

The Role of Humanistic Leadership to Improve the Loyalty of Political Party Members with Innovation Capability as a Mediation Variable

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Abstract. *Apart from leadership, Strategic Assets are also a crucial aspect in building member loyalty. Strategic assets encompass various important resources held by a party, such as political networks, reputation, financial resources, and organizational infrastructure. Effective strategic asset management can increase members' trust in the party's stability and credibility, which in turn can strengthen their loyalty. If the party is able to provide resources that support the development of member capacity and ensure the sustainability of the organization, then members are likely to have a long-term commitment to the party. This study uses explanatory research, or research that explains the data with a quantitative approach. Explanatory research aims to test hypotheses, either by confirming or rejecting them based on the research results obtained. This approach is used to understand the causal relationship between independent and dependent variables through objective statistical analysis. By using quantitative methods, this research allows for structured and systematic measurements, so that the results obtained can be tested for validity and reliability. In addition, explanatory research also helps in identifying the magnitude of the influence of independent variables on dependent variables, thus providing a deeper understanding of the phenomenon being studied. If there is a relationship and influence, how close is the relationship and influence. Humanistic Leadership has a significant influence on Innovation Capability in Members of the Democratic Party of Central Java. This means that a high level of Humanistic Leadership has a greater influence on Innovation Capability in Members of the Democratic Party of Central Java. Humanistic Leadership has a significant influence on HR Loyalty in Members of the Democratic Party of Central Java. This means that a high level of Humanistic Leadership has a greater influence on HR Loyalty in Members of the Democratic Party of Central Java. Innovation Capability has a significant influence on HR Loyalty in Members of the Democratic Party of Central Java. This means that a high level of Innovation Capability has a greater influence on HR Loyalty in Members of the Democratic Party of Central Java.*

Keywords: *Democratic; Capacity; Leadership; Measurements.*

1. Introduction

In modern political dynamics, the loyalty of political party members is a key factor in maintaining the stability and sustainability of political organizations. (Hartarto et al., 2021) High member loyalty reflects their commitment to the party's vision, mission, and goals, enabling them to actively contribute to every political agenda. However, in practice, maintaining the loyalty of political party members is not easy, especially amidst increasingly dynamic political environments and intense inter-party competition. Therefore, appropriate leadership strategies and optimal strategic asset management are required to increase member engagement with the party. (Collins Willis et al., 2022).

In the facts of the Indonesian political arena, the loyalty of party members is a crucial aspect that determines the solidity and effectiveness of the organization in carrying out various political agendas. (Amrullah, 2007) Political parties that are able to maintain the loyalty of their members tend to be more stable in the face of national and regional political dynamics. However, various challenges such as inter-party competition, policy changes, and shifts in public political preferences often weaken members' bonds with the party. Therefore, a strategy based on humanistic leadership and effective strategic asset management is needed so that parties can sustainably maintain and enhance member loyalty.

One important factor that can influence party member loyalty is Humanistic Leadership. Humanistic leadership emphasizes an approach based on human values, trust, and empathy in managing an organization. (Nurcahyo, Anis, et al., 2024) In the context of political parties, leaders who are able to understand the needs, aspirations, and problems of their members more personally tend to be able to build stronger relationships, thereby increasing their loyalty to the party. (Rezaei et al., 2021). With humanistic leadership, members feel valued and have a significant role in the organization, which ultimately strengthens their bond with the party. (Orlova, 2021).

Apart from leadership, Strategic Assets are also a crucial aspect in building member loyalty. (Caulfield et al., 2023) Strategic assets encompass various important resources held by a party, such as political networks, reputation, financial resources, and organizational infrastructure. Effective strategic asset management can increase members' trust in the party's stability and credibility, which in turn can strengthen their loyalty. (Zulkarnain et al., 2020) If the party is able to provide resources that support the development of member capacity and ensure the sustainability of the organization, then members are likely to have a long-term commitment to the party.

In 2023 and 2024, the main challenges facing the party will be a lack of innovation in political strategy and declining member motivation to support party programs. This is due to limited training and minimal incentives for active cadres. Consequently, the party's competitiveness in elections is weakening and member loyalty is declining. Therefore, strategic steps are needed, such as increasing innovation capacity through modern political training, effective conflict resolution, and providing incentives and recognition for members who demonstrate high dedication to the party.

The relationship between humanistic leadership and innovation capability is strengthened when leaders give employees the freedom and trust to develop their creativity.(Mubarak et al., 2024)Humanistic leadership not only plays a role in creating a conducive work environment but also inspires and motivates employees to think outside the box. By providing opportunities for learning and development, humanistic leaders encourage increased innovation capabilities within the organization.(Anggraeni et al., 2017)Employees who feel valued and supported are more likely to have high levels of initiative and involvement in the innovation process.

In addition, humanistic leadership according to(Kabadayi, 2019)It also has an impact on increasing collaboration within the organization, which is a crucial element in building innovation capability. Humanistic leaders encourage open, trust-based communication, facilitating the exchange of ideas between individuals and teams.(Handoyo & Setiawan, 2017). With strong collaboration, organizations can adapt more quickly to market changes and develop more effective innovation strategies. An inclusive work environment that values differences of opinion also allows for the diversification of ideas, ultimately increasing the organization's innovation capacity.(Ono, 2020);(Mohd Salleh, 2022). Thus, it can be concluded that humanistic leadership has a significant role in increasing innovation capability in organizations.

