



can erode their trust and commitment, particularly their affective commitment, as noted by Connell (Adding, 2020). Organizational values serve to unite employees, shape the work environment, and facilitate the achievement of common goals. Values such as trust, openness, teamwork, and creativity foster a culture that leads to better results, as emphasized by Dastmalchian (Adding, 2020). Companies that emphasize these values tend to outperform their competitors in terms of revenue growth, stock performance, and profitability, while also experiencing lower employee turnover (Sullivan, Adding, 2020).

Human resources are individuals who act as the driving force of an organization, whether in institutions or companies. They are valuable assets that require training and development. Human resources are often categorized into two types: macro-level, referring to the overall population of working-age individuals in a region, and micro-level, referring to individuals employed by specific organizations. Compared to other resources such as capital and technology, human resources are critical because they manage and direct the use of these other resources. Human resources are essential to an organization's growth and development, serving as the key element in achieving its goals. More recent perspectives view employees not just as resources but as capital assets, leading to the term "Human Capital" (HC). This view emphasizes that human resources are valuable, developable assets that contribute significantly to the organization's success. In the beauty clinic sector, particularly in Makassar, a significant issue is the lack of training in service excellence, which has resulted in suboptimal service quality. Competitive pressures from other beauty clinics further exacerbate the problem. According to observations by the researcher at a clinic in Makassar, many employees are unable to deliver high-quality service, leading to customer dissatisfaction. A manager at the clinic confirmed that to address this, employees must be trained to meet the required competencies before they are allowed to serve customers. Employee development, coupled with innovative performance activities and the use of information technology, are integral components for improving service quality. As competition intensifies, having competitive human resources, in addition to capital and technology, becomes increasingly important. Customers, too, are becoming more informed and demanding, leading to higher expectations for service quality.

The rapid development of technology has impacted every aspect of life, including politics, the economy, culture, and education. Information and communication technology (ICT) has become especially prominent in this era. ICT encompasses two main aspects: information technology, which deals with the processing and management of information, and communication technology, which involves the transmission of data between devices. As Abdul Kadir (2013) states, information technology includes both hardware and software designed to process data in various ways, such as capturing, transmitting, storing, retrieving, and manipulating information. Technological advancements, although primarily designed to bring positive outcomes, can also have negative consequences if misused.

The beauty clinic industry in Indonesia has experienced significant growth, driven by the increasing demand for skincare and beauty services. Research by Mause Agrevinna (2020) highlights the growing number of new beauty clinics, driven by the natural human desire to look perfect. This growth has been accelerated by social media, which has played a key role in shaping new consumer behaviors. Today's consumers are more discerning and critical, comparing the value they receive with the prices they pay. In this highly competitive environment, beauty clinics must offer superior services to maintain customer loyalty. Human resource development, including career growth, education, and training, is essential to delivering high-quality service. Customers assess the value of the services they receive based on the perceived quality and the benefits they gain, as well as the sacrifices they make in terms of time and money. These assessments can range from satisfaction to disappointment, depending on the individual customer's experience (Darmianti & Prabawani, 2019).

Innovation plays a key role in business success, particularly in the beauty industry. As Handari (2015) notes, innovation involves the creative exploration of new ideas that lead to the development of new products, services, or processes. It is a manifestation of success that brings improvements and adds value to the market. While innovation is often associated with creativity, the two concepts are not identical. Innovation transforms creative ideas into tangible outcomes, such as new products or services that meet customer needs. Technological innovation, in particular, helps businesses build

competitive advantages by creating more effective services, new business models, and improved processes.

Information technology, closely tied to innovation, has led to structural changes in industries and organizations. As noted by Muh Saleh (2012), information technology enables companies to enhance their internal and external operations, support decision-making, and meet organizational goals. It is essential for businesses to stay updated with technological developments and to ensure their employees are trained to use technology effectively. Companies that foster innovation, creativity, and adaptability are better positioned to thrive in today's competitive landscape (Schiemann, as cited in Shinta, 2022).

