

Resource Strategy Canvas: Ideas for Human Resource Strategy Tool

Maya Malinda, Elizabeth Wianto, Yolla Margaretha & Henky Lisan Suwarno

Maranatha Christian University, Bandung, Indonesia

Email: maya.malinda@eco.maranatha.edu

Abstract

This article is grounded in the need to develop effective business strategies tailored specifically for Micro, Small, and Medium Enterprises (MSMEs). The aim of this article is to serve as a practical reference for MSMEs in growing their businesses and to offer alternative solutions to common challenges, particularly in Indonesia. Most importantly, for MSMEs, this work aspires to provide inspiration and actionable solutions to the obstacles they face. This study employs a qualitative methodology, combining literature reviews from scholarly journals and interviews with MSME practitioners to capture their real-world needs and perspectives. Central focus of this article is on human resource development within MSMEs. The novelty in this paper to introduce of the STAR SOURCE strategy tool, a new conceptual framework designed to enrich business development practices. This tool comprises ten key elements within the Resources Strategy Canvas (RSC): consisting of selection (S); training and development (T); assessing cultural fit (A); networking (R); specific needs (S); online platforms (O); outsourcing (U); referral program (R); company culture (C); evaluation (E). enriching the treasure trove of knowledge, especially in developing MSME businesses. Altogether, this strategy contributes to the broader body of knowledge and offers a fresh perspective on enhancing the capabilities of MSMEs.

Keywords resource strategy canvas, STAR Source, human resource development.

1. Introduction

Human resource strategy is a systematic approach to managing people within an organization, with the goal of ensuring that human resources support the achievement of the organization's vision, mission, and strategic objectives. In a dynamic and competitive business environment, the role of human resources is not merely administrative but also a key driver in creating competitive advantage (Eidizadeh et al., 2017)

HR strategy emerged in response to the need for organizations to align HR practices with the overall business strategy (Aljarboa, 2024). In this context, HR management must be able to create added value, increase productivity, and develop organizational capabilities, including in the context of small and medium-sized enterprises (SMEs). (Renedo et al., 2025) (Wongsansukcharoen & Thaweepaiboonwong, 2023)

The Objective of recruitment and selection in business and organizational environments is to identify, attract, and select individuals who best meet the company's needs and goals. (Tursunbayeva et al., 2025) This includes finding candidates who possess the right skills,

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499
Vol. 3
21-23 Oktober 2025

experience, and personality for the position, as well as a good fit with the company culture. The following are some specific objectives of the recruitment and selection process.(Shepperson et al., 2025)

Tabel 1. Purpose of Recruitment and Selection Explanation

Purpose of Recruitment and Selection	Explanation
Recruit quality employees	Finding people with the right skills, knowledge, and experience for the position is often referred to as the right person in the right place.
Improve organizational performance	By recruiting the right employees, organizations can improve overall performance and productivity.
Reduce employee turnover	By selecting employees who are a good fit for the company and the position, organizations can reduce employee turnover, which can lead to high costs and disruption.
Facing future challenges	Effective recruiting allows organizations to anticipate future needs and identify talent that can help them navigate industry or technological changes.
Develop a strong organizational culture	Attracting individuals who align with your company's values and culture can help strengthen that culture and maintain a positive work environment.
Increase diversity	An inclusive recruitment and selection process can help organizations gain a diversity of experiences, backgrounds, and perspectives, thereby enriching the pool of ideas and perspectives.
Save time and resources	By using efficient and effective selection methods, organizations can save time and resources required to find, attract, and select the right employees.

