables. The results reveal that Human Resource Practices significantly influence both Employee Engagement and Leadership Support. Moreover, both Employee Engagement and Leadership Support positively mediate the relationship between Human Resource Practices and the Culture of Continuous Improvement and Innovation. These findings emphasize the critical role of strategic Human Resource Practices in fostering an organizational culture that supports ongoing improvement and innovation. The study highlights the need for organizations to integrate effective Human Resource strategies, engage employees, and support leadership to enhance continuous improvement and innovation.*

**Keywords :** Human Resource Practices, Culture of Continuous Improvement and Innovation, Leadership Support.

**ABSTRAK**

Penelitian ini menyelidiki dampak Praktik Sumber Daya Manusia terhadap Budaya Perbaikan dan Inovasi Berkelanjutan, dengan Keterlibatan Karyawan dan Dukungan Kepemimpinan Dukungan sebagai variabel intervening. Dengan menggunakan desain penelitian kuantitatif kuantitatif, penelitian ini menggunakan sampel 93 karyawan dari PT Lucas Djaja, yang ditentukan melalui pengambilan sampel secara acak dan rumus Slovin. Data dianalisis menggunakan Smart PLS untuk mengeksplorasi hubungan antar variabel. Hasilnya mengungkapkan bahwa Praktik Sumber Daya Manusia secara signifikan mempengaruhi Employee Keterlibatan Karyawan dan Dukungan Kepemimpinan. Selain itu, baik Keterlibatan Karyawan dan Dukungan Kepemimpinan secara positif memediasi hubungan antara Praktik Sumber Daya Manusia dan Budaya Perbaikan dan Inovasi Berkelanjutan. Temuan ini menekankan peran penting Praktik Sumber Daya Manusia yang strategis dalam membina budaya organisasi yang mendukung perbaikan dan inovasi yang berkelanjutan. Studi ini menyoroti perlunya organisasi Studi ini menyoroti perlunya organisasi mengintegrasikan strategi Sumber Daya Manusia yang efektif Sumber Daya Manusia yang efektif, melibatkan karyawan, dan mendukung kepemimpinan untuk meningkatkan peningkatan dan inovasi yang berkesinambungan.

**Kata Kunci:** Praktik Sumber Daya Manusia, Budaya Perbaikan Berkelanjutan Dan Inovasi, Dukungan Kepemimpinan.

**INTRODUCTION**

In today's rapidly evolving business landscape, organizations are increasingly recognizing the need to adapt and innovate continuously to maintain competitive advantage [1]. Human Resources (HR) plays a pivotal role in this transformation, as it influences and shapes organizational culture, which in turn impacts overall

performance [2]. As companies strive to foster a culture of continuous improvement and innovation, HR practices must evolve beyond traditional paradigms to meet the demands of modern workplaces [3]. This involves redefining HR functions to better support dynamic business needs and encourage a proactive, growth-oriented mindset among employees [4]. Embracing this

shift requires a comprehensive understanding of how various HR strategies can drive organizational change and enhance employee engagement, ultimately contributing to a more resilient and forward-thinking organization [5].

Embracing this shift requires a comprehensive understanding of how various HR strategies can drive organizational change and enhance employee engagement, ultimately contributing to a more resilient and forward-thinking organization [6]. The Culture of Continuous Improvement and Innovation (CCII) represents a crucial aspect of this transformation, embodying a commitment to ongoing development and creative problem-solving [7]. CCII is characterized by an organizational environment where continuous learning, adaptability, and innovation are integral to daily operations [8]. It involves fostering a mindset where employees are encouraged to seek out and implement improvements, experiment with new ideas, and challenge the status quo [9]. By embedding CCII into the organizational culture, companies can ensure that they remain agile and responsive to market changes, while also driving long-term success and sustainability [10].

By embedding CCII into the organizational culture, companies can ensure that they remain agile and responsive to market changes, while also driving long-term success and sustainability [11]. To effectively support this transformation, HR Practices (HRP) must be strategically aligned with the goals of fostering a CCII. HRP encompasses a range of activities and policies designed to attract, develop, and retain talent while promoting an environment conducive to continuous improvement and innovation [12]. This includes implementing flexible work

arrangements, providing ongoing training and development opportunities, and creating performance management systems that reward innovative thinking and problem-solving [13]. By integrating HRP that emphasizes adaptability and forward-thinking, organizations can cultivate a workforce that is not only capable of navigating change but is also actively engaged in driving the organization's strategic objectives [14].

