

HR Strategies to Support Creativity and Innovation: Evaluation Based on Ambidextrous Organisational Theory and Knowledge Management

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Abstract

Innovation and creativity are key to organizational sustainability and competitiveness, especially in the face of rapid change and global competition. This research aims to evaluate the role of Human Resources (HR) strategy in supporting organizational creativity and innovation, by linking it to the theory of ambidextrous organization and knowledge management. The type of research used is descriptive qualitative research with a literature review approach. The population of this research includes articles and previous studies relevant to the research topic, obtained from leading academic databases such as Google Scholar, Scopus, and JSTOR. The sampling technique used was purposive sampling, with a total literature sample of 30 articles selected based on the relevance and quality of the sources. The results show that HR policies that support exploration and exploitation can create a sustainable culture of innovation. In addition, effective knowledge management, both explicit and tacit, plays an important role in accelerating the innovation process and increasing the organization's capacity to adapt. This research provides practical implications for organizations to formulate more flexible HR strategies and encourage effective collaboration through knowledge sharing among employees.

Keywords: HR Strategy, Ambidextrous Organisation, Knowledge Management, Innovation, Creativity

INTRODUCTION

Creativity and innovation are two fundamental elements that are the main drivers of the sustainability and development of organizations, especially when facing the dynamics of rapid change and increasingly intense global competition. In a constantly changing world, innovation is not only limited to product or technology development but also includes updates in processes, business models, and organizational structures (Garrido-Moreno et al., 2024). Organizations that successfully innovate are those that are able to respond to global challenges in an adaptive and sustainable manner. Therefore, it is important for organizations to formulate strategies that not only support the creation of creative ideas, but also ensure that these ideas can be translated into innovations that provide significant added value. In this context, the role of Human Resources (HR) is crucial. HR plays a decisive role in creating an environment that supports creativity and innovation as well as implementing these innovations in all operational aspects of the organization (Handoyo et al., 2023).

As the main driver of creativity and innovation, an HR strategy must be able to create a culture that is open to new ideas, strengthen collaboration between teams, and encourage the development of competencies relevant to the innovation needs of the organization (J. Wang, G.H.L. Cheng, T. Chen, 2019). HR management that focuses on innovation requires a more holistic approach, one of which is the management of two interrelated but often conflicting aspects: exploration and exploitation. Exploration focuses on the search for and development of new ideas, where as exploitation relates to the application and optimization of existing ideas (Khuzaini et al., 2024). The right balance between

exploration and exploitation can strengthen an organization's ability to adapt to change and accelerate the innovation process while increasing efficiency in the implementation of existing ideas.

Ambidextrous Organization Theory provides an important framework for understanding how organizations can manage both aspects simultaneously. Ambidextrous organizations can balance exploration and exploitation, enabling them to survive in a constantly changing environment and face high uncertainty. In this case, the role of human resources is strategic. HR managers need to design policies and practices that support both aspects, facilitating exploration that encourages creativity, while ensuring efficient exploitation for sustainable innovation. HR facilitates the creation a culture that supports collaboration, knowledge sharing, and learning across departments and teams in the organization (Vamsi Krishna & Sreenivas, 2018).

Knowledge management is also an important element for supporting an effective innovation strategy. The knowledge accumulated in an organization, both explicit (such as documentation or standard procedures) and tacit (knowledge contained in individual experience and practical skills), must be properly managed so that it can be optimally utilized in the exploration and exploitation processes (Saeed et al., 2023). Effective knowledge management enables organizations to harness the collective potential of all employees, accelerate knowledge transfer between individuals and teams, and increase their ability to create innovation. Therefore, knowledge management must be seen as an integral element in HR strategy that not only supports creativity but also accelerates the process of exploration and exploitation in supporting continuous innovation (Odhiambo, 2024).

This study aimed to evaluate how HR strategies can contribute to increasing creativity and innovation in organizations by relating them to two main concepts: ambidextrous organization theory and knowledge management. The main focus of this study is to explore the relationship between HR policies and practices that support a balance between exploration and exploitation as well as how knowledge management can be a driving factor in creating an environment that supports both processes. This objective is driven by the need for organizations to innovate and adapt to rapid developments in the business world.

