



RESEARCH ARTICLE

The Role of Knowledge-Based Human Resources in Developing Personal Creativity and Increasing Productivity

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Abstract

Knowledge-based human resources are the embodiment of intellectual capital, which plays a central role in driving progress in the modern economic era. When individuals place knowledge as the primary foundation of their activities, they no longer rely solely on physical strength or repetitive mechanical skills, but instead optimize their cognitive capacity to digest, analyze, and reconstruct information into new ideas. This in-depth and multidimensional knowledge acts as a powerful fuel for the development of personal creativity. This study aims to explain the role of knowledge-based human resources in developing personal creativity and increasing productivity. This research method is qualitative, using secondary data such as books and journal articles. The research results show that the role of knowledge-based human resources is a crucial asset in the modern economic era. Unlike conventional human resources that rely on physical strength or routine, knowledge-based human resources rely on intellectual wealth, expertise, and analytical skills in developing personal creativity and increasing productivity.

Keywords

Role; Knowledge-Based Human Resources; Developing Personal Creativity; Increasing Productivity.

1 | INTRODUCTION

The creative and productive economies are two closely interconnected pillars driving the transformation of the modern economic structure toward a more sustainable direction (Mariani *et al.*, 2023; Tambunan *et al.*, 2025). The creative economy is founded on the power of individual ideas, concepts, talents, and creativity as the primary capital in creating high economic added value. This sector has given rise to various innovations in the fields of art, design, technology, culinary arts, and digital media that no longer rely solely on the availability of limited physical natural resources but instead utilize unlimited intellectual wealth. When this creative ecosystem is successfully integrated with the principles of a productive economy, economic activity goes beyond producing aesthetically pleasing or innovative works, but also efficiently optimizes all available resources to create impactful outcomes. A productive economy focuses on increasing output capacity, expanding employment opportunities, and creating effective value chains so that every input generates maximum economic benefits for the well-being of society.

The synergy between these two concepts is crucial in today's global digital marketplace. Creativity acts as a driving force for discovering new market opportunities and creating unique product differentiation, while productivity ensures that these ideas can be produced consistently, to high quality standards, and accessible to a wider market. Micro, small, and medium enterprises that adopt a creative and productive approach tend to be much more resilient to economic fluctuations because they are able to adapt quickly to changing consumer preferences through efficient product innovation. Through productive management, cultural richness and local innovations can be transformed into global commodities with high economic value without losing their original identity. Ultimately, the successful integration of the creative and productive economies will create a new, resilient, independent, and inclusive economic ecosystem, where economic growth is measured not only by the quantity of goods produced, but also by the quality of ideas that are successfully translated into real solutions to market needs.

Knowledge-based human resources are a crucial pillar in the modern era, which demands rapid adaptation and continuous innovation (Wahyudi *et al.*, 2025). When individuals equip themselves with broad and in-depth knowledge, they no longer rely solely on static technical skills but instead develop critical thinking skills, which are the primary fuel for developing personal creativity. This creative process is not simply about generating unique ideas, but also about connecting seemingly unrelated concepts into new, applicable solutions. With a deep understanding of their field, knowledge-based individuals have a strong foundation for recognizing opportunities amidst challenges, challenging the status quo, and creating original breakthroughs. This creativity, honed through continuous learning, ultimately fosters an adaptive mindset and a constant thirst for innovation.

This transformation of creativity, stemming from a wealth of knowledge, has a direct and linear impact on increased productivity, both at the individual and organizational level. Productivity, in this context, is no longer measured by the length of time a person works, but rather by the efficiency, effectiveness, and quality of output produced through the utilization of intellectual capital. Knowledge-based individuals are able to eliminate inefficient workflows, anticipate potential obstacles with thorough analysis, and make data-driven decisions quickly and accurately (Joesyiana *et al.*, 2024). When creativity meets high productivity, an innovative work ecosystem is created where every task is completed to a higher standard and in a shorter time. Through the complete synergy between continually updated insights and a passion for innovation, knowledge-based human resources can become a driving force for progress, bringing significant added value in the face of dynamic global competition.