The formulation of the problem in this study centers on two main questions: (1) Does innovation in human resource development impact the performance of beauty clinic employees in Makassar? and (2) Does the use of information technology affect the performance of beauty clinic employees in Makassar? The purpose of the research is to analyze the influence of human resource development innovation and the use of information technology on employee performance in beauty clinics in Makassar. The study aims to contribute to the improvement of human resource management practices, particularly in enhancing service quality within organizations. It also serves as a reference for future research and a practical tool for problem-solving in the business context, providing agencies with insights into the condition of their human resources for informed decision-making.

## 2. LITERATURE REVIEW

The issue of inadequate educational levels among business actors, as highlighted by Ahmad Badawi (2022), indicates that many lack mastery over technology and innovation, which poses significant challenges when competing in more established markets. Sunarto (2020) adds that the importance of innovation is widely acknowledged by human resource managers. However, according to Azwir Nasir (2011), the use of information technology does not significantly impact the performance of government agencies, as indicated by a regression coefficient of 0.063 and a significance level of 0.177 (alpha 0.05). Conversely, Marno Nugroho (2020) asserts that training, competence, and motivation positively influence human resource performance, and that training indirectly improves performance through competency enhancement. Mause Agrevinna (2020) conducted an analysis of 10 articles, identifying their relevance to business development strategies, which encompass human resources, marketing, and finance. Desi Septiani (2022) explains that all business activities reflect one of the four key management functions: setting goals falls under planning, forming an organization pertains to organizing, managing human resources relates to directing, and monitoring employee performance is part of controlling.

Furthermore, Weddy Nur Adam (2021) states that 67.9% of employee performance can be attributed to human resource development factors, with the remaining 22.1% influenced by other unexamined factors. Similarly, Indra H. Rintjap (2021) highlights the significant impact that development variables have on performance, indicating that development levels are critical to employee success. Ahmad Warid Asy' Ari (2022) emphasizes that personnel development is essential for creating honest and competent employees, who in turn positively contribute to company success. Echoing this, Eka Putri Prima Wanti (2022) found that literature reviews on information technology, web-based information systems, and knowledge management all point to a positive effect on employee performance.

Human resource management (HRM) is concerned with the development, utilization, and protection of human capital, both for employees and self-employed individuals. As noted by Flippo (in Samsuni, 2023), HRM involves the planning, organizing, directing, and controlling of employee-related processes such as recruitment, development, compensation, integration, and dismissal. The ultimate goal of HRM is to optimize organizational productivity by maximizing the potential of its workforce. Productivity, in this context, is understood as the ratio of output (goods and services) to input (labor, capital, materials, and energy). A more specific aim of HRM is to assist line managers in effectively managing their teams.

HRM also ensures that organizations are socially and ethically responsible, aligning their goals with the needs of society while minimizing negative impacts. The functional objectives of HRM are

to maintain an appropriate level of contribution to organizational needs, while individual goals focus on helping employees achieve their personal and professional aspirations within the company (Larasati, 2018). These human resource objectives are crucial for providing a clear vision of a company's direction and helping it balance the challenges it faces.

Human resources can be categorized into two levels: micro and macro. Micro-level human resources refer to individuals employed within an organization, such as workers and staff. Macro-level human resources, on the other hand, refer to the overall working-age population of a country, whether employed or unemployed. In both contexts, human resources are essential drivers of organizational activities and function as critical assets that must be continuously trained and developed. Human resources, as a resource type, are distinct from non-human resources, which include capital, machinery, technology, and raw materials.

Human resource development innovation is essential for improving employee performance through organizational training and development initiatives, as stated by Adding (2020). HR professionals are responsible for advocating for both individuals and organizational integrity, while also ensuring that human development is integrated into broader organizational goals. The role of a human resource manager is not limited to personnel management; it includes fostering individual learning, decentralizing responsibilities, and creating mechanisms for feedback and adaptation (Adding, 2007). This process of HR innovation aims to create added value in goods and services, which, in turn, provides a competitive edge.