Benefits of Human Resource Strategy. Implementing a sound HR strategy brings various benefits to the organization, including: Improved employee performance due to role clarity(Stup et al., 2025), appropriate training, and career development(Hosen et al., 2024). A healthy work culture is formed, creating a collaborative and innovative work climate(Dinesh Babu et al., 2024). Employees are more engaged and loyal, reducing turnover rates and increasing team stability.(Pimentel et al., 2025)(Lathabhavan et al., 2024) Improved organizational adaptability, as human resources are better prepared for change.(Zhou et al., 2025) Creating unique organizational capabilities that are difficult for competitors to imitate.(Horani et al., 2025)

Connecting with the Resource Strategy Canvas (RSC). In the context of developing human resource strategies for MSMEs, the common approaches used by large companies are often not directly relevant. Therefore, a more applicable strategic tool is needed that is tailored to the characteristics of MSMEs. To address this need, the author developed the Resource Strategy

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

Canvas (RSC) model known as STAR SOURCE.-(Malinda, M; Wianto, E & Intan, 2024). The STAR SOURCE model consists of ten key elements developed specifically to address the challenges and needs of MSMEs in human resource management: Selection; Training and Development; Assessing Cultural Fit; Relationships/Networking; Specific Needs; Online Platforms; Utilizing Outsourcing; Referral Program; Company Culture; Evaluation. The RSC is not only a diagnostic tool, but also a strategic guide that MSMEs can use to design, evaluate, and refine their human resource management strategies. With a focus on human capital, STAR SOURCE positions human resources as the center of MSMEs' sustainable competitive advantage. Problems Entrepreneurs face in obtaining resources, resources can generally be divided into two categories: human resources and non-human resources. Human resources are obtained from the community through recruitment and selection processes.

2. Literature Review

Human Resource Management Elements in the Resource Strategy Canvas:

- a. Selection:** The selection process is a crucial initial step in HR management because it determines the quality of individuals who will join the organization. According to (Dessler, 2020), selection aims to choose the best candidates based on the match between individual qualifications and job requirements. In the context of MSMEs, the selection process is often informal, but it is important to have basic criteria to ensure the process remains objective and effective (Cardon & Stevens, 2004).
- b. Training and Development:** Training and development aims to improve employee skills, knowledge, and abilities. (Armstrong, M., & Taylor, 2020) state that investing in training can improve individual and organizational performance. In MSMEs, training is often practical and based on direct experience, but it still plays a crucial role in technological adaptation and increasing competitiveness (Niraula et al., 2025)
- c. Assessing Cultural Fit:** Cultural fit refers to the extent to which an individual's values align with those of the organization. (Phanniphong et al., 2024) emphasized the importance of cultural fit in creating a harmonious and productive work environment. In small organizations such as MSMEs, organizational culture is heavily influenced by the business owner, so selecting culturally compatible employees can increase retention and loyalty (Arz, 2019). (Wang et al., 2025)
- d. Relationships / Networking:** Networking is a strategic asset in business development. According to (Anjaningrum et al., 2024), social networks can influence access to information, resources, and business opportunities. For MSMEs, relationships with local communities, business associations, and support institutions are crucial in expanding markets and accessing training or capital (Abane et al., 2024)
- e. Specific Needs:** HR strategies must be tailored to the specific needs of the company and its industry. (Deepa et al., 2024) suggest that effective HR management depends on mapping organizational needs against required competencies. In MSMEs, HR needs vary greatly depending on the type of business, production scale, and target market. (Dutta et al., 2022)
- f. Online Platforms (Digital Platforms):** The use of digital platforms in HR management has grown rapidly. According to (Dutta et al., 2022), technologies such as recruitment