Knowledge-based human resources are the embodiment of intellectual capital, which plays a central role in driving progress in the modern economic era. When individuals place knowledge as the primary foundation of their activities, they no longer rely solely on physical strength or repetitive mechanical skills, but instead optimize their cognitive capacity to digest, analyze, and reconstruct information into new ideas. This in-depth and multidimensional knowledge acts as a powerful fuel for the development of personal creativity. The creative process no longer arises from mere momentary intuition, but rather the result of a structured synthesis of various theories, experiences, and understandings. Knowledge-rich individuals have the ability to view a problem from various perspectives that others would not have considered, discover hidden connections between different concepts, and formulate innovative solutions with high utility. Thus, the development of personal creativity becomes a measurable and sustainable process driven by a strong curiosity and intellectual capacity that is continuously renewed through lifelong learning. The manifestation of this mature creativity then culminates in substantial and high-quality productivity increases. In a knowledge-based ecosystem, productivity is completely redefined, no longer simply measuring the quantity of output or the duration of work hours, but rather focusing on process efficiency and the added value generated. People who master knowledge are able to work intelligently by utilizing the right methodology, automating ineffective processes, and minimizing the risk of errors through accurate analytical predictions. The creativity born of this knowledge enables the discovery of new, more streamlined work methods that produce a far greater impact. This combination of creativity and productivity creates a positive cycle of growth, where each new challenge is met with innovation that reduces work time while raising the quality standards of the final result. On a broader level, the presence of human resources with this character is transformative for organizations, as they are able to become the driving force that turns dynamic market challenges into

profitable strategic opportunities. This study aims to explain the role of knowledge-based human resources in developing personal creativity and increasing productivity.

2 | BACKGROUND THEORY

2.1 Human Resources

Human resources are the most crucial pillar in driving an organization, agency, or nation, because humans are the only living asset with the intelligence, emotions, and creativity to manage other resources (Joesyiana *et al.*, 2024). The existence of this element is not merely assessed by the number or quantity of available workers, but rather places greater emphasis on the quality, competence, and potential of each individual within it. In the rapidly changing dynamics of the modern workplace, managing this element requires a strategic and humanistic approach, from planning and recruitment to capacity development and retention management. The best investment an entity can make is not simply in updating technology or physical infrastructure, but rather in enhancing the intellectual capacity and skills of its employees through continuous training. When an organization successfully builds an environment that supports the mental and physical well-being of its employees, loyalty and productivity naturally increase, ultimately leading to optimal achievement of its long-term vision and mission. Furthermore, the crucial role of this element is reflected in its ability to adapt to digital disruption and increasingly competitive global market changes. Successful companies typically have management systems capable of identifying superior talent, placing the right people in the right positions, and creating an inclusive and collaborative work culture. The biggest challenge today is how to bridge the skills gap between different generations of workers and ensure that every individual feels valued and has room to grow. Therefore, the synergy between visionary leadership and the active contribution of each team member is key to transforming external challenges into growth opportunities. Through wise and sustainable management, these resources will not only act as executors of daily tasks but also transform into intellectual capital and key innovators that lead the organization to sustainable success in the future.

2.2 Developing Personal Creativity

Developing personal creativity is an ongoing, transformative journey that doesn't happen overnight. This process requires a deep commitment to continuously exploring hidden potential and the courage to step out of the comfort zone that often hinders innovative thinking (Salsabila *et al.*, 2024). Creativity is not a mystical talent possessed by only a few people from birth, but rather a mental skill that can be honed, nurtured, and developed through consistent practice and an open mind. The most crucial initial step in this development is cultivating a keen curiosity about everything around us, questioning the status quo, and viewing everyday problems from unconventional perspectives. When someone gets used to looking beyond the surface, they begin to connect concepts that previously seemed completely unrelated, and from there, sparks of fresh, solution-oriented ideas often begin to emerge. Besides cultivating curiosity, another important aspect of expanding creative space is the courage to embrace failure as a natural part of the learning process. Many people fail to develop their creativity not because of a lack of ideas, but because of an excessive fear of negative judgment or failure itself. In a healthy self-development space, every mistake should not be viewed as the end of the world, but as valuable evidence that shows which paths are not working and points us toward better alternatives.