Innovation is a key driver of value creation within organizations. As Suryana (in Adding, 2020) explains, innovation involves applying creativity to solve problems and enhance opportunities. Organizational innovation takes many forms, but its primary goal is to deliver improved value to customers, which, in turn, sets a company apart from its competitors. Innovation can be approached structurally, as a fixed process involving management practices and technologies, or through a process-oriented lens, which considers innovation as a dynamic process involving different social groups within the organization (Adding, 2020). From an economic perspective, innovation is closely linked to human capital accumulation and investment, which in turn drives economic development (Adding, 2020).

The performance of individuals within an organization is directly linked to their ability to meet established goals, as outlined by Wibowo (in Sandhy, 2020). Improving employee performance is critical to achieving organizational objectives, as it helps expedite work and meet targets more efficiently. Performance is often evaluated based on the outcomes of specific job functions over a set period, with metrics such as efficiency, effectiveness, and organizational health being key indicators. Efficient performance management links organizational goals with individual goals, ensuring that the two are aligned. Human resource development, innovation, and the effective use of technology are essential components of modern organizational success. Managers must focus on fostering an environment where employees can thrive through continuous learning and competency development. At the same time, innovation must be encouraged to provide businesses with the competitive advantage necessary to meet evolving customer needs. As evidenced by the research, human capital is not just an asset but a critical factor in driving organizational growth and achieving long-term success.

### 3. RESEARCH METHOD AND MATERIALS

This research adopts a quantitative approach, utilizing survey research methods to gather data through questionnaires or interviews, as outlined by Freenkel and Wallen (2011). The aim of the research is to examine how members of an organization are distributed across various variables, specifically focusing on human resource innovation development and the use of information technology (independent variables X) in relation to performance (dependent variable Y). The study employs an explanatory research design, aiming to clarify the relationships between these variables.

The research will be conducted at the Alisa Skin Clinic in Makassar, with a population consisting of 89 employees across several beauty clinics in the city. The sampling technique used is a saturated sampling method, meaning the entire population is sampled. For this study, 82 respondents were selected from beauty clinics including Alisa Skin Clinic, Anna Clinic Makassar, and Fraizthetic Clinic. The choice of respondents represents the total number of employees across these clinics.

The primary data analysis technique employed in this research is multiple linear regression analysis, which allows for the examination of the relationships between multiple independent variables (X) and the dependent variable (Y). This analysis will be performed using the Statistical Product and Service Solution (SPSS) software, which facilitates the calculation of the regression model. The formula for multiple linear regression analysis will be used to test the research hypotheses and determine the strength and direction of the relationships between human resource innovation, information technology, and employee performance. The research design focuses on understanding the effects of human resource innovation and the use of information technology on employee performance in beauty clinics in Makassar, with the data analyzed through multiple linear regression using SPSS software.

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + \epsilon$$

Information.

- y = Employee Performance
- b1 = Regression coefficient for variable 1
- b2 = Regression coefficient for variable 2
- X1 = Innovation Human resource development
- X2 = Utilization of Information Technology
- e = Standard Error

#### 4. RESULTS AND DISCUSSION

##### 4.1. Result

The validity test is a crucial step in determining whether the questionnaire used in this study accurately measures the variables under investigation. The instrument's validity can be established by comparing the Pearson product-moment correlation coefficient (r) with a critical value (r table) at a significance level of 0.05. In this study, the degrees of freedom (df) are calculated as 82 – 2, yielding a df of 80. With an alpha value of 0.05, the corresponding r table value is 0.2172. A questionnaire item is considered valid if its calculated r value exceeds 0.2172 and the correlation is positive. This indicates that the item is sufficiently related to the variable it is intended to measure and can reliably contribute to the overall assessment. The results of the validity test for the research instrument will be presented in Table 1, showing the calculated r values for each statement in the questionnaire. If the r value for any given statement is higher than the critical value (0.2172), it will be considered valid; otherwise, it will not be included in the final analysis. Once this validity test is completed, the researcher can proceed with confidence that the questionnaire provides an accurate representation of the human resource innovation, information technology, and performance variables in this study.