By integrating HRP that emphasizes adaptability and forward-thinking, organizations can cultivate a workforce that is not only capable of navigating change but is also actively engaged in driving the organization's strategic objectives [15]. Central to this process is Employee Engagement (EE), which refers to the emotional commitment and enthusiasm employees have towards their work and the organization [16]. High levels of EE are essential for sustaining a CCII, as engaged employees are more likely to embrace change, contribute innovative ideas, and work collaboratively towards organizational goals [17]. Effective HRP fosters EE by creating a supportive work environment, recognizing and rewarding contributions, and involving employees in decision-making processes [18]. This engagement enhances motivation, drives productivity, and reinforces a culture where continuous improvement and innovation thrive, ultimately leading to a more dynamic and successful organization [19].

This engagement enhances motivation, drives productivity, and reinforces a culture where continuous improvement and innovation thrive, ultimately leading to a more dynamic and successful organization [20]. However, for EE to be fully realized, Leadership Support (LS) plays a pivotal role [21]. LS involves the commitment and active involvement of leaders in

endorsing and driving the organizational vision for continuous improvement and innovation [22]. Effective leaders model the behaviors they wish to see, provide the necessary resources and support, and create an environment where employees feel valued and empowered [23]. By prioritizing LS, leaders help to bridge the gap between strategic objectives and daily operations, ensuring that HRP initiatives are effectively implemented and that the culture of CCII is sustained [24]. Their support not only motivates employees but also reinforces a collective commitment to the organization's long-term goals, thereby fostering an environment ripe for ongoing success and growth [25].

At PT Lucas Djaja, the variables of interest—EE, LS, and HRP—interact to shape the organization's CCII. EE reflects how deeply employees are emotionally invested in their roles and the company's goals, which drives their contributions towards a culture of continuous improvement [26]. LS is critical at PT Lucas Djaja as it involves leaders actively endorsing and supporting CCII initiatives, setting a precedent for the entire organization. HRP encompasses the strategies and practices implemented to support and develop employees, aligning with the company's commitment to innovation and improvement. Together, these variables ensure that PT Lucas Djaja fosters an environment where employees are motivated and engaged, leadership is supportive and involved, and HR practices are strategically aligned to promote a culture of ongoing enhancement and innovation [27].

At PT Lucas Djaja, the organization faces a challenge in effectively integrating EE, LS, and HRP to cultivate a robust Culture of CCII. Despite having strategic HRP in place, there is a noticeable gap in how engaged

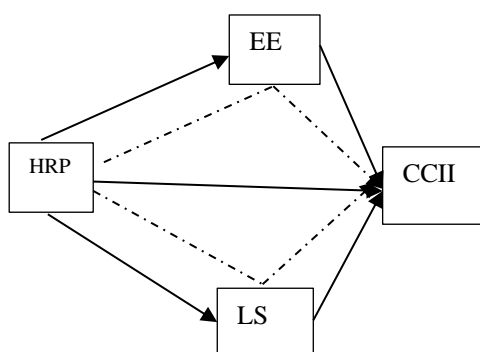
employees are and how consistently leadership supports and models the behaviors necessary for fostering a CCII. This disconnect results in inconsistent application of improvement initiatives and innovation strategies across the company, leading to missed opportunities for growth and development. The issue is compounded by varying levels of LS, which affects how well EE is harnessed to drive organizational success. Addressing these challenges is crucial for PT Lucas Djaja to create a more cohesive and proactive environment that supports its long-term goals.

Despite the growing recognition of the importance of integrating EE, LS, and HRP to foster a CCII, there remains a significant research gap in understanding how these variables interact in practice at organizations like PT Lucas Djaja. Recent studies highlight that while EE is crucial for enhancing productivity and innovation, many organizations struggle with effectively aligning EE with supportive HRP and LS [28]. Furthermore, there is limited empirical evidence on how varying levels of LS influence EE and HRP outcomes within specific organizational contexts [29]. Previous research also points to a lack of comprehensive models that integrate these elements to support CCII [23]. The challenge of translating theoretical frameworks into actionable strategies within real-world settings remains underexplored [17]. Thus, more research is needed to bridge this gap and provide actionable insights for companies like PT Lucas Djaja aiming to enhance their organizational culture and performance through a cohesive approach to EE, LS, and HRP [8].