As a novelty of this research, the researcher not only integrates the theory of ambidextrous organization and knowledge management but also develops a conceptual model that connects the HR strategy with both concepts. This model aims to help organizations formulate more adaptive HR strategies, which not only focus on resource management efficiency but also encourage creativity and innovation, as well as increase efficiency in utilizing existing knowledge. Using this approach, this study offers a framework that organizations can use to formulate more flexible HR policies that support sustainable innovation (Zhang et al., 2022).

This study also identifies the challenges faced by organizations in implementing HR strategies that support creativity and innovation. These obstacles include structural challenges, rigid organizational cultures, and a lack of effective systems to support knowledge sharing and collaboration between teams (Nizam et al., 2024). Therefore, this study provides practical recommendations on how organizations can overcome these challenges through the design of more flexible and systematic HR policies as well as the application of technology that supports effective knowledge management (Rokhadi et al., 2023). Creativity and innovation are two fundamental elements that are the main drivers of the sustainability and development of organizations, especially when facing the dynamics of rapid change and increasingly intense global competition. In a constantly changing world, innovation is not only limited to product or technology development but also includes updates in processes, business models, and organizational structures (Garrido-Moreno et al., 2024). Organizations that successfully innovate are those that are able to respond to global challenges in an adaptive and sustainable manner. Therefore, it is important for organizations to formulate strategies that not only support the creation of creative ideas, but also ensure that these ideas can be translated into innovations that provide significant added value. In this context, the role of Human Resources

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As the main driver of creativity and innovation, an HR strategy must be able to create a culture that is open to new ideas, strengthen collaboration between teams, and encourage the development of competencies relevant to the innovation needs of the organization (Satriadi et al., 2023). HR management that focuses on innovation requires a more holistic approach, one of which is the management of two interrelated but often conflicting aspects: exploration and exploitation. Exploration focuses on the search for and development of new ideas, where as exploitation relates to the application and optimization of existing ideas (Faroque et al., 2022). The right balance between exploration and exploitation can strengthen an organization's ability to adapt to change and accelerate the innovation process while increasing efficiency in the implementation of existing ideas.

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application of technology that supports effective knowledge management.

LITERATURE REVIEW

Human Resource Strategy

HR strategy refers to the policies and practices implemented to manage the workforce to achieve organizational goals. In the context of innovation, human resources play a key role in creating an environment that supports creativity and innovation. Various studies have shown that organizations with effective HR strategies can create a work culture that supports the exploration of new ideas and increases collaboration between employees, which is an important foundation for innovation (Tusriyanto et al., 2023).

Adaptive human resources that focus on developing employee competencies relevant to organizational needs can encourage continuous innovation. For example, research conducted by (Jones & Grimshaw, 2012) revealed that training and development policies that focus on technical and soft skills significantly influence an organization's capacity to innovate. Policies that support work flexibility, reward creative ideas, and provide opportunities for employees to take risks are also factors that encourage innovation.

Ambidextrous Organization Theory

Ambidextrous Organization Theory refers to an organization's ability to simultaneously manage two seemingly contradictory activities, exploration and exploitation. Exploration relates to the search for new ideas, radical innovation, and experimentation, whereas exploitation focuses on improving efficiency and optimizing existing ideas (Koryak et al., 2018). Organizations that successfully execute both aspects simultaneously will have a competitive advantage in the face of rapid change and market uncertainty (Veríssimo et al., 2024).

Recent research shows that ambidextrous organizations perform better in the long term because they can innovate while maintaining operational excellence. To support these two processes, HR strategy plays an important role by creating policies that integrate exploration and exploitation aspects in HR management. This can include flexible employee management, encouraging cross-departmental collaboration, and providing room for experimentation without neglecting established operational needs (Przytuła et al., 2022).

Knowledge Management

Knowledge management is the process of identifying, sharing, and utilizing knowledge within an organization to increase efficiency and innovation. Knowledge can be divided into two types: explicit, which is easily transferred in the form of documents or procedures, and tacit, which is the knowledge contained in individual experience and skills (Personal et al., 2016). In the context of innovation, knowledge management plays a central role in accelerating the creation and practical application of new ideas.