2.3 Increasing Productivity

Increasing productivity in the workplace and daily life is not simply about completing more tasks in less time, but rather about how we manage our energy, focus, and resources wisely to produce more meaningful work quality (Sugianto *et al.*, 2025). When an individual or organization successfully increases its productivity, the essence of what is happening is actually optimizing workflow and eliminating obstacles that distract from concentration. The most crucial initial step often begins with the discipline of setting clear priorities, enabling us to distinguish between activities that truly have a significant impact and those that are merely a waste of time without significant results. Furthermore, mental and physical aspects also play a crucial role, as sharp focus cannot be sustained without adequate rest and proper stress management. In today's technologically advanced world, the use of digital tools and automation is also a key pillar that cannot be ignored in boosting efficiency. By delegating repetitive administrative tasks to the right system or technology, we can save significant time and redirect our creative and analytical energy to solving more complex problems. Successfully establishing a productive work rhythm will ultimately have a positive domino effect, such as increased job satisfaction, reduced burnout, and a healthier balance between professional and personal life.

3 | METHOD

This research method is qualitative, using secondary data such as books and journal articles. This research was structured and implemented a qualitative approach as its primary methodology to analyze, understand, and interpret the phenomena under study in depth (Kurdhi *et al.*, 2023). The selection of this qualitative method is based on the characteristics of the research focus, which requires contextual analysis and comprehensive interpretation of meaning, not simply numerical or statistical measurements. During the implementation process, information and data collection were optimized by relying on secondary data as a strong analytical foundation. The researcher did not collect primary data directly in the field, but instead utilized existing and validated literature to build solid arguments. These secondary data sources included academic textbooks relevant to the topic and scientific journal articles containing previous research results. Through a critical and systematic literature search of these materials, researchers can develop theories, compare various expert views, and draw credible conclusions to answer the research questions posed in this study (Kurdhi *et al.*, 2023).

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Knowledge-Based Human Resources

Knowledge-based human resources are a crucial element that is the main driving force in the modern economic era, where an organization's competitive advantage is no longer dominated by physical assets or financial capital but rather by the intellectual capacity of its employees (Wahyudi *et al.*, 2025). This concept emphasizes the accumulation of knowledge, skills, experience, and creativity inherent in individuals, which are then collectively actualized to create significant added value for both the organization and the wider community. Unlike conventional workforces that rely more on physical strength or procedural routines, knowledge-based human resources possess high analytical capabilities to process complex information, solve problems with innovative approaches, and adapt quickly to dynamic environmental changes. They act as agents of change, actively transforming raw data into strategic insights, developing new technologies, and designing more efficient work systems. The presence of these professionals requires organizations to shift their management paradigm from one of strict control to one that facilitates continuous learning, cross-functional collaboration, and a culture of knowledge sharing. Investment in regular training, continuing education, and the provision of facilities that support research is vital to maintaining the relevance of these intellectual competencies and preventing them from becoming obsolete. Therefore, human resource management that focuses on developing a knowledge base is not merely a short-term operational strategy, but rather a long-term, visionary investment that will determine an institution's resilience, competitiveness, and sustainability amidst the fierce maelstrom of globalization.

Knowledge-based human resource development is essentially a systematic effort to integrate collective intelligence into all aspects of an organization's operations to create an adaptive and innovative ecosystem. The depth of this concept lies in how knowledge, initially personal and hidden within the minds of individuals, often referred to as intangible knowledge, can be explored, documented, and transformed into tangible knowledge accessible to all members of the organization. This transformation process requires intense social interaction and a healthy collaborative space, where each employee acts not only as a task executor but also as an active producer and consumer of knowledge. When an organization successfully builds a solid scientific foundation within its people, they automatically build a strong defense against market disruption, as analytical skills and high-level intellectual capacity tend to be much more difficult for competitors to imitate than technology or physical products.

Furthermore, knowledge-based human resources are a key catalyst in accelerating accurate, data-driven decision-making at the managerial level. Knowledge workers possess professional intuition honed through a combination of formal education, empirical experience, and critical thinking skills, enabling them to discern hidden patterns behind complex data sets and predict future trends. These unique characteristics are transforming modern organizational structures into flatter and more flexible ones, reducing rigid bureaucracy, and giving workers greater autonomy to innovate without fear of failure. Consequently, management is no longer focused on monitoring the quantity of work hours, but rather on the quality of ideas, the effectiveness of solutions offered, and the intellectual contributions made to the organization's strategic vision.

However, success in maintaining this knowledge-based advantage depends heavily on the organization's commitment to creating a climate of continuous, lifelong learning. Knowledge has a rapid expiration date in the digital age, so investment in human capital must be consistent through relevant competency development programs, providing access to global literature, and implementing a fair reward system for those who actively contribute to the creation of new innovations. Without a supportive ecosystem that values intellectual values, organizations risk losing their best assets due to talent migration to other locations where their expertise is more valued. Therefore, nurturing and developing

knowledge-based human resources is a long-term commitment that requires alignment between business strategy, organizational culture, and the fulfillment of the workers' own self-actualization needs.