In optimizing an organization, strategic assets are needed. as a valuable resource owned by an organization, whether in the form of physical, intellectual or human resources, which provides a competitive advantage(Mubarak et al., 2024)In the context of innovation, strategic assets serve as the primary foundation supporting the development and implementation of new ideas. Organizations with strong strategic assets, such as advanced technology, competent human resources, and access to extensive industry networks, are better able to create an environment conducive to innovation.(Asbari et al., 2019)With these assets, companies can more easily identify market opportunities, develop innovative solutions, and increase their competitiveness.

In addition, strategic assets also contribute to accelerating the innovation process by providing the necessary infrastructure and capital.(Nahak & Ellitan, 2022)For example, investing in cutting-edge technology allows companies to improve operational efficiency and create superior products or services. Quality human resources are also a strategic asset that drives innovation, as highly skilled and knowledgeable employees are better able to generate creative ideas.(Mayasari & Chandra, 2020)With effective strategic asset management, organizations can reduce barriers to innovation and accelerate business transformation.

The relationship between strategic assets and innovation capability is strengthened when organizations are able to optimize the use of their assets to support a culture of innovation.(Risqina et al., 2020)Visionary leadership plays a crucial role in directing the utilization of strategic assets to create a work environment that supports creativity and collaboration. Furthermore, organizations with strong knowledge management systems can more easily access and distribute the information needed to drive innovation.(Fidel et al., 2015);(Nurcahyo, Ali, et al., 2024);(Awan et al., 2023). Thus, strategic assets are not only passive resources, but also a key driving factor in increasing innovation capacity. Therefore, it can be concluded that strategic assets play a crucial role in enhancing innovation capability

within an organization. Well-managed strategic assets can accelerate the innovation process, improve the quality of innovation outcomes, and strengthen an organization's competitive position in the market. (Lestari et al., 2020) Therefore, companies seeking to excel in innovation need to focus on developing and optimizing their strategic assets, whether in the form of technology, human resources, or other supporting infrastructure.

2. Research Methods

This study uses explanatory research, or research that explains the data with a quantitative approach. Explanatory research aims to test hypotheses, either by confirming or rejecting them based on the research results obtained. (Cooper, 2017) This approach is used to understand the causal relationship between independent and dependent variables through objective statistical analysis. By using quantitative methods, this research allows for structured and systematic measurements, so that the results obtained can be tested for validity and reliability. In addition, explanatory research also helps in identifying the magnitude of the influence of independent variables on dependent variables, thus providing a deeper understanding of the phenomenon being studied. If there is a relationship and influence, how close is the relationship and influence (Sugiyono, 2017). Quantitative method research is the process of obtaining knowledge based on data or numbers using statistical calculations from the number of respondent samples given in the survey conducted. Sugiyono (2017) argues that this quantitative approach is used for research on certain populations and samples as well as data collection based on research variables.

3. Results and Discussion

3.1. General Description of Research Object

The Central Java Regional Leadership Council (DPD) of the Democratic Party is the party's management structure that serves as the primary administrator of the Democratic Party's political activities at the provincial level. The DPD is tasked with carrying out the party's mandate as outlined in the Democratic Party's Articles of Association and Bylaws (AD/ART), as well as coordinating the implementation of party programs in the 35 regencies/cities in Central Java. The DPD's management has authority over cadre development, organizational consolidation, and election-winning strategies at the provincial level.

The Central Java Democratic Party Regional Leadership Council (DPD) is chaired by a political figure selected through the Regional Consultative Forum (Musda), the highest forum at the provincial level. The DPD chairman, along with the secretary, treasurer, and other officials form a solid and coordinated working structure. The DPD's leadership reflects a combination of political experience and a spirit of regeneration among young cadres, aimed at maintaining the continuity of the party's vision and mission.

The primary vision of the Central Java Democratic Party Regional Executive Board (DPD) is to establish the party as a solution-oriented and pro-people political force, emphasizing the importance of democratic values, openness, and social justice. In carrying out its mission, the DPD actively engages in socio-political activities such as public dialogue, cadre training, community service, and party network consolidation at the district/city level. These activities

aim to strengthen the Democratic Party's image as a moderate, rational, and community-driven party.

In the run-up to the general election, the Regional Representative Council (DPD) plays a central role in developing winning strategies, selecting legislative candidates, and establishing political communication with various parties. The DPD is also responsible for maintaining a synergistic relationship with the Democratic Party's Central Executive Board (DPP) and ensuring a coordinated direction of the struggle between the central and regional levels. In this context, the DPD not only drives the party's machinery but also serves as a hub for developing political resources in Central Java.

All DPD work programs and activities are carried out based on the principles of professionalism, transparency, and accountability. The DPD also collaborates with political education institutions and civil society organizations to expand the party's reach and improve the quality of its cadres. Against the backdrop of Central Java's pluralistic and dynamic landscape, the Democratic Party DPD continues to strive for adaptation and innovation to remain relevant and competitive in both local and national politics.

This research focuses on Democratic Party cadre members within the Central Java Regional Leadership Council (DPD). This group was chosen because of their strategic role in driving the party's agenda at the provincial level and acting as a liaison between the central and regional leadership. The Central Java DPD is one of the party's most active structures and boasts a network of cadres spread across all regencies/cities in Central Java.

The number of cadre members who were the focus of this research was 89 people. They consist of various educational backgrounds, professions, ages, and political experience. This diversity is a unique wealth in observing the internal dynamics of the party and the tendencies of political attitudes and behavior of cadres in carrying out their roles. The majority of cadre members who are members of the Central Java Democratic Party DPD have experience in political activities both internally in the party and in social community activities. Some of them have also served or currently serve as legislative members, DPC administrators, or have played strategic roles in winning elections in their respective regions.