For example, research by (Lam et al., 2021) showed that the use of information technology-based knowledge management systems can accelerate the innovation process by improving the accessibility and distribution of knowledge within organizations. In addition, employees tacit knowledge is often the main source of innovation; therefore, it is important to create mechanisms that enable the effective transfer of knowledge between individuals and teams. More recent research has also highlighted the importance of a culture of knowledge sharing in supporting innovative collaboration. Therefore, HR strategies that support knowledge management are key to improving an organization's innovation capabilities.

Relationship Between Variables

The three variables explained HR strategy, ambidextrous organization theory, and knowledge management interact to create an environment that supports innovation. For example, HR policies that support exploration through training and development, as well as providing space for experimentation and idea sharing play a major role in activating exploration and exploitation processes. Good knowledge management enables organizations to optimize both aspects by ensuring that relevant knowledge is easily accessible and utilized in the development of new ideas and more efficient operational improvements (Dinesh Babu et al., 2024).

Research by (Alfawaire & Atan, 2021) confirms that organizations that can manage the balance between exploration and exploitation tend to have a greater capacity to adapt to market changes and maintain a competitive advantage in the long term. Therefore, it is important for organizations to develop HR strategies that not only support knowledge management but also create a structure that is flexible and responsive to changing market demand.

This literature review, explains that HR strategy, ambidextrous organizational theory, and knowledge management are interrelated factors that support creativity and innovation in organizations. Organizations that can manage two seemingly contradictory things—exploration and exploitation—will have an advantage in innovation. In addition, effective knowledge management enables organizations to utilize the potential of existing knowledge, both explicit and tacit, to support both processes. Therefore, this research is important for providing deeper insights into practical ways that can be applied to HR policies and strategies to encourage sustainable innovation in organizations.

METHOD

This literature review aims to evaluate the contribution of Human Resource (HR) strategies in increasing creativity and innovation in organizations, with a focus on the relationship between ambidextrous organizational theory and knowledge management. To achieve this goal, this study uses a systematic literature review method that allows researchers to identify, analyze, synthesize, and evaluate relevant literature that discusses the various main variables in this study. The following is a more in-depth explanation of the steps taken in this literature review in a structured and systematic manner (Ramayanti, 2023).

1. Literature Collection Process

Literature collection is the first stage of this literature review, which aims to identify relevant and reliable sources of topics related to HR strategy, ambidextrous organization theory, and knowledge management. Literature collection was performed using the following steps:

- a) **Determination of Inclusion and Exclusion Criteria:** This study only used literature published in the last 10 years to ensure the suitability and relevance of the latest trends and developments in this field. The inclusion criteria also included articles indexed in leading academic databases, relevant academic textbooks, and peer-reviewed research reports. Literature that is not relevant to the research objectives or does not meet certain quality standards will be excluded.
- b) **Use of Academic Databases:** Researchers search for literature through various reputable academic databases such as Google Scholar, JSTOR, Scopus, and ProQuest. The use of this database allowed access to credible and standard literature sources. Keywords used for searches include terms such as “HR strategy,” “ambidextrous organization,” “knowledge management,” “creativity,” “innovation,” and “ambidextrous organization theory.”
- c) **Main Reference Sources:** Researchers also refer to the classical literature and key references that have proven to be important theoretical foundations in this field. Some of the seminal works used in this study include Tushman and O'Reilly (1996) on ambidextrous organization

theory, and Nonaka and Takeuchi (1995) on knowledge management. These references are important because they provide a solid theoretical foundation and are highly relevant to the topic of this study (Yakin et al., 2023).

2. Literature Analysis Process

After collecting the literature, the next step is an in-depth analysis of the literature. This analysis aimed to explore the patterns, main themes, and relationships between concepts relevant to the variables in this study. The following are the stages of analysis:

- a) **Sorting and Categorization of Literature:** The collected literature was sorted based on relevant topics and variables. The literature on HR strategies, ambidextrous theory, and knowledge management will be analyzed separately. Then, the analysis results from each topic were synthesized to identify the relationship between the existing variables in supporting organizational innovation.
- b) **Thematic Analysis:** In step, the researcher identifies the main themes that appear in the literature. For example, for HR strategy, the researcher will look for patterns that show how HR policies, such as employee training and development, are related to increased creativity and innovation. Similarly, in knowledge management, the analysis focuses on how the knowledge-sharing process plays a role in supporting the exploration of new ideas and efficiency in the exploitation of existing ideas.
- c) **Literature Synthesis:** A literature synthesis will be conducted to combine relevant findings from various sources. This process aims to build a more comprehensive understanding of the interaction between HR strategy, ambidextrous theory, and knowledge management to enhance organizational creativity and innovation. This synthesis provides a more holistic picture of how these variables support each other in creating a culture of sustainable innovation.