The aim of this research is to examine how EE, LS, and HRP collectively influence the development of a CCII at PT Lucas Djaja. Specifically,

the study seeks to identify the interplay between these variables and their impact on fostering an environment that supports ongoing growth and innovation. By analyzing the relationships among EE, LS, and HRP, the research intends to provide actionable insights for optimizing HR strategies and leadership practices to enhance CCII within the organization. Ultimately, the goal is to offer practical recommendations that PT Lucas Djaja can implement to better align its HR initiatives and leadership approaches with its strategic objectives for continuous improvement and innovation.

The following is the Conceptual Framework:



## RESEARCH METHODS

This study employs a quantitative research design to investigate the relationships between HRP, EE, LS, and the CCII at PT Lucas Djaja. Using a random sampling method, the sample size of 93 was determined through Slovin's formula to ensure a representative subset of the organization's employees. This approach allows for a systematic examination of how HRP, as an independent variable, influences CCII, the dependent variable, with EE and LS acting as intervening variables. The random sampling ensures that every employee has an equal chance of being selected, thus enhancing the

generalizability of the findings across the organization.

Data analysis will be conducted using Smart PLS, a tool well-suited for structural equation modeling (SEM). This methodology will enable the researcher to assess the direct and indirect effects of HRP on CCII, mediated by EE and LS. By utilizing Smart PLS, the study aims to provide a comprehensive understanding of how these variables interact and contribute to fostering a culture of continuous improvement and innovation. The results will offer valuable insights for refining HR strategies and enhancing leadership practices to support the organizational goals of PT Lucas Djaja.

## RESULTS AND DISCUSSIONS

The following are the results from testing the hypotheses using Smart PLS. The analysis reveals the direct and indirect effects of Human Resource Practices on the Culture of Continuous Improvement and Innovation, with Employee Engagement and Leadership Support as mediating variables.

**Table 1. Path Analysis (Direct Effects)**

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
HRP -> EE	0.512	0.530	0.078	6.564	0.000
HRP -> LS	0.475	0.490	0.083	5.723	0.000
HRP -> CCII	0.349	0.362	0.091	3.835	0.000
EE -> CCII	0.407	0.420	0.080	5.088	0.000
LS -> CCII	0.387	0.400	0.086	4.500	0.000
HRP -> EE -> CCII	0.208	0.216	0.070	2.971	0.003
HRP -> LS -> CCII	0.184	0.193	0.065	2.831	0.005

The analysis reveals a significant positive relationship between HRP and EE, as indicated by a path coefficient of 0.512, a T statistic of 6.564, and a P-value of 0.000. This finding suggests that effective HRP plays a critical role in enhancing EE within an organization. Specifically, the high T statistic and significant P-value confirm that HRP

strongly influences how engaged employees are, which aligns with existing literature that emphasizes the importance of strategic HR practices in fostering employee motivation and commitment [12]. This result underscores the idea that when HR policies and practices are well-designed and implemented, they can significantly boost employee engagement levels, leading to better overall organizational outcomes [15].

The analysis indicates a significant positive relationship between HRP and LS, with a path coefficient of 0.475, a T statistic of 5.723, and a P-value of 0.000. This demonstrates that effective HRP directly enhances LS within an organization. The strong T statistic and highly significant P-value suggest that well-structured HRP contribute to a supportive leadership environment. This finding is consistent with previous research, which highlights that HRP focused on leadership development, clear communication, and continuous feedback can significantly strengthen leaders' ability to support and guide their teams effectively [2]. By fostering a robust HR framework, organizations can empower leaders to better align with organizational goals and more effectively support their teams, thereby enhancing overall organizational performance [24].

The results show a significant positive relationship between HRP and the Culture of Continuous Improvement and Innovation (CCII), with a path coefficient of 0.349, a T statistic of 3.835, and a P-value of 0.000. This indicates that effective HRP is crucial for fostering a culture that encourages ongoing improvement and innovation within an organization. The moderate path coefficient and significant T statistic suggest that HRP such as talent development, performance management,

and employee involvement directly contribute to building a CCII. This finding aligns with previous studies that emphasize the role of strategic HRP in cultivating an innovative culture by providing the necessary resources, support, and environment for continuous learning and creativity [27]. When HRP are aligned with the goals of innovation and improvement, they can drive organizational change and long-term success [6].