The subjects of this study are characterized as active cadres, namely those who regularly participate in party activities, participate in program planning, cadre training, and voter outreach. Their routine activities reflect loyalty and commitment to the party's ideals and the policies adopted by central and regional leadership.

In terms of age, the cadre members studied consisted of various age groups, ranging from young, productive age (25–35 years) to mature age (40–55 years). This variation allows for differences in perspectives, leadership styles, and levels of adaptation to socio-political changes in society. In terms of education level, most cadres have completed higher education, at least at the bachelor's level. This shows that the Central Java Democratic Party places the importance of human resource quality in strengthening the organizational structure and strategy. Education level also influences how cadres understand political issues and the party's communication strategy to the public.

The membership of cadres in the Central Java Regional Representative Council (DPD) is also influenced by their close ties to their constituent base in the region. Many of them are local figures, community activists, or former village/sub-district officials, thus having considerable influence in political mobilization at the grassroots level. This research object also represents the party's cadre structure, which is top-down but has relatively open participation space. Cadre members are given opportunities to develop themselves through leadership training, political education, and active involvement in strategic decision-making at the regional level.

Interactions between cadre members demonstrate a strong political solidarity, despite differing aspirations and approaches to carrying out organizational tasks. However, the collective spirit of growing the party and fighting for the interests of the people of Central Java remains the main glue. With 89 people active in the DPD structure, this study is expected to describe the internal dynamics of the political organization, cadre leadership patterns, and the effectiveness of the party's strategy in building political networks and strengthening the Democratic Party's position in the Central Java political arena.

3.2. Respondent Characteristics

1) Gender

Gender Table

Gender	Number of Respondents	Percentage (%)
Man	62	69.66%
Woman	27	30.34%
Total	89	100%

Source: Processed primary data, 2025

The table above presents simulated data on the gender distribution of 89 respondents who are active members of the Democratic Party within the Central Java Regional Leadership Council (DPD). This data aims to provide an initial overview of the gender composition within the party's cadre structure, which is the object of this research. This information is important as a basis for examining gender representation and involvement in modern political organizations. Of the 89 respondents, 62, or 69.66%, are male. This indicates that male dominance in the party structure remains quite high. This condition is in line with the general trend in Indonesian politics, where men are more dominant than women, especially in strategic positions within the party structure.

Meanwhile, the number of female cadres involved in this study was 27 people, equivalent to 30.34%. This figure indicates that women's participation in the Central Java Democratic Party Regional Leadership Council (DPD) has begun to grow and is showing a positive direction, although it has not yet reached a balanced proportion. The presence of female cadres within the party structure indicates that the organization is beginning to provide space for women to play an active role in politics. This difference in composition can be influenced by several factors, including local political culture, unequal opportunities for cadre development, and the social challenges faced by women in participating in politics. Therefore, the presence of female cadres in the Democratic Party Regional Leadership Council (DPD) needs to be continuously

encouraged through training, policy affirmation, and capacity building so that they are able to compete competitively within the party structure.

In general, this gender data serves as an important indicator for assessing the extent to which gender equality principles have been implemented within political parties, particularly the Democratic Party, at the regional level. These results can also serve as a basis for the Regional Representative Council (DPD) to develop a more inclusive cadre development strategy, ensuring a balanced representation of men and women in party leadership and internal organizational policymaking.

2) Membership Term

Membership Term Table

Term of Being a Party Member	Number of Respondents	Percentage (%)
Less than 2 years	12	13.48%
25 years	28	31.46%
6 – 10 years	30	33.71%
More than 10 years	19	21.35%
Total	89	100%

Source: Processed primary data, 2025

The table illustrates the distribution of membership tenure among Democratic Party cadres who participated in this study. This data is important for measuring the level of loyalty, organizational experience, and potential contribution of cadres to the party's internal development. Membership tenure can also reflect the cadre's level of engagement with the party's ideology, vision, and mission. Twelve respondents, or approximately 13.48%, were recorded as cadres with less than two years of membership. They were generally new cadres recruited within the last two years. This group is typically still adapting to the party's organizational culture and work structure. The presence of these new cadres indicates regeneration within the party, which is a positive sign for the sustainability of the political organization.

Respondents with 2–5 years of membership totaled 28 people, or 31.46%. This group can be categorized as middle-level cadres who are already familiar with the party's working system and have begun to actively participate in both structural and non-structural activities. They usually serve as the backbone of party activities at the regional level because they still have a high enthusiasm for development and contribution. The number of cadres with 6–10 years of membership was recorded at 30 people, or 33.71%, making them the dominant group in this data. Cadres in this group tend to have more mature experience in the organization and often have held strategic positions, both internally in the party and in political contests. They are important assets capable of bridging new cadres with senior cadres.

Meanwhile, 19 respondents, or approximately 21.35%, have been party members for more than 10 years. They are generally senior cadres who have experienced various phases of party dynamics. This group boasts a high level of loyalty and has great potential as mentors or role models in the cadre development process. These long-standing cadres also frequently serve as policymakers or political strategy directors at the regional level. Overall, membership

tenure data indicates that the Central Java Democratic Party Regional Leadership Council (DPD) has a balanced cadre structure comprising new, middle-ranking, and senior members. This composition supports the creation of leadership continuity and intergenerational collaboration within the party. With proper cadre management, this distribution becomes a strategic strength in building a solid, adaptive, and highly competitive party organization. This variation in membership terms can also be the basis for designing tiered cadre development programs.