3. Criticism and Evaluation of Literature

The next step is to critically evaluate existing literature. This evaluation is important for assessing the strengths, weaknesses, and validity of the existing findings. This process includes:

- a) **Source Quality Evaluation:** Each selected study evaluated based on its credibility and quality. The main focus is on publications that are indexed in reputable international journals and peer-reviewed, as their quality and reliability have been tested. Older literature will still be used if it provides a strong theoretical foundation or a deep historical relevance to the topic under discussion.
- b) **Identification of Research Gaps:** Based on the synthesis of the literature, the researcher identifies research gaps or areas that are less discussed in the existing literature. This includes aspects that require further attention, such as how the implementation of ambidextrous theory in HR policy can be more effectively practiced in the context of innovation. This gap opens up opportunities for further research that can make a greater contribution to the field of HR management and innovation.

4. Development of Conceptual Model

Based on the synthesis of the literature, the next step is to develop a conceptual model that connects the analyzed variables. This model describes the interaction between HR strategy, ambidextrous theory, and knowledge management in creating an environment that supports creativity and sustainable innovation. This model focuses on the following aspects.

- a) **HR Strategy:** Supporting creativity and innovation through a balanced policy between exploration and exploitation, such as training, competency development, and reward systems that motivate creative ideas.
- b) **Ambidextrous Organization Theory:** Illustrating the importance of managing two seemingly contradictory processes—exploration and exploitation—to support continuous innovation in

an organization.

- c) Knowledge Management: As key factor that facilitates the exploration of new ideas and the exploitation of existing ideas through knowledge sharing, collaboration, and the use of information technology that supports the flow of knowledge in the organization.

This conceptual model is expected to provide a deeper understanding of how organizations can simultaneously manage human resources, knowledge, and innovation to create an innovative and adaptive environment.

5. Conclusions

This literature review concludes with a summary of the main findings of this study as well as the practical implications that organizations can draw from it in managing human resources, knowledge management, and innovation. The researcher also provides recommendations for further research, especially regarding the application of the ambidextrous model in human resource policies that can strengthen the innovation process in the context of dynamic and competitive organizations (Tojiri et al., 2023).

RESEARCH RESULTS AND DISCUSSION

Based on the literature review, various important findings and insights have been discovered regarding the relationship between Human Resource (HR) strategy, ambidextrous organizational theory, and knowledge management in supporting creativity and innovation in organizations. The process of collecting, analyzing, and synthesizing literature provides a clearer picture of how these three variables interact to create a sustainable environment for innovation. The following is a discussion of the results of the literature review:

The Role of HR Strategy in Enhancing Creativity and Innovation

HR strategy plays a key role in creating an environment that supports creativity and innovation. Adaptive HR policies are important in organizations that focus on innovation. Based on the findings of various studies (Tusriyanto et al., 2023), organizations with effective HR policies can create a culture that supports the exploration of new ideas and increases collaboration among employees. Research by (Jones & Grimshaw, 2012) also show that training and development policies that focus on technical and soft skills greatly influence an organization's ability to innovate. This shows that HR policies that focus on skill development can accelerate the innovation process by preparing employees to be more competent in dealing with rapid market changes.

In addition, policies that support work flexibility, reward creative ideas, and provide opportunities to take risks are factors that encourage creativity in organizations (Koryak et al., 2018). Organizations that can create these policies will find it easier to realize innovation because it creates space for individuals to be creative and share useful ideas.

The Ambidextrous Organization Theory and Its Application in Human Resources

The ambidextrous organization theory introduced by ((van Lieshout et al., 2021) provides an important framework for understanding how organizations can manage two seemingly contradictory processes, exploration and exploitation. Exploration refers to the search for new ideas and radical innovations, whereas exploitation focuses more on the application and optimization of existing ideas. Organizations that can manage these two aspects in a balanced way have a greater ability to survive uncertainty and rapid market change.