**Table 1. Validity Test**

Variable	Indicator	r-calculated	r-estimated	Information
Human Resource Development Innovation	X1.1	0.610	0.2172	Valid
	X1.2	0.613	0.2172	
	X1.3	0.532	0.2172	
	X1.4	0.658	0.2172	
	X1.5	0.546	0.2172	
	X1.6	0.566	0.2172	
	X1.7	0.746	0.2172	
	X1.8	0.656	0.2172	
	X1.9	0.581	0.2172	
Utilization of Information Technology	X2.1	0.647	0.2172	Valid
	X2.2	0.665	0.2172	
	X2.3	0.629	0.2172	
	X2.4	0.699	0.2172	
	X2.5	0.763	0.2172	

Variable	Indicator	r-calculated	r-estimated	Information
	X2.6	0.719	0.2172	
	X2.7	0.742	0.2172	
	X2.8	0.680	0.2172	
	X2.9	0.650	0.2172	
Performance	Y1	0.684	0.2172	Valid
	Y2	0.705	0.2172	
	Y3	0.600	0.2172	
	Y4	0.759	0.2172	
	Y5	0.706	0.2172	
	Y6	0.749	0.2172	
	Y7	0.679	0.2172	
	Y8	0.634	0.2172	
	Y9	0.630	0.2172	

The reliability test in this study was conducted using the Cronbach’s Alpha method to evaluate the consistency of the research instrument. Cronbach’s Alpha is a widely accepted measure of internal consistency, and a reliability coefficient of 0.600 or higher is considered acceptable for ensuring that the instrument reliably measures the variables in question. According to the results presented in Table 2, all the variables examined in this research have Cronbach’s Alpha values greater than 0.600. This indicates that the questionnaire items are consistently measuring the underlying constructs across different respondents, and the instrument can be deemed reliable. Given that all variables exceed the threshold of 0.600, it can be concluded that the model employed in this research is reliable and can be used to assess the impact of human resource innovation and the use of information technology on employee performance. The high reliability of the instrument ensures that the results derived from the data will be consistent and sustainable across repeated tests or different samples.

**Table 2. Reliability Test**

Variable	Cronbach's Alpha	Standard Value	Information
Human resource development innovation	0.791	0.600.	Reliable
Utilization of Information Technology	0.861	0.600.	Reliable
Performance	0.858	0.600.	Reliable

The normality test in this study was conducted using the Kolmogorov-Smirnov test to determine whether the data follows a normal distribution. A significance level (sig) of 0.05 was used as the threshold for this test. According to the results shown in Table 3, the significance value from the Kolmogorov-Smirnov test is 0.286, which is greater than the threshold value of 0.05. Since the significance value of 0.286 exceeds 0.05, it can be concluded that the data is normally distributed. This means that the assumption of normality, which is crucial for performing certain statistical analyses such as multiple linear regression, is met in this study. The normality of the data supports the validity of the subsequent analyses and the conclusions drawn from them.

**Table 3. Kolmogorov-Smirnov Test Results**

		Unstandardized Residual
N		70
Normal	Mean	0E-7
	Std Deviation	1.93649511
Most Extreme Differences	Absolute	.118
	Positive	.118
	Negative	-.092
Kolmogorov-Smirnov Z		.985
Asymp. Sig (2-tailed)		.286

The multicollinearity test is used to detect whether there is a significant correlation between the independent variables in a regression model, which could potentially affect the reliability of the

model's results. This is typically assessed using the Variance Inflation Factor (VIF). A VIF value greater than 10 indicates the presence of multicollinearity, meaning the independent variables are too highly correlated, which can distort the model. Based on Table 4, the VIF values for variables X1 (human resource innovation) and X2 (information technology) are provided. If both VIF values are below 10, it indicates that multicollinearity is not a concern in this model, and the independent variables do not exhibit problematic levels of correlation. In conclusion, as long as the VIF values for X1 and X2 are under 10, the regression model is free from multicollinearity issues, and the results of the regression analysis can be interpreted with confidence. If the VIF values are provided in Table 4, they would confirm whether this assumption is met.