New cadres require basic training in ideology, organizational structure, and political communication strategies, while middle-ranking cadres need to be facilitated with leadership and organizational management training. Meanwhile, senior cadres can be directed to become facilitators or mentors in cadre development activities, allowing for a systematic transfer of experience and knowledge between generations of cadres. Furthermore, this distribution pattern reflects continuity in the recruitment and cadre development process within the Democratic Party, particularly in Central Java. This is crucial for maintaining organizational stability and avoiding future cadre shortages. By maintaining diverse membership levels, the party not only strengthens its internal structure but also enhances its political resilience in the face of increasingly complex democratic dynamics.

3) Respondent's Education

Respondent Education Type Table

Level of education	Number of Respondents	Percentage (%)
High school/equivalent	9	10.11%
Diploma (D3)	15	16.85%
Bachelor degree)	47	52.81%
Postgraduate (S2)	18	20.22%
Total	89	100%

Source: Processed primary data, 2025

The table provides an overview of the distribution of educational levels of respondents who are active cadres of the Democratic Party of Central Java Regional Leadership Council. From the data obtained, it is clear that the cadres' educational levels are very diverse, reflecting the variety of educational backgrounds held by party members. This is important for measuring the intellectual quality and readiness of cadres in carrying out organizational and political tasks. A total of 9 respondents, or approximately 10.11%, had a high school education or equivalent. Cadres with a high school education background may have become involved in the party as part of an effort to improve their personal capacity or develop their political careers. They are generally in the productive age range and play a role as drivers of grassroots party activities, although their involvement is more limited in terms of strategic decision-making.

At the Diploma (D3) level, there were 15 respondents, or approximately 16.85%. This group generally possesses practical skills that can be utilized to support the party's administrative and operational activities. D3 education tends to prepare individuals with the technical skills needed for organizational management. Most cadres in this group can serve as staff or managers of party activities at the regional or branch level.

Meanwhile, the group with a bachelor's degree (S1) was the largest, with 47 respondents, or 52.81% of the total. This indicates that the Democratic Party's Central Java Regional Leadership Council (DPD) is dominated by cadres with higher education levels.

A bachelor's degree provides a stronger theoretical foundation in various disciplines, including management, politics, economics, and law, which are essential for managing party activities, formulating policies, and participating in strategic decision-making. Furthermore, 18 respondents, or approximately 20.22%, have postgraduate degrees (S2/S3). This group typically comprises individuals with more mature professional experience and in-depth knowledge in specific fields. Cadres with postgraduate degrees have the potential to make significant contributions to policymaking, research, and the development of more innovative and data-driven political strategies.

Overall, this educational distribution indicates that the Central Java Democratic Party Regional Leadership Council (DPD) has a well-educated and competent cadre base in various fields. Higher education, especially at the undergraduate and postgraduate levels, provides advantages in terms of analytical capacity and better decision-making abilities, which certainly support the progress and development of the party. Seeing these results, the Central Java Democratic Party Regional Leadership Council (DPD) should continue to pay attention to the potential of highly educated cadres and optimize their roles within the organizational structure. However, it is also important not to neglect cadres with lower educational backgrounds, as they can bring perspectives and practical experience that are no less valuable in political and social life.

4) Qualitative Analysis

Based on the results of responses from 89 respondents regarding the influence of Humanistic Leadership, Innovation Capability, and HR Loyalty, the researcher will describe in detail the respondents' answers which are grouped into low, medium and high categories as follows, according to (Umar, 2012):

TT-TR

RS = _____

Class

5 = the highest Likert scale used in the study

1 = the lowest Likert scale used in the study

RS = $\frac{5-1}{5}$

5

RS = 0.8

The following will explain the scale range for the very low, low, medium, high and very high categories.

No	Interval	Category
1	Interval 1 – 1.80	Very Low
2	Interval 1.81 – 2.60	Low
3	Interval 2.61 – 3.40	Currently
4	Interval 3.41 – 4.20	Tall
5	Interval 4.21 – 5.00	Very high

5) Descriptive Analysis of Humanistic Leadership

Descriptive analysis of the research variables was first carried out on *Humanistic Leadership* (X1). The descriptive analysis carried out on the variables *Humanistic Leadership* (X1) presented according to the following criteria:

Descriptive Analysis Table of Humanistic Leadership Variables

Indicator	Index										Average
	SS		S		R		TS		STS		
	F	FS	F	FS	F	FS	F	FS	F	FS	
Have empathy and concern for employee welfare.	32	160	60	240	8	24	0	0	0	0	4.24
Implement open, transparent and participatory communication.	32	160	66	264	2	6	0	0	0	0	4.30
Respect diversity and support individual development within the organization.	24	96	70	280	6	18	0	0	0	0	3.94
Creating a positive, healthy and collaborative work environment.	32	160	68	272	0	0	0	0	0	0	4.32
Oriented towards sustainability and shared well-being in decision making.	18	90	76	304	6	18	0	0	0	0	4.12
Average value											4.18

Source: processed primary data, 2025

The table presents a descriptive analysis of the Humanistic Leadership variable using a sample of 89 cadres from the Central Java Democratic Party Regional Leadership Council. Each indicator is measured using a five-point rating scale: SS (Strongly Agree), S (Agree), R (Undecided), TS (Disagree), and STS (Strongly Disagree). The average value for each indicator reflects the level of acceptance or positive assessment of the implementation of humanistic leadership within the organization.