4.1.2 The Role of Knowledge-Based Human Resources in Developing Personal Creativity and Increasing Productivity

The role of knowledge-based human resources is a crucial asset in the modern economic era. Unlike conventional human resources that rely on physical strength or routine, knowledge-based human resources rely on intellectual wealth, expertise, and analytical skills in developing personal creativity and increasing productivity. Intellectual wealth is an exclusive right born from human thought, creativity, and initiative that results in a product or process useful for life (Joesyiana *et al.*, 2024). Essentially, legal recognition of these works aims to provide protection and appreciation to creators, inventors, or designers for the time, effort, and expense they have expended. In the modern economic ecosystem, the existence of intellectual property is crucial because it can transform an abstract idea into a valuable asset with high commercial value while simultaneously encouraging sustainable innovation across various industrial sectors. Broadly speaking, the realm of intellectual property is divided into two main categories that complement each other in protecting human creativity. The first category focuses on works in the fields of literature, art, and science through the copyright mechanism, which grants creators full authority to publish or reproduce their works. Meanwhile, the second category operates in the industrial realm, encompassing protection for technological inventions through patents, business identity through trademarks, product visual appeal through industrial designs, and trade secrets that keep internal business information confidential from competitors. Strong protection of intellectual property not only benefits the individual or corporation that owns the rights but also has a broad positive impact on a country's economy. When the law guarantees that someone's work will not be pirated or illegally copied, entrepreneurs and innovators will feel safe to continue investing in research and development. This, in turn, will fuel the growth of a knowledge-based economy, attract foreign investment, create new jobs, and increase the nation's competitiveness in the global market.

Possessing deep and relevant expertise is a key foundation for building a successful career and making a significant contribution to any organization (Salsabila *et al.*, 2024). This expertise encompasses a strong combination of sharp technical skills and adaptive interpersonal skills. On the technical side, mastery of in-depth data analysis, project management based on modern methodologies, and fluency in operating various industrial software are key assets for completing complex tasks efficiently and accurately. The ability to solve problems logically and make decisions based on empirical data is also a crucial pillar that ensures every strategy is well-grounded. However, these technical skills will not be optimal without the support of persuasive communication skills, the ability to collaborate in diverse teams, and high flexibility in dealing with the dynamics of a changing work environment. By integrating all these competencies, a professional capacity is created that is not only capable of completing daily work to high quality standards, but also capable of delivering creative innovations and strategic solutions for the company's long-term progress. Comprehensive professional expertise is fundamentally shaped by the dynamic synergy between deep technical mastery and mature emotional intelligence. In this era of technology and rapid change, the ability to perform in-depth data analysis is crucial. This skill involves the capacity to sift through massive amounts of information, identify hidden patterns, and transform raw data into actionable strategic insights for organizational growth (Gultom *et al.*, 2024; Hamzah *et al.*, 2025). This process demands acuity in critical thinking and problem-solving that transcends conventional methods and continually seeks innovative, more efficient approaches. Furthermore, project management is a core skill that ensures all plans are implemented with high precision, from wise resource allocation and careful risk management to timely target achievement. Mastery of various software tools and modern digital system architectures also strengthens work efficiency, enabling the automation of repetitive processes so that focus can be shifted to more strategic aspects. However, the effectiveness of all these technical capabilities will be drastically reduced if not balanced by strong interpersonal skills.

Analytical skills are a key pillar of the cognitive thinking process, enabling individuals to break down complex information into smaller, more easily understood components (Sugianto *et al.*, 2025). This process involves more than simply collecting data or facts, but rather a thorough examination of each element critically, identifying hidden patterns, and discovering the underlying cause-and-effect relationships of a phenomenon. When faced with a complex problem, individuals with strong analytical skills will not rush to conclusions but will instead examine the situation with a systematic and objective approach. They are able to separate relevant and essential information from distractions or insignificant data, thus minimizing the risk of bias or errors in judgment. This ability also involves the capacity to question existing assumptions, view an issue from multiple perspectives, and project the long-term impact of potential decisions. In both professional and everyday contexts, analytical acumen acts as a bridge between understanding a problem and creating effective solutions. Individuals who master this skill tend to excel at formulating strategies, anticipating potential risks before they manifest, and evaluating the effectiveness of implemented measures (Pandiangan *et al.*, 2025; Tambunan *et al.*, 2024). Through logical, evidence-based reasoning, analytical skills transform a confusing mountain of raw data into valuable, actionable insights. Ultimately, this ability forms a solid foundation for informed decision-making, targeted innovation, and sustainable problem-solving in a constantly changing and uncertain environment.