**Table 4. Multicollinearity Test Results**

Variable	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	21.672	3.042		7.123	<.001		
Innovation	.353	.081	.509	4.344	<.001	.748	1.337
Information technology utilization	.058	.077	.088	.747	.458	.748	1.337

The heteroscedasticity test indicates that the data points are randomly distributed above and below 0 on the Y-axis of the scatter plot, with no discernible pattern. This random distribution suggests that heteroscedasticity is not present in the model, meaning the residuals are consistent across all levels of the independent variables. Therefore, the regression model is appropriate for predicting the dependent variable (employee performance) based on the independent variables (human resource innovation and information technology). In terms of the regression analysis, as shown in Table 5, the constant value is 21.672, meaning that if the values of variables X1 (human resource innovation) and X2 (information technology) are both zero, the value of the dependent variable Y (employee performance) would be 21.672. This provides the baseline value for employee performance when there is no contribution from the independent variables.

#### *Regression Coefficients:*

**Human Resource Innovation (X1):** The regression coefficient for variable X1 is 0.353. This means that for every unit increase in human resource innovation, employee performance increases by 0.353 units. The t-test result for X1 shows a t-value of 4.344, with a significance level of 0.001 (which is less than 0.05). This indicates that the effect of human resource innovation on employee performance is statistically significant. Therefore, we accept the alternative hypothesis ( $H_a$ ), concluding that human resource development innovation has a positive and significant effect on employee performance at the beauty clinics in Makassar.

**Information Technology Utilization (X2):** The regression coefficient for variable X2 is 0.058, meaning that for every unit increase in the use of information technology, employee performance increases by 0.058 units. However, the t-test result for X2 shows a t-value of 0.747, with a significance level of 0.458 (which is greater than 0.05). This indicates that the effect of information technology on employee performance is not statistically significant. Hence, we reject the alternative hypothesis ( $H_a$ ) and accept the null hypothesis ( $H_o$ ), concluding that the use of information technology has a positive but not statistically significant effect on employee performance at the beauty clinics.

The coefficient of determination ( $R^2$ ) is used to assess how well the independent variables explain the variation in the dependent variable. The  $R^2$  value shows the proportion of variation in employee performance that can be explained by human resource innovation and information technology combined. A higher  $R^2$  value would indicate that the model explains a significant portion of the variability in employee performance.

**Table 5. Results of t-test analysis**

Variable	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	21.672	3.042		7.123	<.001		
Innovation	.353	.081	.509	4.344	<.001	.748	1.337
Information technology utilization	.058	.077	.088	.747	.458	.748	1.337

The coefficient of determination ( $R^2$ ) in this study is 0.312, or 31.2%, as shown in Table 6. This means that 31.2% of the variability in employee performance (the dependent variable) can be explained by the independent variables: human resource development innovation and information technology utilization. In other words, these two variables account for 31.2% of the changes in employee performance. The remaining 68.8% of the variability in employee performance is due to other factors that were not included in this study. These could include variables such as leadership style, organizational culture, employee motivation, external market factors, or other unmeasured influences on employee performance.

**Table 6. Results of t-test analysis**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.558	.312	.291	1.965

#### 4.2. Discussion

This discussion centers on the conclusions drawn from hypothesis testing, aiming to address the research questions posed. The results of testing the effect of innovation on employee performance revealed a  $t$ -value of 4.344, with a significance level of 0.001, which is less than 0.05, and an unstandardized coefficient value of 0.353. Thus, it can be concluded that innovation in human resource development has a positive and significant impact on employee performance at Alisa Skin Clinic, Anna Clinic Makassar, and Fraizthetic Clinic in Makassar. As a result, the alternative hypothesis ( $H_a$ ) is accepted, and the null hypothesis ( $H_0$ ) is rejected.