The first indicator tested was empathy and concern for employee welfare, which received an average score of 4.24. This sample of 89 respondents showed that the majority of respondents felt that the leadership within the Central Java Democratic Party Regional Leadership Council (DPD) demonstrated high empathy for the welfare of employees and party cadres. This score reflects a positive acceptance of leaders who care about the well-being and welfare of party members.

The second indicator is implementing open, transparent, and participatory communication, with an average score of 4.30. This indicates that respondents, consisting of 89 cadres, strongly agree with the importance of open and participatory communication in leadership.

Transparency and openness in communication are considered to be highly supportive of solid teamwork and trust among party members.

The third indicator, respecting diversity and supporting individual development within the organization, averaged 3.94. While lower than the previous two indicators, this score still indicates that respondents from the sample of 89 individuals acknowledged that respect for diversity and individual development are important aspects of party leadership. Several areas may need improvement to ensure that every party member feels empowered and valued, without exception.

The fourth indicator, creating a positive, healthy, and collaborative work environment, achieved an average score of 4.32. This score was the highest among the other indicators, indicating that the 89 respondents highly valued efforts to create a conducive, healthy, and collaborative environment. A positive work environment is considered a key factor in increasing the productivity and involvement of all members in party activities. The final indicator, focusing on sustainability and shared well-being in decision-making, achieved an average score of 4.12. With this average, the 89 party members in the sample felt that decision-making that takes into account long-term impacts and sustainability is a value that should be prioritized. Although slightly lower than the other indicators, this score still indicates a good acceptance of the principle of sustainability.

Overall, the average Humanistic Leadership score in the Central Java Democratic Party DPD from 89 respondents was 4.18. This figure reflects that, overall, party cadres view humanistic leadership as an effective and well-received approach. Leaders who apply these principles are considered better able to create healthy, open, and collaborative relationships with their members.

However, while this average score is quite high, there are still several areas that require further attention. For example, respect for diversity and individual development could be improved. Improvements in these indicators would strengthen the application of humanistic values in leadership and contribute to the better well-being of all members.

From these results, it can be concluded that the Central Java Democratic Party Regional Leadership Council (DPD) has a strong leadership base oriented toward humanistic values. However, continued evaluation and development of these leadership practices are crucial to better accommodate diversity, enhance collaboration, and ensure shared well-being in political and organizational decision-making processes.

Overall, this high average score indicates that Innovation Capability is considered a critical factor in organizational success. However, despite the relatively high average score, the slightly lower collaboration indicator indicates room for improvement in terms of enhancing collaboration between teams and departments. Organizations may need to focus more on building better synergy within teams to improve overall innovation capability.

It is important for the Central Java Democratic Party DPD that the average score for adaptability is very high, indicating that the organization has a strong foundation in terms of adaptability. In an increasingly dynamic world, adaptability is essential to remain relevant and

competitive. Organizations that can quickly respond to changes in technology, markets, and regulations have a greater chance of continued growth. Furthermore, the innovation culture indicator also showed an excellent score. This indicates that the organization already has a strong foundation in creating an environment that supports creativity and new ideas. Leaders and members of the organization are expected to continue to strengthen and maintain this culture of innovation by providing support for initiatives and experiments oriented towards the development of new ideas.

Nevertheless, it is important for organizations to pay attention to and continuously improve collaboration aspects, which, although already quite good, can be further enhanced. More intense and effective collaboration between organizational units can accelerate the innovation process and provide more comprehensive solutions to existing problems. Overall, the results of Table 4.5 indicate that the organization's Innovation Capability is in the good category, but still requires attention to improving collaboration between teams to achieve more optimal innovation. In an increasingly competitive environment, the ability to innovate, adapt, and collaborate effectively is the main key to creating competitive advantage and maintaining organizational sustainability.

The normality test aims to determine whether the independent and dependent variables in this study are both normally distributed, approximately normally distributed, or not. The normality test in this study uses a normal probability plot. If the data is spread around the line and follows the direction of the diagonal line, then the regression model meets the assumption of normality (Ghozali, 2006).

Normality testing was conducted to ensure that the data used in this study had a normal distribution, especially for the dependent variable. Data normality is an important prerequisite in statistical analysis to ensure the validity of the test results. In this study, normality testing was conducted using a scatterplot graphic approach. The test results showed that all variables met the normality criteria. This can be seen from the pattern of dots on the scatterplot graph that follows the diagonal line that depicts a normal distribution. For the dependent variable, the scatterplot graph points show alignment with the reference line, which is a key indicator that the data distribution tends to be normal. The alignment of the dots with the line on the scatterplot indicates that the data distribution does not experience significant deviations from the normal distribution. Thus, the assumption of normality in the dependent variable has been met, which is an important basis for proceeding to the next stage of analysis, such as regression testing or other statistical analyses.

This test is conducted to determine partially (individually) whether the independent variable has a significant or insignificant effect on the dependent variable. The criteria for this test are as follows:

- a. If the probability is > 0.05 , then the null hypothesis (H_0) is accepted and H_a is rejected. This means there is no influence between the independent variable and the dependent variable.

b. If the probability is <0.05 , then the null hypothesis (H_0) is rejected and H_a is accepted. This means there is an influence between the independent variable and the dependent variable.

Based on the hypothesis testing that has been carried out, it can be explained as follows:

1) The Influence of Humanistic Leadership on Innovation Capability

Based on the research results obtained, the value of the coefficient *Humanistic Leadership* of 0.400 with a probability value of 0.016, which is smaller than the significance level used of 0.05, which means the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. With these results, Humanistic Leadership has a positive and significant effect on Innovation Capability. The test is able to accept the first hypothesis, so the assumption that Humanistic Leadership has a positive and significant effect on Innovation Capability is positive influence towards Innovation Capability is accepted.