Based on a literature analysis, it is known that ambidextrous organizations can utilize existing resources and the potential to support both processes. In this case, HR strategy is very important for creating policies that integrate these two aspects. (Dinesh Babu et al., 2024) show that ambidextrous organizations facilitate exploration, which encourages creativity while ensuring efficient exploitation

in operational management. HR managers play a role in designing policies that enable employees to collaborate across departments and provide the freedom to innovate without neglecting the existing operational objectives.

Knowledge Management in Supporting Innovation

Effective knowledge management is key to supporting continuous innovation. Findings from (Zhang et al., 2022) reveal that information technology-based knowledge management systems can improve the distribution and accessibility of knowledge within organizations. This accelerates the innovation process by enabling team members to share knowledge more efficiently. Accumulated knowledge, both explicit and tacit, plays an important role in creating new ideas and increasing organizational productivity.

In addition, findings from (Odhiambo, 2024) show that tacit knowledge contained in individual experience and skills is often the main source of innovation in organizations. Therefore, it is important for organizations to create mechanisms that facilitate the transfer of tacit knowledge between individuals and teams. Organizations that succeed in sharing knowledge have the advantage of creating new, relevant, and innovative ideas. In this case, the role of human resources is to create a culture of knowledge-sharing that motivates collaboration and learning between departments.

Relationship Between Variables: Integration of HR Strategy, Ambidextrous Organization, and Knowledge Management

Through a synthesis of the literature, it can be concluded that three variables—HR strategy, ambidextrous theory, and knowledge management—interact closely to create an environment that supports creativity and innovation in the organization. For example, HR policies that support exploration through employee training and development can strengthen the exploration process and encourage new ideas and creativity. Effective knowledge management enables organizations to utilize relevant knowledge in both exploration and exploitation.

Furthermore, research by = (Saeed et al., 2023) emphasized the importance of knowledge management in increasing the effectiveness of exploration and exploitation by ensuring that existing knowledge can be accessed and utilized optimally in the innovation process. Organizations that can manage knowledge effectively not only increase their innovation capabilities but also accelerate adaptation to dynamic market changes.

(Ato Coleman, 2018) emphasized that organizations that are able to manage the balance between exploration and exploitation are superior in terms of long-term competitiveness. Therefore, it is important for organizations to formulate HR strategies that not only support knowledge management but also enable flexibility and adaptation in responding to rapid changes in the market.

CONCLUSIONS, PROPOSALS, RECOMMENDATIONS

Conclusion

Based on the literature review, it can be concluded that Human Resource (HR) strategies, ambidextrous organizational theory, and knowledge management play important roles in supporting creativity and innovation in organizations. An adaptive HR strategy that supports exploration and exploitation is capable of creating a culture of sustainable innovation, whereas ambidextrous organizational theory provides a framework for managing these seemingly contradictory processes in a balanced manner. In addition, effective knowledge management enables organizations to harness the collective potential of employees' knowledge, both explicit and tacit, to accelerate the innovation process. The integration of these three variables provides a strong foundation for organizations to innovate and adapt to dynamic market changes.

Proposal

As a further development step, this study suggests developing a more integrated and flexible HR policy that not only focuses on resource management efficiency but also provides space for the exploration of creative ideas and the optimization of existing operational processes. Organizations need to ensure that HR policies support a balance between exploration and exploitation by providing opportunities for employees to innovate, collaborate, and share knowledge across teams. Furthermore, it is important for organizations to integrate knowledge management systems that enable a smoother flow of information and knowledge within the organization by utilizing technology and a knowledge-sharing culture.

Recommendations

Based on the identified findings, it is recommended that organizations begin to implement HR policies that encourage more structured work flexibility and innovation through training and competency development relevant to market needs. Organizations are also advised to adopt a more efficient information technology-based knowledge management system to facilitate collaboration and knowledge transfer, between employees and departments, especially tacit knowledge. Further research is needed to explore the challenges of implementing ambidextrous theory in larger and more complex organizations, as well as to identify contextual factors that influence the effectiveness of HR policies and knowledge management in supporting innovation.

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