The analysis reveals a significant positive relationship between EE and the CCII, with a path coefficient of 0.407, a T statistic of 5.088, and a P-value of 0.000. This suggests that higher levels of EE are strongly associated with the promotion of a CCII within an organization. The substantial path coefficient and significant T statistic indicate that engaged employees are more likely to contribute to and sustain a culture that prioritizes continuous improvement and innovation. This is consistent with research that highlights how engaged employees are more committed, proactive, and willing to contribute innovative ideas, which are essential for fostering an environment of continuous improvement [2]. Organizations that invest in increasing EE can thus expect to see stronger innovation outcomes and a more resilient culture of ongoing development [13].

The analysis shows a significant positive relationship between LS and the CCII, with a path coefficient of 0.387, a T statistic of 4.500, and a P-value of 0.000. This indicates that strong leadership support is essential for fostering a culture that emphasizes continuous improvement and innovation within an organization. The notable path coefficient and significant T statistic suggest that when leaders are actively involved in guiding and supporting their teams, they create an environment

conducive to ongoing innovation and improvement. This finding is consistent with previous research, which highlights that leadership plays a critical role in shaping organizational culture and driving innovation [21]. Effective leadership not only provides direction but also inspires and motivates employees to embrace continuous improvement, ultimately leading to sustained organizational growth and competitive advantage [14].

The results demonstrate a significant indirect effect of HRP on the CCII through EE, with a path coefficient of 0.208, a T statistic of 2.971, and a P-value of 0.003. This finding highlights that EE serves as a crucial mediating variable that amplifies the impact of HRP on CCII. When HR practices are effectively designed and implemented, they enhance EE, which in turn strengthens the organization's culture of continuous improvement and innovation. This aligns with existing research that emphasizes the role of engaged employees in driving innovation, as they are more likely to contribute ideas and improvements when they feel supported and motivated by robust HR practices [7]. Thus, fostering employee engagement through strategic HR practices is essential for cultivating an innovative and continuously improving organizational culture [10].

The analysis reveals a significant indirect relationship between HRP and the CCII through LS, with a path coefficient of 0.184, a T statistic of 2.831, and a P-value of 0.005. This suggests that HRP contributes to CCII not only directly but also by enhancing LS, which in turn fosters a culture of innovation and continuous improvement. The significant T statistic and P-value underscore the importance of leadership as a mediating factor in the relationship between HRP and CCII. This finding

aligns with existing research, which emphasizes that HR practices aimed at leadership development can indirectly influence organizational culture by empowering leaders to support and drive innovation initiatives [10]. By reinforcing LS, HRP can effectively cultivate a more innovative and continuously improving organizational environment.

## CONCLUSION AND SUGGESTION

The research concludes that HRP significantly impact the CCII both directly and indirectly through EE and LS. The findings highlight that effective HRP not only fosters EE and LS but also plays a crucial role in shaping an organizational culture that prioritizes ongoing improvement and innovation. The indirect effects of HRP through EE and LS further emphasize the importance of a holistic approach to HR management, where enhancing employee involvement and providing strong leadership support are key to driving continuous innovation. Overall, the study underscores the strategic value of HRP in building a resilient and innovative organizational culture, essential for sustaining competitive advantage in a rapidly changing business environment.

## REFERENCES

- [1] T. A. Sørengaard and E. Langvik, "The Protective Effect of Fair and Supportive Leadership against Burnout in Police Employees," *Saf. Health Work*, vol. 13, no. 4, pp. 475–481, 2022, doi: 10.1016/j.shaw.2022.09.002.
- [2] A. Uzorka and A. O. Olaniyan, "Leadership role and professional development of technology," *Educ. Inf. Technol.*, vol. 28, no. 1, pp. 713–723, 2023, doi: 10.1007/s10639-022-11201-6.