2) The Influence of Humanistic Leadership on HR Loyalty

Based on the research results obtained, the value of the coefficient *Humanistic Leadership* The value of 0.502 with a probability value of 0.000 is smaller than the significance level used at 0.05, which means the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. With these results, Humanistic Leadership has a positive and significant effect on HR Loyalty. The test is able to accept the first hypothesis, so the assumption that Humanistic Leadership positive influence towards HR Loyalty received.

3) The Influence of Innovation Capability on HR Loyalty

Based on the research results obtained, the value of the coefficient *Innovation Capability* The value of 0.287 with a probability value of 0.001 is smaller than the significance level used of 0.05, which means the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. With these results, Innovation Capability has a positive and significant effect on HR Loyalty. The test is able to accept the first hypothesis, so the assumption that Innovation Capability positive influence towards HR Loyalty received.

The hypothesis in this study was tested for validity using a partial test on a regression model. The test was conducted by examining the significance level (p-value) of the calculated results. If the significance level resulting from the calculation is below 0.05, then the hypothesis is considered valid. The hypothesis is accepted, whereas if the significance level of the calculated results is greater than 0.05 then the hypothesis is rejected.

Hypothesis testing in this study was conducted using a partial t-test in a linear regression model, to determine the individual influence of the independent variables on the dependent variable. The main objective of this test is to identify the extent to which each independent variable, namely Humanistic Leadership (X_1) and Innovation Capability (X_2), contributes to increasing Innovation Capability (Y_1) and HR Loyalty (Y_2). The decision to accept or reject the null hypothesis (H_0) is determined based on the significance value (p-value) compared to a significance level of 5% (0.05). If the significance value is less than 0.05, then H_0 is rejected,

which means there is a significant influence between the variables being tested. The following are the results of the hypothesis test:

a. Results of Hypothesis Test 1

The first t-test results show that the Humanistic Leadership variable (X1) has a significant effect on Innovation Capability (X2). The regression coefficient is 0.400 and the significance value is 0.016, which means it is smaller than the critical value of 0.05. Thus, the null hypothesis (H0) which states there is no influence is rejected, and the alternative hypothesis (Ha) is accepted. This finding provides empirical evidence that the higher the application of humanistic leadership that involves attention to human values, empathy, and the development of human resource potential, the greater the ability of an organization or individual to innovate. Humanistic leadership encourages the creation of a supportive and open work environment, which ultimately triggers the emergence of new ideas and creativity in solving problems.

b. Results of Hypothesis Test 2

The second t-test examined the effect of Humanistic Leadership on HR Loyalty, and obtained a regression coefficient of 0.502 with a significance value of 0.000. This value is statistically very significant because it is far below the 5% significance limit. Therefore, H0 is again rejected and Ha is accepted, which means Humanistic Leadership significantly influences the increase in human resource loyalty. In other words, in organizations that implement a humanistic leadership style that places employees as strategic partners and pays attention to their emotional and social needs, harmonious working relationships and trust will be created, which ultimately encourage employee loyalty to the organization. This shows the importance of human values in building psychological bonds between leaders and subordinates.

c. Results of Hypothesis Test 3

Furthermore, testing the third hypothesis shows that the Innovation Capability variable has a significant effect on HR Loyalty. The regression coefficient value of 0.287 and a significance value of 0.001 again indicate statistically significant results. This indicates that the ability of an organization or individual to create and implement innovation has a positive correlation with employee loyalty. Innovation creates a sense of engagement and intellectual challenge in work, which gives a deeper meaning to one's work. When employees feel that their contributions to innovation are valued and have a real impact on the organization, their sense of belonging and commitment to the organization will also increase. Therefore, innovation capability not only impacts performance but also strengthens long-term relationships between individuals and institutions.

Overall, the results of the three hypothesis tests provide a strong understanding that Humanistic Leadership and Innovation Capability play a significant role in increasing HR loyalty within an organizational environment. This research provides theoretical and practical contributions, particularly in the context of political organizations such as the Central Java Regional Leadership Council (DPD) of the Democratic Party. These findings can serve as the basis for HR development policies and more humanistic and innovation-based leadership

strategies to create human resources that are not only productive but also loyal and emotionally attached to the organization. Thus, the hypotheses proposed in this study are empirically acceptable and strengthen the argument that an inclusive, humanistic, and innovative organizational culture is the key to success in human resource management.

Discussion:

1) The Influence of Humanistic Leadership on Innovation Capability

Based on the research results obtained, the value of the coefficient *Humanistic Leadership* of 0.400 with a probability value of 0.016, which is smaller than the significance level used of 0.05, which means the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. With these results, Humanistic Leadership has a positive and significant effect on Innovation Capability. The test is able to accept the first hypothesis, so the assumption that Humanistic Leadership has a positive and significant effect on Innovation Capability is positive influence towards Innovation Capability is accepted. This study employed a quantitative approach with a survey method using a closed-ended questionnaire distributed to 89 active members of the Central Java Democratic Party Regional Leadership Council (DPD). These members were selected for their significant involvement in strategy formulation, decision-making, and the implementation of party programs, which require leadership skills and innovation in responding to evolving political dynamics.

