

THE ROLE OF HUMAN CAPITAL IN DRIVING STRATEGY HUMAN CENTRIC MARKETING: A SYSTEMATIC LITERATURE REVIEW

PERAN MODAL MANUSIA DALAM MENGERAKKAN STRATEGI PEMASARAN YANG BERPUSAT PADA MANUSIA: TINJAUAN LITERATUR SISTEMATIS

Dian Mahardi Lestari ¹, Iman Hasan Ansari MN²

Program Studi Manajemen, Politeknik Lembaga Pendidikan dan Pengembangan Profesi Indonesia (LP3I), Indonesia¹, Program Studi Manajemen, Sekolah Tinggi Ilmu Ekonomi Bhakti Pembangunan, Indonesia²

*dianmahardilestari@yahoo.com¹

*Corresponding Author

ABSTRACT

This research aims to explore the strategic role of human capital in encouraging the implementation of human centric marketing strategies in the modern organizational environment. Through a systematic literature review (SLR) approach, this study examined 10 scientific articles obtained from the Emerald, Elsevier, and Google Scholar databases, with a publication year range of 2016 to 2024. The selection process is carried out based on inclusion criteria in the form of topic suitability, empirical evidence, and full accessibility to the article. The results of the analysis show that human capital, which includes individual knowledge, skills, and values, has a significant role in creating a company's competitive advantage through improving customer experience, service innovation, and consumer loyalty. Sustainable human resource development has proven to be the main foundation in the success of a customer-oriented marketing strategy. This study provides important implications for practitioners and policymakers to prioritize investment in human capital development to strengthen human-focused marketing strategies in the long term.

Keywords: Human Capital, Driven Strategy, Human Resource, Human Centric Marketing

ABSTRAK

Penelitian ini bertujuan untuk mengeksplorasi peran strategis modal manusia dalam mendorong penerapan strategi pemasaran yang berpusat pada manusia di lingkungan organisasi modern. Melalui pendekatan tinjauan pustaka sistematis (SLR), studi ini mengkaji 10 artikel ilmiah yang diperoleh dari basis data Emerald, Elsevier, dan Google Scholar, dengan rentang tahun publikasi 2016 hingga 2024. Proses seleksi dilakukan berdasarkan kriteria inklusi berupa kesesuaian topik, bukti empiris, dan aksesibilitas penuh terhadap artikel. Hasil analisis menunjukkan bahwa modal manusia, yang mencakup pengetahuan, keterampilan, dan nilai-nilai individu, memiliki peran signifikan dalam menciptakan keunggulan kompetitif perusahaan melalui peningkatan pengalaman pelanggan, inovasi layanan, dan loyalitas konsumen. Pengembangan sumber daya manusia yang berkelanjutan telah terbukti menjadi pondasi utama dalam keberhasilan strategi pemasaran yang berorientasi pada pelanggan. Studi ini memberikan implikasi penting bagi praktisi dan pembuat kebijakan untuk memprioritaskan investasi dalam pengembangan modal manusia untuk memperkuat strategi pemasaran yang berfokus pada manusia dalam jangka panjang.

Kata kunci: Modal Manusia, Strategi Terarah, Sumber Daya Manusia, Pemasaran Berpusat pada Manusia

1. INTRODUCTION

In today's global market, businesses, no matter what sector, are made up of competitors to gain a competitive advantage, companies must use their employees as a competitive weapon. The main focus is to develop a plan to increase overall productivity in terms of generating company value (Abraham, 2012). Companies try to maximize the potential of their employees through comprehensive capacity building programs, not only to achieve

business goals, but also to improve performance-centric marketing strategies. To execute this e.g., companies need to dedicate resources to guarantee that employees have the knowledge, skills, and competencies they need to function well in driving customer-centric marketing that will change quickly and complexly. Organizational management has found that human resources have the greatest importance in gaining a competitive advantage and efficiency. Where knowledge and communication with customers have acquired increasing importance, human resources, which show the volume of knowledge, technical skills, creativity, and experience of the organization, acquire enormous importance, so that labor is considered a productive asset, therefore, the organization must concentrate on other factors such as human and intellectual capital to gain a competitive advantage and improve strategies customer-centric marketing.