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

- applications, e-learning, and digital performance management have helped organizations improve HR efficiency. For MSMEs, the use of online platforms can help in reaching talent, facilitating training, and monitoring productivity in real time.(Galanti & Fantinelli, 2024)
- g. Utilizing Outsourcing (Using Outsourcing): HR outsourcing is carried out to reduce operational burdens and allow companies to focus on core competencies. (Dang et al., 2025) explain that outsourcing can provide flexibility and cost efficiency, especially for small companies with limited resources. However, it is important to maintain quality and control in outsourcing partnerships.(El Mokrini & Aouam, 2022)
 - h. Referral Program (Referral Program): An employee referral program is a recruitment strategy that relies on internal networks to recommend candidates. According to (Aparna & Kumar, 2024)this method not only saves recruitment costs but also increases the chances of finding employees who are a good cultural fit and perform well. MSMEs often utilize this system informally through personal connections or local communities.(Zhao et al., 2025)
 - i. Company Culture: Company culture is the foundation of values, norms, and work practices within an organization. (Zhao et al., 2025)emphasized that a strong organizational culture can drive employee performance, innovation, and loyalty. In MSMEs, culture is typically more flexible and rooted in the values of the business owner, creating a close-knit and adaptive work environment.(Ak et al., 2025)
 - j. Evaluation: Evaluation in HR management is crucial for assessing the effectiveness of strategies and employee performance. According to (Ak et al., 2025)objective performance evaluations can aid in decision-making regarding promotions, training, and career development. In the MSME context, although evaluations are often conducted informally, a systematic approach can help improve business efficiency and growth.(Hai & Park, 2024)

3. Research Method

The methodology employed in developing the Resource Strategy Canvas (CSC) as a strategic tool is rooted in a qualitative research approach. This method is used to explore and understand human phenomena, behaviors, and experiences within social and cultural contexts (Sekaran & Bougie, 2016). Rather than focusing on numerical data or statistical analysis, the research emphasizes meaning and interpretation.

A Systematic Literature Review (SLR) is utilized to identify, evaluate, and synthesize prior studies in a structured and comprehensive manner(Snyder, 2019). This approach supports the development of a deep understanding of the strategic needs of MSME actors, especially in enhancing their business competitiveness.

To complement the literature review, the author also conducted interviews with MSME practitioners to capture their perspectives, challenges, and practical needs in achieving competitiveness (Kabir, 2016). The data collection process further draws on the author's personal engagement and interaction with MSMEs, applying two qualitative techniques:

Participatory Observation – where the author is actively involved in the daily activities of MSMEs, observing how business actors manage operations, address challenges, and make decisions. Insights are recorded through direct observation and reflective notes during field

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

interactions (Jiang et al., 2024)

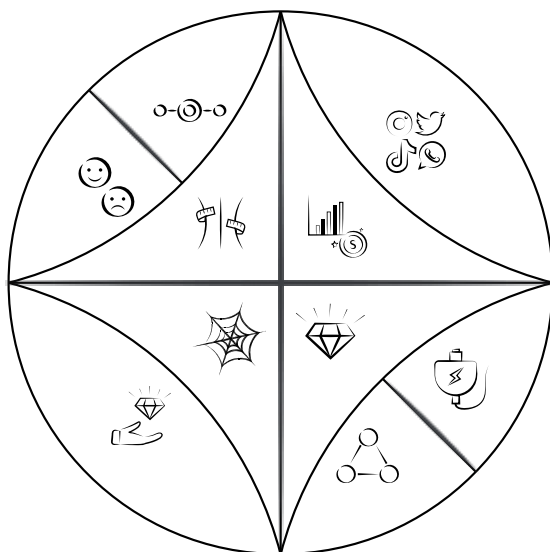
Informal Interviews and Dialogues – conducted in a casual, non-structured manner, these conversations allow for open and candid sharing. Through these interactions, the author captures the lived experiences, strategies, and personal reflections of MSME actors in navigating their business environment (Sivarajah et al., 2020)

By combining these qualitative techniques, the research aims to generate a rich, contextual understanding of the competitiveness needs of MSMEs and inform the development of the RSC tool accordingly.

4. Finding and Discussion

Resource Strategy Canvas. Understanding the purpose of recruitment and selection requires a recruitment and selection strategy. Recruitment and selection for small and medium-sized enterprises (SMEs) can be both challenging and crucial to their success. Below are some considerations and strategies tailored to SMEs in figure 1 and Table 2, Table 3.