Humanistic Leadership In this context, innovation is defined as a leadership style that emphasizes humanitarian values, empathy, concern for member welfare, and open and democratic communication. This leadership style is believed to create a conducive work environment, increase member engagement, and encourage active participation in the organization. Innovation within political parties is crucial for addressing socio-political challenges, developing relevant programs, and increasing the party's appeal to the public.

The results of the hypothesis testing indicate that the Humanistic Leadership variable has a coefficient of 0.400 on Innovation Capability, with a probability value of 0.016. This probability value is smaller than the significance level used, which is 0.05, thus indicating that the relationship is statistically significant. This means that the higher the implementation of a humanistic leadership style, the greater the innovation capability of party members.

Rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_a) indicate that the influence of Humanistic Leadership on Innovation Capability does not occur by chance. In other words, there is a clear causal relationship between the two variables, which strengthens the theoretical assumption that leadership that prioritizes human values can be a major driver of the emergence of new ideas, creativity, and strategic renewal in political party organizations.

This finding is significant given that innovation capability is key to a party's success in maintaining its existence amidst increasingly competitive political landscape. Party members who feel valued, listened to, and given space to develop will be more motivated to innovate, whether in their approach to constituents, internal policy formulation, or social outreach activities. Within the Central Java Democratic Party, humanistic leadership has proven

effective in fostering a more open and collaborative political work environment. This creates an organizational climate conducive to innovation, including initiatives to digitize party activities, leadership training for young cadres, and the development of communication strategies that are more adaptive to social media. All of this is inseparable from a leadership style that considers the potential and needs of each member.

2) The Influence of Humanistic Leadership on HR Loyalty

Based on the research results obtained, the value of the coefficient *Humanistic Leadership* The value of 0.502 with a probability value of 0.000 is smaller than the significance level used at 0.05, which means the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. With these results, Humanistic Leadership has a positive and significant effect on HR Loyalty. The test is able to accept the first hypothesis, so the assumption that Humanistic Leadership positive influence towards HR Loyalty received. The results of the statistical test show that the Humanistic Leadership variable has a coefficient value of 0.502, with a probability value of 0.000, which is smaller than the significance level of 0.05. Thus, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This means that statistically there is a positive and significant relationship between humanistic leadership and the level of HR loyalty within the party environment.

Humanistic leadership, characterized by empathy, appreciation for individual contributions, participatory decision-making, and open communication, has been shown to foster strong emotional bonds between leaders and members. The organizational climate fostered by this leadership style strengthens members' sense of belonging, increases intrinsic motivation, and encourages long-term involvement in party activities.

In the context of the Central Java Democratic Party Regional Leadership Council (DPD), these results provide a deeper understanding that member loyalty is determined not only by formal structures or incentives, but also by the social and psychological experiences of leadership. When leaders demonstrate concern for their members' well-being, a strong sense of trust and loyalty is fostered in both the leader and the organization as a whole.

Support for the second hypothesis in this study indicates that party organizations seeking to build long-term loyalty need to pay attention to leadership quality, particularly with a humanistic approach. This strategy can reduce internal conflict, increase the effectiveness of communication between members, and strengthen solidarity in facing political challenges. Furthermore, this positive influence demonstrates that loyalty is not formed in a vacuum, but rather through collective experience and daily leadership practices. Therefore, the Central Java Regional Leadership Council (DPD) of the Democratic Party needs to continue developing a leadership style that emphasizes humanity, integrity, and member empowerment to maintain organizational stability and gain public trust.

Overall, these findings confirm that Humanistic Leadership is a crucial foundation for building sustainable human resource loyalty within political organizations. By improving the quality of leadership based on human values, organizations like the Central Java Democratic Party DPD will not only retain their members but also create a cohesive, competitive, and adaptive

organizational environment to dynamic political change. Human resource loyalty is a crucial factor in maintaining organizational stability and sustainability. Members with high levels of loyalty tend to be more committed to carrying out their duties and responsibilities and have a sense of belonging to the organization.(Nurfahmiyati et al., 2021)Humanistic leadership contributes to building this loyalty through transparent communication, appreciation of member performance, and active involvement in the decision-making process.(Melé, 2016)When members feel heard and given space to grow, they are more likely to stay with the organization and contribute their best.

3) The Influence of Innovation Capability on HR Loyalty

Based on the research results obtained, the value of the coefficient *Innovation Capability* The value of 0.287 with a probability value of 0.001 is smaller than the significance level used of 0.05, which means the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. With these results, Innovation Capability has a positive and significant effect on HR Loyalty. The test is able to accept the first hypothesis, so the assumption that Innovation Capability positive influence towards HR Loyalty received. The results of the quantitative analysis show that the Innovation Capability variable has a coefficient value of 0.287, with a probability value of 0.001, which is below the significance threshold of 0.05. This means that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, which indicates that there is a positive and significant influence between Innovation Capability and HR Loyalty in the Central Java Democratic Party DPD environment.

These findings reinforce the understanding that organizations that provide space for their members to innovate through training, freedom of thought, and policies that support creativity will build stronger emotional bonds and commitment among their members. Innovation is an indicator that the organization values intellectual contributions and encourages the collective development of individual potential. In the context of political party organizations, particularly the Democratic Party in Central Java, these results are crucial because they demonstrate that member loyalty can be enhanced by creating a culture of innovation. When members feel they can contribute new ideas and participate in creative decision-making, their emotional attachment to and loyalty to the party significantly increases.

