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**THE EFFICIENCY OF HUMAN RESOURCES FOR
ORGANIZATIONAL INNOVATION**

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ABSTRACT

In today's interconnected global landscape, where innovation is both a strategic imperative and a complex challenge, organizations are under increasing pressure to rethink how human capital contributes to innovation. Conventional efficiency models—based on the logic of “less doing, more getting”—are no longer adequate. Particularly in diverse and dynamic environments, such reductive approaches can inhibit the adaptability, collaboration, and purpose-driven engagement required for innovation. This dissertation responds to this gap by proposing a redefinition of efficiency, tailored to the needs of globally oriented, innovation-driven enterprises.

The result is a new conceptual framework: **Human Resource Efficiency for Innovation (HEI)**, structured around four interrelated domains—**Human Resource Management**, **Knowledge Management**, **Kokorozashi** (an individual's personal mission), and **Investment**—collectively called the **HUKKI** model. Unlike traditional metrics that emphasize financial performance, this model captures previously hard-to-measure factors such as psychological safety, learning from failure, and intrinsic purpose. These elements are shown to be vital enablers of innovation yet have remained elusive in both theory and practice.

Empirical validation was conducted through both quantitative surveys and qualitative interviews across major firms in Japan's technology, telecommunications, and manufacturing sectors. By triangulating internal data with external innovation benchmarks, the study offers a multi-dimensional assessment of how organizations can align human resource strategies with innovation outcomes.

More than a diagnostic tool, the HEI framework serves as a catalyst for strategic dialogue and executive reflection. Its greatest value lies not only in measurement, but in enabling meaningful conversations among leaders and teams about how innovation is nurtured through people, culture, and purpose. When used in context-rich, dialogic settings, HEI becomes a platform for organizational learning, alignment, and transformation—making it a practical and philosophical contribution to both academic theory and business practice.

Keywords:

New Efficiency of Human Resource, Organizational Innovation, Kokorozashi, Psychological Safety, Learning from Failure, Global Talent Development, Strategic Dialogue

REZUMAT

În peisajul global interconectat de astăzi, unde inovația reprezintă atât o necesitate strategică cât și o provocare complexă, organizațiile se află sub o presiune tot mai mare de a regândi modul în care capitalul uman contribuie la inovație. Modelele convenționale de eficiență – bazate pe logica „să faci mai puțin, să obții mai mult” – nu mai sunt adecvate. În special în medii diversificate și dinamice, aceste abordări reductive pot inhiba adaptabilitatea, colaborarea și angajamentul bazat pe scop, elemente esențiale pentru inovare. Această lucrare răspunde acestor lacune pe baza unei redefiniri a eficienței, adaptată nevoilor întreprinderilor orientate global pe inovație.

Rezultatul este un nou cadru conceptual: **Eficiența Resurselor Umane pentru Inovație (HEI)**, structurat în jurul a patru domenii interconectate: **Managementul Resurselor Umane**, **Managementul Cunoașterii**, **Kokorozashi** (misiune personală a individului) și **Investiția** – reunite sub denumirea de **model HUKKI**. Spre deosebire de metricile tradiționale care pun accent pe performanța financiară, acest model integrează factori anterior greu de cuantificat, precum siguranța psihologică, învățarea din eșec și scopul interior. Aceste elemente s-au dovedit a fi determinanți esențiali ai inovării, dar au rămas până acum dificil de evidențiat, atât în teorie, cât și în practică.

Validarea empirică a fost realizată prin metode cantitative (chestionare) și calitative (interviuri), aplicate în cadrul unor companii de top din Japonia, active în sectoarele tehnologiei, telecomunicațiilor și industriei prelucrătoare. Prin triangularea datelor interne cu indicatori externi de inovație, studiul oferă o evaluare multidimensională a modului în care strategiile de resurse umane pot fi aliniate cu rezultatele în materie de inovație.

Mai mult decât un instrument de diagnostic, cadrul HEI devine un catalizator al dialogului strategic și al reflecției executive. Valoarea sa cea mai mare nu constă doar în capacitatea de a măsura, ci în aceea de a stimula conversații semnificative între lideri și echipe despre cum este susținută inovația prin oameni, cultură și scop. Atunci când este aplicat în contexte bogate bazate pe dialog, conceptul HEI devine o platformă pentru învățare organizațională, aliniere și transformare — oferind astfel o contribuție practică și filozofică atât teoriei academice cât și practicii de business.

Cuvinte cheie:

Eficiența nouă a resurselor umane, Inovație organizațională, Kokorozashi, Siguranță psihologică, Învățare din eșec, Dezvoltarea talentului global, Dialog strategic

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