Figure 1. Resources Strategy Canvas (RSC)



Source: (Malinda, Maya; Elizabeth; Evelyn Laurentia, 2024)

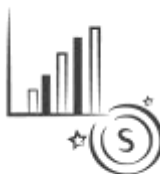
Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499
Vol. 3
21-23 Oktober 2025

Table 2. Resource Strategy Elements and Meaning Graph

Resource Strategy elements Graph	Meaning of graph
<i>Selection (S)</i> 	Slim size Streamline the Selection Process. Keep the selection process efficient and focused. SMEs may not have the luxury of a lengthy hiring process, so prioritize the most important steps like resume screening, interviews, and reference checks.
<i>Training and Development(T)</i> 	Graph + dollar Invest in Training and Development. Realize that hiring for potential and cultural fit is sometimes more beneficial than simply focusing on immediate skills. SMBs can invest in training and development programs to help new employees acquire the specific skills needed for the role.
<i>Assessing Cultural Fit (A)</i> 	Diamond Assess Cultural Fit. In SMEs, cultural fit can be crucial due to the tight-knit nature of teams and the need for individuals to adapt quickly. Look for candidates who not only possess the required skills but also align with your organization's values and dynamics.
<i>Networking (R)</i>	Spider web Take Advantage of Networking. Leverage your personal and professional networks, as well as those of your current

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

Resource Strategy elements Graph	Meaning of graph
	employees, to spread the word about job openings. Networking can be a cost-effective way to reach potential candidates who may not be actively searching through traditional channels.
<i>Specific Needs (S)</i> 	Three connected circles Identify Specific Needs. Small and medium-sized businesses often have limited resources, so it's crucial to clearly identify the specific skills, experience, and qualities required for the role. Prioritize the most important requirements to effectively focus your search.
<i>Online Platforms (O)</i> 	Social media logos Take Advantage of Online Platforms. Use online job boards, social media platforms, and professional networking sites to advertise job openings. Many platforms offer low-cost or even free job posting options, making them suitable for small business budgets.
<i>Outsourcing (U)</i>	Electric socket Consider Outsourcing. For specialized roles or during periods of rapid growth, SMEs may benefit from outsourcing certain aspects of recruitment and selection to external agencies or consultants. This can provide access to expertise and resources that may not be available internally.

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

Resource Strategy elements Graph	Meaning of graph
	
<i>Referral Program (R)</i> 	Three linked circles Consider a Referral Program. Implement a referral program that incentivizes current employees to refer qualified candidates. This can be a cost-effective way to attract talent while also boosting employee engagement and retention.
<i>Company Culture (C)</i> 	Diamonds and hands Emphasize Company Culture and Opportunities. Highlight the unique aspects of your company culture, growth opportunities, and the impact employees can make in a smaller organization. SMEs often offer more flexibility, autonomy, and opportunities for advancement, which may appeal to certain candidates.

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

Resource Strategy elements Graph	Meaning of graph
<i>Evaluation (E)</i> 	Two emojis Evaluate, Seek Feedback, and Iterate. Continuously seek feedback from candidates and hiring managers to improve your recruitment and selection process over time. Adjust your strategy based on what works best for your organization and the specific challenges you face.

Source: (Malinda, M; Wianto, E & Intan, 2024)

Table 3. Resource Strategy elements and explanation

Resource Strategy elements	Explanation and Questions
<i>Selection (S)</i> 	Streamline the Selection Process Keep the selection process efficient and focused. SMEs may not have the luxury of a lengthy hiring process. Therefore, prioritize the most important steps, such as resume screening, interviews, and reference checks. 1. What does your company do to streamline and maintain efficiency in the selection process?
<i>Training and Development(T)</i> 	Investing in Training and Development Recognize that hiring for potential and cultural fit is sometimes more beneficial than simply focusing on immediate skills. SMEs can invest in training and development programs to help new employees acquire the specific skills needed for the role. 1. What is your company's investment in human resource training? 2. What is your company's investment in human resource