Today, human capital has acquired greater importance than any other real resource for organizations in determining a customer-centric marketing strategy. Most companies have adopted the concept that intellectual capital is a core strategic resource that can help them achieve higher levels of performance as a result of customization and create a customer-centric environment allowing companies to fulfill the company's orders, services, and products according to consumer needs and preferences. Human capital development is integrated into greater efforts to achieve cost-effective and high-performance outcomes (Bassi & McMurrer, 2007; Chijindu, Ibeh & Emerole, 2016). As a result, to improve employee satisfaction and performance, companies must understand human capital. Despite the widespread assumption that human wealth has a positive influence on marketing strategies, the idea of human advantage still cannot be well verified. Therefore, the purpose of this study is to look at the relationship between human resources and business success by paying attention to customer-centric marketing strategies.

Customer Centric Marketing is a marketing approach that puts the customer at the forefront of all aspects of a company's strategy and decisions. The goal is to better understand customers' needs, preferences, and behaviors, and create a positive and meaningful experience for them. Companies can create a more customer-centric culture by implementing these practices into sales, marketing, and product development strategies. Thus, it can be said that human labor (HR) is individuals who are ready, wanting, and able to help achieve organizational goals. In increasingly fierce global competition, human resource development (HR) is an important concept. The success of a company depends on the development of human resources. As in the era of disruption in the industrial revolution 4.0 which demands the quality of human resources of institutional organizers in encouraging the quality of human resources in order to achieve a customer-centric marketing strategy is an important point directly related to consumer expectations. In addition, the problem of lack of a marketing approach that puts customers as the main focus in all aspects of the Company's strategy and decisions, the quality and quantity of human resources are inadequate. From this phenomenon, human resource development is important in order to increase values or quality and can encourage a customer-centric marketing strategy and the quantity of human resources for the organization. The progress made by developed countries is all supported by quality human resources. Macrologically, in addition to the existence of natural resources, human resources are the most important factor in development.

The essence of the above description, strong Human Resource Capital (HR) has a significant influence on improving customer-centric marketing strategies. With qualified human resources, companies can create a better customer experience, build stronger relationships, and improve the effectiveness of their marketing strategies. Human resources are a very important component for every organization, whatever its form and purpose, because every organization is built with a vision for the benefit of human beings themselves because of the importance of human resources, every organization must have productive and high-quality members to run its operations. Macro-wise in today's era of fierce global competition, human

resources are considered one of the most important components in maintaining the sustainability of the company, public trust, and credibility. Meanwhile, micro-speaking, are people who work in an institution.

Thus, the principle of human resource development is the main component that determines success in driving marketing strategies. For every organization, be it companies, government agencies, or educational institutions. In an increasingly complex and competitive world, organizations that have high-quality human resources will be better able to adapt to change, and can produce new innovations. The purpose of human resource development is not only to improve technical skills, but also to develop soft skills such as leadership, communication, and problem solving so that organizational goals can be achieved effectively. By investing time and resources in developing human resources, organizations can improve productivity, employee loyalty, and ultimately, business sustainability. Therefore, the author can conclude that human resource development is very important for the progress and development of human centric marketing strategies, because human resources play a vital role in organizational growth.

2. LITERATURE REVIEW

2.1. Human Capital

Resources are defined as tools to achieve a goal or in other words the ability to take advantage of existing opportunities. So that the definition of this resource reflects humans, because humans are the ones who can carry out an operation or process to achieve the goals of an organization, as well as fulfilling satisfaction. This can be strengthened by motivation theory, which explains that motivation is the drive to achieve work achievements that are triggered by personal needs that are to be met. Therefore, it is necessary to have the management of human resources, because it is crucial and absolutely necessary for the process of development and development of this nation, because in reality, supporting factors or inputs in development, such as natural, material and financial resources, will not be able to provide optimal benefits without human resources. In the organization, human resources play a very important role in its development, focused if you want the organization's goals to be achieved optimally.