- [3] A. Rahmat, “Jurnal Manajemen dan Bisnis ETHICAL LEADERSHIP AND INNOVATIVE BEHAVIOUR : MEDIATION ROLE OF LEADER MEMBER EXCHANGE AND,” *ETHICAL Leadersh. Innov. Behav.*, vol. 11, no. 1, pp. 169–179, 2022.
- [4] M. Abouzeid *et al.*, “Barriers to sustainable health research leadership in the Global South: Time for a Grand Bargain on localization of research leadership?,” *Heal. Res. Policy Syst.*, vol. 20, no. 1, pp. 1–14, 2022, doi: 10.1186/s12961-022-00910-6.
- [5] I. Bernarto, D. Bachtiar, N. Sudibjo, I. N. Suryawan, A. Purwanto, and M. Asbari, “Effect of transformational leadership, perceived organizational support, job satisfaction toward life satisfaction: Evidences from indonesian teachers,” *Int. J. Adv. Sci. Technol.*, vol. 29, no. 3, pp. 5495–5503, 2020.
- [6] J. K. Ford, T. K. Lauricella, J. A. Van Fossen, and S. J. Riley, “Creating Energy for Change: The Role of Changes in Perceived Leadership Support on Commitment to an Organizational Change Initiative,” *J. Appl. Behav. Sci.*, vol. 57, no. 2, pp. 153–173, 2021, doi: 10.1177/0021886320907423.
- [7] S. Muhammed and H. Zaim, “Peer knowledge sharing and organizational performance: the role of leadership support and knowledge management success,” *J. Knowl. Manag.*, vol. 24, no. 10, pp. 2455–2489, 2020, doi: 10.1108/JKM-03-2020-0227.
- [8] H. Nienaber and N. Martins, “Exploratory study: Determine which dimensions enhance the levels of employee engagement to improve organisational effectiveness,” *TQM J.*, vol. 32, no. 3, pp. 475–495, 2020, doi: 10.1108/TQM-05-2019-0151.
- [9] A. Reeves, P. Delfabbro, and D. Calic, “Encouraging Employee Engagement With Cybersecurity: How to Tackle Cyber Fatigue,” *SAGE Open*, vol. 11, no. 1, 2021, doi: 10.1177/21582440211000049.
- [10] S. Riyanto, E. Endri, and N. Herlisha, “Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement,” *Probl. Perspect. Manag.*, vol. 19, no. 3, pp. 162–174, 2021, doi: 10.21511/ppm.19(3).2021.14.
- [11] S. F. Rasool, M. Wang, M. Tang, A. Saeed, and J. Iqbal, “How Toxic Workplace Environment Effects the Employee Engagement: The Mediating Role of Organizational Support and Employee Wellbeing,” *Int. J. Environ. Res. Public Health*, 2021.
- [12] A. M. Saks, “Caring human resources management and employee engagement,” *Hum. Resour. Manag. Rev.*, vol. 32, no. 3, pp. 1–15, 2022, doi: 10.1016/j.hrmr.2021.100835.
- [13] P. Health, “Employee Engagement and Wellbeing in Times of COVID-19 : A Proposal of the 5Cs Model,” *Int. J. Environ. Res. Public Health*, 2021.
- [14] G. Boccoli, L. Gastaldi, and M. Corso, “The evolution of employee engagement: Towards a social and contextual construct for balancing individual performance and wellbeing dynamically,” *Int. J. Manag. Rev.*, vol. 25, no. 1, pp. 75–98, 2023, doi:

- 10.1111/ijmr.12304.
- [15] J. F. Ybema, T. van Vuuren, and K. van Dam, "HR practices for enhancing sustainable employability: implementation, use, and outcomes," *Int. J. Hum. Resour. Manag.*, vol. 31, no. 7, pp. 886–907, 2020, doi: 10.1080/09585192.2017.1387865.
- [16] A. Alikaj, W. Ning, and B. Wu, "Proactive Personality and Creative Behavior: Examining the Role of Thriving at Work and High-Involvement HR Practices," *J. Bus. Psychol.*, vol. 36, no. 5, pp. 857–869, 2021, doi: 10.1007/s10869-020-09704-5.
- [17] Y. Wang, S. Kim, A. Rafferty, and K. Sanders, "Employee perceptions of HR practices: A critical review and future directions," *Int. J. Hum. Resour. Manag.*, vol. 31, no. 1, pp. 128–173, 2020, doi: 10.1080/09585192.2019.1674360.
- [18] J. Van Beurden, K. Van De Voorde, and M. Van Veldhoven, "The employee perspective on HR practices: A systematic literature review, integration and outlook," *Int. J. Hum. Resour. Manag.*, vol. 32, no. 2, pp. 359–393, 2021, doi: 10.1080/09585192.2020.1759671.
- [19] W. A. Srisathan, C. Ketkaew, and P. Naruetharadhol, "The intervention of organizational sustainability in the effect of organizational culture on open innovation performance: A case of thai and chinese SMEs," *Cogent Bus. Manag.*, vol. 7, no. 1, 2020, doi: 10.1080/23311975.2020.1717408.
- [20] A. Zeb, F. Akbar, K. Hussain, A. Safi, M. Rabnawaz, and F. Zeb, "The competing value framework model of organizational culture, innovation and performance," *Bus. Process Manag. J.*, vol. 27, no. 2, pp. 658–683, 2021, doi: 10.1108/BPMJ-11-2019-0464.
- [21] A. A. A. salam Khalil and S. A. Hamid, "The Role of Continuous Improvement Strategy (Kaizen) in organizational innovation: An analytical research in the General Company of Electrical and Electronic Industries /The Ministry of Industry and Minerals," *J. Econ. Adm. Sci.*, vol. 27, no. 129, pp. 41–54, 2021, doi: 10.33095/jeas.v27i129.2174.
- [22] D. R. S. M. Fuad, K. Musa, and Z. Hashim, "Innovation culture in education: A systematic review of the literature," *Manag. Educ.*, vol. 36, no. 3, pp. 135–149, 2022, doi: 10.1177/0892020620959760.
- [23] S. Bendak, A. M. Shikhli, and R. H. Abdel-Razek, "How changing organizational culture can enhance innovation? Development of the innovative culture enhancement framework," *Cogent Bus. Manag.*, vol. 7, no. 1, 2020, doi: 10.1080/23311975.2020.1712125.
- [24] L. Adla, V. Gallego-Roquelaure, and L. Calamel, "Human resource management and innovation in SMEs," *Pers. Rev.*, vol. 49, no. 8, pp. 1519–1535, 2020, doi: 10.1108/PR-09-2018-0328.
- [25] A. R. Beraldin, P. Danese, and P. Romano, "Employee involvement for continuous improvement and production repetitiveness: a contingency perspective for achieving organisational outcomes," *Prod. Plan. Control*, vol. 33, no. 4, pp. 323–339, 2022, doi: 10.1080/09537287.2020.1823024.
- [26] P. Arora and D. Suri, "Redefining, relooking, redesigning, and reincorporating HRD in the post Covid 19 context and thereafter,"



- Hum. Resour. Dev. Int.*, vol. 23, no. 4, pp. 438–451, 2020, doi: 10.1080/13678868.2020.1780077.
- [27] Adeola Olusola Ajayi-Nifise, Olubusola Odeyemi, Noluthando Zamanjomane Mhlongo, Chidera Victoria Ibeh, Oluwafunmi Adijat Elufioye, and Titilola Falaiye, “Digital transformation in banking: The HR perspective on managing change and cultivating digital talent,” *Int. J. Sci. Res. Arch.*, vol. 11, no. 1, pp. 1452–1459, 2024, doi: 10.30574/ijrsra.2024.11.1.0237.
- [28] Nancy Al-Hamad, Olakunle James Oladapo, Jennifer Osayawe Atu Afolabi, Funmilola Olatundun Olatoye, and Emmanuel Osamuyimen Eboigbe, “Enhancing educational outcomes through strategic Human Resources (HR) initiatives: Emphasizing faculty development, diversity, and leadership excellence,” *World J. Adv. Res. Rev.*, vol. 20, no. 3, pp. 363–383, 2023, doi: 10.30574/wjarr.2023.20.3.2438.
- [29] H. M. Jerónimo, P. L. Henriques, T. C. de Lacerda, F. P. da Silva, and P. R. Vieira, “Going green and sustainable: The influence of green HR practices on the organizational rationale for sustainability,” *J. Bus. Res.*, vol. 112, no. June 2019, pp. 413–421, 2020, doi: 10.1016/j.jbusres.2019.11.036.