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

Resource Strategy elements	Explanation and Questions
	development?
<i>Assessing Cultural Fit (A)</i> 	Assessing Cultural Fit In MSMEs, cultural fit can be crucial due to the close-knit nature of teams and the need for individuals to adapt quickly. Look for candidates who not only possess the required skills but also align with your organization's values and dynamics. 1. What does your company do to assess cultural fit? 2. What efforts does the company make to align skills with company values? 3. What efforts does the company make to align skills with company dynamics?
<i>Networking (R)</i> 	Take Advantage of Networking Leverage your personal and professional networks, as well as those of your current employees, to spread the word about job openings. Networking can be a cost-effective way to reach potential candidates who may not be actively searching through traditional channels. 1. Will your company recruit privately or use job networking? 2. What does your company do to save costs in the talent acquisition process?
<i>Specific Needs (S)</i> 	Identify Specific Needs Small and medium-sized businesses often have limited resources, so it's crucial to clearly identify the specific skills, experience, and qualities required for the role. Prioritize the most important requirements to effectively focus your search. 1. What are your company's specific human resource needs? Consider the specific skills, experience, and qualities required for the role. 2. What are your company's primary requirements for potential employees? (skills, education, experience,

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

Resource Strategy elements	Explanation and Questions
	behavior)? 3. What additional requirements support these specific needs? (driving skills, experience in the same field)
<i>Online Platforms (O)</i> 	Leverage Online Platforms Use online job boards, social media platforms, and professional networking sites to advertise job openings. Many platforms offer low-cost or even free options for posting job listings, making them suitable for small and medium-sized business (SME) budgets. 1. Which of the following options do you think is the most effective to use: online jobs, social media platforms, and professional networking sites?
<i>Outsourcing (U)</i> 	Consider Outsourcing For specialized roles or during periods of rapid growth, MSMEs may benefit from outsourcing certain aspects of recruitment and selection to external agencies or consultants. This can provide access to expertise and resources that may not be available internally. 1. What should you do if your company's resources are unavailable? 2. What steps should companies take when considering outsourcing? 3. How should you select an outsourcer? 4. What are the requirements for an outsourcer?
<i>Referral Program (R)</i>	Consider a Referral Program Implement a referral program that incentivizes current employees to refer qualified candidates. This can be a cost-effective way to attract talent while also encouraging employee engagement and retention. 1. What is your referral program? 2. What are the advantages of a referral program for your

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499
Vol. 3
21-23 Oktober 2025

Resource Strategy elements	Explanation and Questions
	company? 3. What are the disadvantages of a referral program for your company?
<i>Company Culture (C)</i> 	Emphasize Company Culture and Opportunities Highlight the unique aspects of your company culture, growth opportunities, and the impact employees can make in a smaller organization. Small and medium-sized enterprises (SMEs) often offer more flexibility, autonomy, and opportunities for advancement, which may appeal to certain candidates. 1. What company culture do you foster for your human resources? 2. What growth opportunities does your company provide for your human resources?
<i>Evaluation (E)</i> 	Evaluation and Iterate Continuously Evaluation from candidates and hiring managers to improve your recruitment and selection process over time. Adjust your strategy based on what works best for your organization and the specific challenges you face. 1. What evaluation efforts does your company implement for candidates and hiring managers? 2. How frequently do you provide evaluation? 3. What are the goals for the evaluation?

Source: (Malinda, M; Wianto, E & Intan, 2024)

For this Resources Strategy Canvas, it is abbreviated as STAR SOURCE, where the meaning of STAR is a star that can be interpreted as being bright, shining in the midst of darkness. while SOURCE means source. In the sentence STAR SOURCE, it can be interpreted that

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

entrepreneurs in facing competition need shining stars who become sources to face business competition. The Resources Strategy Canvas (RSC) is a strategic tool for business development, specifically for acquiring and managing resources effectively and efficiently to face competition. The canvas consists of ten elements: selection (S); training and development (T); assessing cultural fit (A); networking (R); specific needs (S); online platforms (O); outsourcing (U); referral program (R); company culture (C); and evaluation (E).