Observations conducted at the research sites revealed that most visitors who had undergone beauty treatments were satisfied with both the outcomes and the treatment process delivered by the clinic staff. The employees' expertise in providing care is largely due to the clinic management's commitment to regular training programs. Additionally, the management has introduced advanced and innovative facilities, which further enhance the results for clinic visitors. This development process—centered around creativity, design, and innovation—combines knowledge, ideas, and initiatives that drive changes in employee performance, enabling staff to be highly proactive in delivering services. As a result, the human resources at these beauty clinics have gained a reputation for providing excellent service.

Descriptive statistics for the human resource development innovation variable indicate that creativity, design, and innovativeness are key indicators with high mean values. These findings emphasize the critical role of innovation in enhancing the quality of services provided by beauty clinics in Makassar. This conclusion is consistent with Suharto's (2022) research, which also found that human resource development innovation has a positive and significant effect on performance. However, it contrasts with the findings of Kusuma et al. (2021), which suggest that innovation in human resource development does not significantly impact employee performance, thus rejecting the first hypothesis in their study. In contrast, the use of information technology has a positive but not significant effect on employee performance at Alisa Skin Clinic, Anna Clinic Makassar, and Fraizthetic Clinic. The findings highlight the managers' capability to leverage social media platforms like Instagram and TikTok for promotional purposes, using engaging content and collaborating with public figures, such as Instagram or TikTok influencers, as brand ambassadors. These collaborations have proven effective in attracting more visitors. As the number of visitors increases, employees gain valuable experience in addressing a wider range of beauty concerns, which, in turn, enhances their skills in selecting the most suitable treatments for each individual case.

The treatment outcomes are often shared on social media as promotional content, showcasing before-and-after transformations, with prior consent from the clients. This approach emphasizes the importance of information technology in business operations, as it allows employees to improve service delivery, even in a digital context. For instance, patients residing outside of Makassar can still consult with beauty doctors, purchase products, or seek follow-up advice from clinic staff online. However, despite the positive role of information technology, its impact is not yet significant due to limited operating hours for responding to online customer queries. These findings align with the research conducted by Siboro & Taufik (2022), who also found that information technology has a

positive but not significant effect on employee performance. Conversely, they differ from the results of Hutasuhut & Falahi (2021), who found that the use of information technology has a positive and significant effect on lecturer performance.

## 5. Conclusion

Based on the results of the research and data analysis, it can be concluded that innovation in human resource development has a positive and significant impact on the performance of beauty clinic employees in Makassar City. However, while the use of information technology also has a positive effect on employee performance, it is not statistically significant. To further enhance the performance of beauty clinic employees in Makassar City, the following recommendations are proposed:

1. **Prioritize Continuous Innovation Development:** Companies should focus on the continuous improvement of their innovation systems. This can be achieved by offering regular training programs aimed at fostering innovation among employees, implementing innovative procedures and processes, promoting a culture of innovation within the organization, and developing new strategies that align with these objectives. Additionally, companies need to enhance their efforts to remain competitive by driving innovation, not only in terms of technological advancements and research and development but also by adopting creative approaches to forming partnerships and collaborations.
2. **Enhance Employee Performance through Regular Evaluations:** It is recommended that companies evaluate employee performance daily, especially after working hours, to identify and discuss any challenges employees face while providing information and services to patients. This practice will help address issues promptly and improve overall service quality.
3. **Improve Information Technology Utilization:** Of the three indicators—intensity, frequency, and the number of information technology applications used—it is important to ensure that employees remain engaged, responsible, and attentive in all service-related activities. Companies should optimize the use of information technology to ensure that it effectively supports employees in completing their tasks and meeting service requirements.
4. **Future Research Suggestions:** Since this research did not cover all potential influencing factors, future researchers are encouraged to include additional indicators that were not explored in this study. This will provide a more comprehensive understanding of the factors that impact employee performance in beauty clinics and allow for further improvement strategies.

In summary, while human resource innovation plays a crucial role in improving employee performance, the use of information technology, though positive, requires further refinement to make a more significant impact. Regular evaluations and a stronger emphasis on innovation will help companies in the beauty clinic sector maintain competitiveness and enhance overall employee performance.

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