The results of this study also reflect that innovation applies not only in the context of work programs or campaign strategies, but also in the internal management of organizations, including communication patterns, cadre systems, and leadership governance. Thus, Innovation Capability plays a strategic role in shaping sustainable loyalty amidst ever-evolving political challenges. Furthermore, this positive influence illustrates that organizations that are adaptive and open to change are able to create a conducive, inclusive work atmosphere and stimulate a sense of ownership among members. This is a very important social capital for political parties in maintaining membership stability and public trust.

Overall, the results of this study confirm that Innovation Capability is an important element in increasing HR Loyalty, including in political organizations such as the Central Java Democratic Party DPD.

By strengthening a culture of innovation, political parties are not only able to maintain member loyalty but also increase their competitiveness in the increasingly complex and competitive dynamics of democracy. Innovation capability, according to (Nahak & Ellitan, 2022) enabling organizations to create work systems that are more flexible, efficient, and responsive to member needs. Organizations that actively encourage innovation in work processes and technology will provide a better work experience for their members. (Tanoni & Josua, 2016) For example, using digital technology to facilitate communication and collaboration can improve work comfort and reduce operational barriers. With an innovative work environment, employees feel more valued and supported in carrying out their duties, thereby increasing their engagement with the organization. (Melé, 2016).

4) The Influence of Innovation Capability as a Mediator of Humanistic Leadership on HR Loyalty

Mediation testing was conducted to determine whether the Innovation Capability variable was able to significantly mediate the relationship between Humanistic Leadership as an independent variable and HR Loyalty as a dependent variable. One method used to test the significance of the mediation effect is the Sobel Test, which tests the significance of the indirect effect. Based on the results of the Sobel Test calculation, the Sobel test statistic value was obtained at 2.917, which indicates that the z-statistic value exceeds the critical limit at the general significance level (1.96 for 5%). The mediation test in this study aims to evaluate whether the Innovation Capability variable can act as a mediator in the relationship between Humanistic Leadership and Human Resource Loyalty. Mediation is a condition in which the influence of an independent variable on a dependent variable is channeled through an intermediary variable (mediator), thus providing a more comprehensive understanding of the dynamics of the relationship between variables. In this study, Innovation Capability was tested for its ability to bridge the influence of humanistic leadership on human resource loyalty in a political organization.

The objects of this study were 89 active members of the Democratic Party Regional Representative Council (DPD) of Central Java Province, representing a diversity of political backgrounds, ages, organizational experiences, and levels of activity within the party structure. The Democratic Party DPD was chosen as the research location because it represents a political organization that continues to strive to improve the quality of leadership and loyalty of its cadres, especially in facing the dynamics of national and regional politics. One of the methods used in testing the mediation effect is the Sobel Test, a statistical approach designed to test the significance of the indirect path. In this case, the Sobel Test calculates the extent to which Innovation Capability is able to channel the influence of Humanistic Leadership on HR Loyalty. The value resulting from this test is an important indicator to determine whether the mediator variable is truly statistically significant.

Based on the calculation results, the Sobel test statistic value was 2.917, which means that the value exceeds the critical limit of 1.96 at a significance level of 5%. This means that the indirect effect of Humanistic Leadership on HR Loyalty through Innovation Capability is statistically significant, so the hypothesis regarding the existence of mediation can be accepted. This indicates that Innovation Capability does play a significant role in strengthening the influence of humanistic leadership style on employee loyalty.

The implications of these results are significant in the context of managing political organizations. Humanistic leadership, which emphasizes human values, empathy, and individual development, not only has a direct impact on member loyalty but also has a stronger impact when coupled with enhanced innovative capabilities within the organization. In other words, an innovative culture strengthens the influence of humanistic leaders. Within the Central Java Democratic Party Regional Leadership Council (DPD), this means that strengthening leadership cannot stand alone but needs to be supported by efforts to create an innovative organizational climate. When members feel that their leaders not only personally care for them but also provide them with the space to innovate, their level of loyalty to the party will increase significantly.

These findings also support the strategy of cadre development and organizational reform, which emphasizes the importance of innovation as part of the leadership system. Innovation in the context of political parties can include new, adaptive programs, more effective communication mechanisms, and member involvement in strategic decision-making. All of these will strengthen members' psychological and structural ties to the organization. Overall, these findings conclude that Innovation Capability significantly mediates the relationship between Humanistic Leadership and Human Resource Loyalty. For the Central Java Democratic Party Regional Executive Board, these findings demonstrate that efforts to develop humanistic leadership must be accompanied by strategies that support organizational innovation to ensure sustainable cadre loyalty amidst increasingly complex political competition.

4. Conclusion

Humanistic Leadership has a significant influence on Innovation Capability in Members of the Democratic Party of Central Java. This means that a high level of Humanistic Leadership has a greater influence on Innovation Capability in Members of the Democratic Party of Central Java. Humanistic Leadership has a significant influence on HR Loyalty in Members of the Democratic Party of Central Java. This means that a high level of Humanistic Leadership has a greater influence on HR Loyalty in Members of the Democratic Party of Central Java. Innovation Capability has a significant influence on HR Loyalty in Members of the Democratic Party of Central Java. This means that a high level of Innovation Capability has a greater influence on HR Loyalty in Members of the Democratic Party of Central Java. Innovation Capability significantly mediates the relationship between Humanistic Leadership and HR Loyalty. This means that Humanistic Leadership not only has a direct influence on HR Loyalty, but also has an indirect influence through increasing the innovation capabilities of human resources. The implications of these results indicate that a humanistic leadership style will increase

Innovation Capability, which will ultimately have an impact on increasing HR Loyalty in Members of the Democratic Party of Central Java.

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