5. Conclusion

Human resource (HRM) management is a strategic component in building competitive advantage, not only for large companies but also highly relevant for Micro, Small, and Medium Enterprises (MSMEs). The ten elements of the Resource Strategy Canvas (RSC)—namely Selection, Training and Development, Assessing Cultural Fit, Networking, Specific Needs, Online Platforms, Outsourcing, Referral Programs, Company Culture, and Evaluation—concludes that each element plays a crucial role in improving the organization's overall effectiveness and competitiveness.

A strategy based on selecting the right workforce, targeted training, and organizational cultural fit can build a strong resource foundation. Furthermore, the use of digital technology, social networks, and flexible approaches such as outsourcing and referrals are highly adaptive tools for MSMEs with limited resources.

Furthermore, an emphasis on understanding specific needs and continuous evaluation allows HR strategies to remain responsive to changes in the business environment. An inclusive company culture aligned with organizational values also serves as a catalyst for fostering employee engagement and loyalty.

Thus, a holistic and contextual approach to HR management strategy—as reflected in the RSC model—is an important step in strengthening the organizational structure of MSMEs and enhancing their capabilities to grow and compete sustainably.

References

- Abane, J. A., Adamtey, R., & Kpeglo, R. (2024). The impact of social capital on business development in Ghana: Experiences of local-level businesses in the Kumasi Metropolitan Area. *Social Sciences & Humanities Open*, 9, 100775. <https://doi.org/https://doi.org/10.1016/j.ssaho.2023.100775>
- Ak, M., Turkmenoglu, M. A., Elbardan, H., & Yüce, H. (2025). Eco-friendly behavior as a moderator: How responsible leadership shapes environmental performance through organizational green culture in the hospitality industry? *International Journal of Hospitality Management*, 131, 104346. <https://doi.org/https://doi.org/10.1016/j.ijhm.2025.104346>
- Aljarboa, S. (2024). Factors influencing the adoption of artificial intelligence in e-commerce by small and medium-sized enterprises. *International Journal of Information Management Data Insights*, 4(2), 100285. <https://doi.org/https://doi.org/10.1016/j.jjime.2024.100285>

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

Anjaningrum, W. D., Azizah, N., & Suryadi, N. (2024). Spurring SMEs' performance through business intelligence, organizational and network learning, customer value anticipation, and innovation - Empirical evidence of the creative economy sector in East Java, Indonesia. *Heliyon*, 10(7), e27998. <https://doi.org/https://doi.org/10.1016/j.heliyon.2024.e27998>

Aparna, S. M., & Kumar, S. (2024). Changing landscapes in recruitment: a critical analysis of past, present and future. *Personnel Review*, 54(5), 1276–1315. <https://doi.org/https://doi.org/10.1108/PR-01-2024-0098>

Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page Publishers.

Arz, C. (2019). Bridging the micro-macro gap: A multi-layer culture framework for understanding entrepreneurial orientation in family firms. *Journal of Family Business Strategy*, 10(3), 100287. <https://doi.org/https://doi.org/10.1016/j.jfbs.2019.04.006>

Cardon, M. S., & Stevens, C. E. (2004). Managing human resources in small organizations: What do we know? *Human Resource Management Review*, 14(3), 295–323. <https://doi.org/https://doi.org/10.1016/j.hrmr.2004.06.001>

Dang, V. L., Wan, S., & Guo, J. (2025). Third-party logistics outsourcing: A review of two decades of advancing decision-making approaches with an up-to-date three-layer criteria framework integrating environmental, social, and governance metrics. *International Journal of Production Economics*, 284, 109615. <https://doi.org/https://doi.org/10.1016/j.ijpe.2025.109615>

Deepa, R., Sekar, S., Malik, A., Kumar, J., & Attri, R. (2024). Impact of AI-focussed technologies on social and technical competencies for HR managers – A systematic review and research agenda. *Technological Forecasting and Social Change*, 202, 123301. <https://doi.org/https://doi.org/10.1016/j.techfore.2024.123301>

Dessler, G. (2020). *Human Resource Management* (16th ed.). Pearson.