4.2 Discussion

The role of knowledge-based human resources plays a crucial role in transforming how individuals view their creative potential and significantly boosting work efficiency. When individuals are equipped with strong intellectual capital, broad insight, and a deep understanding of their field, they no longer simply carry out mechanical routines but begin to view every challenge as an opportunity for innovation. This in-depth knowledge acts as the primary fuel for creativity, as innovation rarely arises from a vacuum but rather from the synthesis of previously acquired information, concepts, and experiences. The cognitive flexibility possessed by knowledge workers enables them to think beyond conventional boundaries, connect seemingly incongruous ideas, and generate fresh, original solutions to complex problems. This process of creative exploration naturally fosters greater self-confidence and job satisfaction, which in turn motivates individuals to continuously hone their skills to achieve optimal self-actualization.

The positive impact of developing creativity directly impacts linear and sustainable productivity increases in the workplace. Knowledge-rich workers are able to identify inefficiencies in traditional work systems and use their creativity to design new, more streamlined and effective workflows or methods. Productivity is no longer measured solely by the number of hours worked or the physical quantity produced, but rather by the quality, added value, and speed of execution driven by intelligent, data-driven decisions (Joesyiana *et al.*, 2024). Furthermore, the high adaptability of this type of human resource makes them highly resilient to technological disruption and dynamic market changes, enabling their organizations to maintain a competitive edge without losing momentum. Overall, the combination of robust knowledge capital and creative freedom not only creates more competent individuals but also builds a productive ecosystem that is independent, innovative, and ready to face future challenges in a much more elegant manner.

Developing human resources based on deep knowledge brings about a radical transformation in how individuals optimize their intellectual capacity to spark solution-oriented creativity. When someone masters a solid theoretical foundation and broad practical understanding, their thinking becomes more adaptive and rich in references. This knowledge is not simply a passive accumulation of information, but rather a dynamic ecosystem within the mind that continually connects new variables to generate unique ideas. Individuals with this characteristic possess a strong curiosity and the courage to step outside their intellectual comfort zone, enabling them to view problems from diverse perspectives unimaginable to the average person. This process of enriching one's creativity is continuous, with each success in creating a small innovation raising the bar for personal competence and fueling a passion for continuous learning. As a result, creativity is no longer considered a rare, innate talent, but rather a measurable skill that can be continuously honed and reproduced through the accumulation of appropriate knowledge.

This synergy between knowledge capital and mature creativity then becomes the primary driving force in boosting productivity to a much higher and more efficient level. In the modern workplace, productivity is no longer defined as the indiscriminate sacrifice of time and energy, but rather the ability to produce high-quality output with the most effective use of resources. Intelligent and creative human resources are capable of conducting sharp analyses of operational obstacles, then formulating strategies or utilizing cutting-edge technology to reduce unnecessary work bureaucracy (Sugianto *et al.*, 2025). They create smarter, more automated, and error-free work systems, freeing up time to consider more valuable long-term strategies. Furthermore, the mental resilience and flexibility born of this deep understanding prevent them from being easily shaken by sudden external changes, but rather quickly responding to these challenges as new opportunities for growth. Ultimately, the presence of this knowledge-based workforce creates a progressive environment where efficiency and innovation go hand in hand for sustainable growth.

5 | CONCLUSIONS AND FUTURE WORK

The research results show that the role of knowledge-based human resources is a crucial asset in the modern economic era. Unlike conventional human resources that rely on physical strength or routine, knowledge-based human resources rely on intellectual wealth, expertise, and analytical skills in developing personal creativity and increasing productivity. Well-structured knowledge provides a solid theoretical and practical foundation, enabling individuals to no longer rely on guesswork when innovating, but rather to connect seemingly unrelated concepts into original, creative solutions. To optimize this role, it is recommended that each individual and management continually build a flexible yet consistent learning ecosystem, where access to quality information is broadened — including regular training, scientific discussion forums, and the use of artificial intelligence technology to filter data relevant to personal development needs.

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