Dinesh Babu, M., Bijay Prasad, K., & Tara Prasad, U. (2024). Impact of ambidextrous leadership on innovative work behaviour and employee performance in the IT sector. *Heliyon*, 10(13), e33124. <https://doi.org/https://doi.org/10.1016/j.heliyon.2024.e33124>

Dutta, D., Mishra, S. K., & Budhwar, P. (2022). Ethics in competency models: A framework towards developing ethical behaviour in organisations. *IIMB Management Review*, 34(3), 208–227. <https://doi.org/https://doi.org/10.1016/j.iimb.2022.10.002>

Eidizadeh, R., Salehzadeh, R., & Chitsaz Esfahani, A. (2017). Analysing the role of business intelligence, knowledge sharing and organisational innovation on gaining competitive advantage. *Journal of Workplace Learning*, 29(4), 250–267. <https://doi.org/https://doi.org/10.1108/JWL-07-2016-0070>

El Mokrini, A., & Aouam, T. (2022). A decision-support tool for policy makers in healthcare supply chains to balance between perceived risk in logistics outsourcing and cost-efficiency. *Expert Systems with Applications*, 201, 116999.

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

<https://doi.org/https://doi.org/10.1016/j.eswa.2022.116999>

Galanti, T., & Fantinelli, S. (2024). Managing the future of talents: digital innovation in learning organizations. *The Learning Organization*, 32(4), 554–580. <https://doi.org/https://doi.org/10.1108/TLO-06-2023-0096>

Hai, S., & Park, I.-J. (2024). How can promote hotel employees' performances? Relative importance of high-performance HR practices and the moderating role of empowering leadership. *International Journal of Hospitality Management*, 119, 103706. <https://doi.org/https://doi.org/10.1016/j.ijhm.2024.103706>

Horani, O. M., Al-Adwan, A. S., Al-Rahmi, W. M., & Alkhalifah, A. (2025). Enabling innovation with big data analytics capabilities: the moderating role of organizational learning culture. *Data Science and Management*. <https://doi.org/https://doi.org/10.1016/j.dsm.2025.06.006>

Hosen, S., Hamzah, S. R., Arif Ismail, I., Noormi Alias, S., Faiq Abd Aziz, M., & Rahman, M. M. (2024). Training & development, career development, and organizational commitment as the predictor of work performance. *Heliyon*, 10(1), e23903. <https://doi.org/https://doi.org/10.1016/j.heliyon.2023.e23903>

Jiang, Z., Jiang, X., Jin, Y., & Tan, L. (2024). A study on participatory experiences in cultural and tourism commercial spaces. *Heliyon*, 10(2), e24632. <https://doi.org/https://doi.org/10.1016/j.heliyon.2024.e24632>

Kabir, S. M. (2016). *METHODS OF DATA COLLECTION* (pp. 201–275).

Lathabhavan, R., Sumathi, K., & Padhy, P. C. B. T.-R. M. in S. S. (2024). *Employee Engagement*. Elsevier. <https://doi.org/https://doi.org/10.1016/B978-0-443-13701-3.00465-5>

Malinda, M; Wianto, E & Intan, E. L. (2024). *Poster Resource Strategy Canvas* (000644834). MENTERI HUKUM DAN HAK ASASI MANUSIA DIREKTUR JENDERAL KEKAYAAN INTELEKTUAL.

Malinda, Maya; Elizabeth; Evelyn Laurentia, I. (2024). *Resources Strategy Canvas* (000644834). KEMENTERIAN HUKUM DAN HAK ASASI MANUSIA REPUBLIK INDONESIA.

Niraula, G. P., Kharel, S., & Mainali, B. P. (2025). The role of perceived organizational support between training and development practices and employee engagement in Nepalese commercial banks. *International Journal of Sociology and Social Policy*, 45(56), 471–488. <https://doi.org/https://doi.org/10.1108/IJSSP-12-2024-0642>

Phanniphong, K., Na-Nan, K., Asavanattakorn, N., & Chuen-u-ra, K. (2024). Job stress matters: Understanding how job stress moderates the relationship between person-environment fit and innovative work behavior in the Thai food industry. *Acta Psychologica*, 250, 104513. <https://doi.org/https://doi.org/10.1016/j.actpsy.2024.104513>

Pimentel, D., Almeida, P., & Morais, Y. (2025). Organizational justice, turnover intentions and

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499
Vol. 3
21-23 Oktober 2025

resilience in family and non-family businesses in the Portuguese hotel industry. *Journal of Family Business Management*, 15(3), 590–611. <https://doi.org/https://doi.org/10.1108/JFBM-10-2024-0241>

Renedo, S., Martínez-Corts, I., Di Marco, D., & Medina, F. J. (2025). “Sweeten the (i)-deal”: unveiling power and influence dynamics in family small and medium-sized enterprises. *Journal of Family Business Management*, 15(3), 728–758. <https://doi.org/https://doi.org/10.1108/JFBM-06-2024-0127>

Sekaran, U., & Bougie, R. (2016). *Research Methods For Business: A Skill Building Approach*. Wiley. <https://books.google.co.id/books?id=Ko6bCgAAQBAJ>

Shepperson, L., von Rosing, M., Czichos, H., & Möck, T. (2025). *Chapter 31 - Sustainability as a recruiting criterion* (M. B. T.-T. S. H. von Rosing Volume 2 (ed.); pp. 589–610). Elsevier. <https://doi.org/https://doi.org/10.1016/B978-0-323-90421-6.00012-0>

Sivarajah, U., Irani, Z., Gupta, S., & Mahroof, K. (2020). Role of big data and social media analytics for business to business sustainability: A participatory web context. *Industrial Marketing Management*, 86, 163–179. <https://doi.org/https://doi.org/10.1016/j.indmarman.2019.04.005>

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339. <https://doi.org/https://doi.org/10.1016/j.jbusres.2019.07.039>

Stup, R. E., MacKenzie, M. K., & Lutz, K. A. (2025). Onboarding dairy farm employees: Improving the new employee experience. *Journal of Dairy Science*, 108(4), 4462–4473. <https://doi.org/https://doi.org/10.3168/jds.2024-25319>

Tursunbayeva, A., Fernandez, V., Gallardo-Gallardo, E., & Moschera, L. (2025). Artificial intelligence and digital data in recruitment. Exploring business and engineering candidates’ perceptions of organizational attractiveness. *European Management Journal*. <https://doi.org/https://doi.org/10.1016/j.emj.2025.03.002>

Wang, L., Zheng, L., English, A. S., & Liu, S. (2025). Migrating between rice and wheat cultures: Cultural fit moderates the effect of work centrality on newcomers’ job satisfaction in the post-pandemic era. *International Journal of Intercultural Relations*, 104, 102097. <https://doi.org/https://doi.org/10.1016/j.ijintrel.2024.102097>

Wongsansukcharoen, J., & Thaweepaiboonwong, J. (2023). Effect of innovations in human resource practices, innovation capabilities, and competitive advantage on small and medium enterprises’ performance in Thailand. *European Research on Management and Business Economics*, 29(1), 100210. <https://doi.org/https://doi.org/10.1016/j.iedeen.2022.100210>

Zhao, H. H., Liu, S., Zheng, X., Li, N., Yiu, S., & Liu, X. (2025). Mobilized social capital and career success: A model of retrieval, referral, and reinforcement. *Journal of Vocational Behavior*, 157, 104094. <https://doi.org/https://doi.org/10.1016/j.jvb.2025.104094>

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

Zhou, X., Wang, S. (Sure), Zhao, X. (Roy), & Namasivayam, K. (2025). How do organizational emotion resources enhance Gen Z person-job fit in hotels? Roles of career adaptability and diversity management. *International Journal of Hospitality Management*, 126, 104095. <https://doi.org/https://doi.org/10.1016/j.ijhm.2025.104095>

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)