There are several definitions related to human resource development. According to Armstrong, human resource development is related to the availability of opportunities and learning development, creating training programs that include planning, implementing, and evaluating these programs. Human resource development is the utilization of integrated training and development, career development, and organizational development to increase individual effectiveness. According to Garry Dessler, human resource development is a planned and continuous effort made by an organization to improve the competence and performance of its employees through training, education, and development programs. According to Marselina, et al (2024), Human Resources (HR) is a very important main asset in efforts to improve and defend the organization. Quality and competent human resources are also a key factor in the success of an organization. As stated by Noe et al. (2016), "Human Resource Development is a series of activities intended to improve the abilities, knowledge, skills, and capacities of individuals." attitude of workers to improve individual and organizational performance.

2.2. Strategic Human Centric Marketing

With the concept of human centric marketing that places consumers as communicators and focuses on success on marketing, of course the brand is very important in this concept because brands and consumers are interconnected and related closely in marketing. People and brands will influence each other because brands can influence customers as friends and can attract them, they have to learn to be human beings who are approachable and likable but

also vulnerable. Brands shouldn't be too scary. They need to be authentic and honest, admit their flaws, and stop trying to look perfect.

Philip Kotler in his book, Marketing 4.0 mentions the attributes that brands must possess to attract customers-physical,intellectual,socializing,emotionality, personality, and morality. These six attributes make up the whole human being, who is usually a role model. The six attributes are:

1. Brands should be physically attractive, brands aiming to influence customers should have a physical appeal that makes them unique, even if they are not perfect. This physical form can be seen in their logos, brand identity, product design, customer experience, and messaging.
2. Brands should be intellectual and innovative, brands that are intellectual, thinking,generating ideas and innovative. Brands that have high innovation will produce the best products and services in marketing, innovative brands will be at the forefront of the products offered so as to effectively attract customers.
3. Brands should be socialized, brands with good characteristics are not afraid of being displaced and sought after by customers. The brand that is created must be socialized and offered to create the best impression on customers so that they can answer questions and resolve complaints responsively. This strategy also engages their customers regularly through various communication media and sharing interesting content on social media that attracts customers.
4. Brands must be emotionally connected, Human-centered brands evoke emotions that drive actions that benefit customers. They tend to be very powerful influencers so as to win the hearts of customers.
5. Brands must have a strong personality, Brands with strong personalities know exactly who they are and what they stand for. It will show confidence and motivation to improve oneself so that they are not afraid to admit their shortcomings and take full responsibility for the actions they make.
6. Brands should show good morals, Brands with strong morality are driven by values. They make ethics a key and central aspect of their business decisions. They are honest and keep their word. Developing a Human-Centered Marketing Strategy.

3. METHODS

The systematic literature review (SLR) methodology was chosen for this study to ensure a thorough and objective examination of the existing knowledge pool. The SLR approach involves a systematic search, selection, and analysis of relevant articles that meet certain inclusion criteria (Mohamed Shaffril et.al, 2021). This method minimizes bias and allows for comprehensive assessment of topics (Haddaway et al.,2015).

The search strategy for this research will involve the use of various academic databases,including Google Scholar;Emerald,then Elsevier. The inclusion criteria will be based on relevance to the research topic, empirical evidence, and publication date within the specified time frame (Delbufalo,2012). This study has significant implications for many stakeholders.Policymakers and organizations can benefit from a comprehensive understanding of the human capital factors to successfully improve customer-centric marketing strategies.

4. RESULTS AND DISCUSSION

4.1. Search Process Results

The search process results displayed in table 1 are grouped by journal type to make it easier to see the type of data or journal type obtained through the search process.

Table 1.
Grouping by Journal

No	Tipe Jurnal	Jumlah
1	International Journal of Science and Society, Volume 5, Issue 4, 2023	1
2	Journal of knowledge management	2
3	International Journal of Technology, Policy and Management	1
4	Jurnal Manajemen Pendidikan Islam Vol. 02, No. 02, November 2024	1
5	Jurnal Manajemen Dan Administrasi Rumah Sakit Indonesia (MARSI) Vol. 8 No 3, Agustus 2024	1
6	Diversity: Jurnal Ilmiah Pascasarjana Vol. 2, No.2, Agustus 2022	1
7	Procedia - Social and Behavioral Sciences 230 (2016) 249 – 253	1
8	ICESG International Conference on Environmental, Social and Governance Volume 2023	1
9	Al-Idarah: Jurnal Kependidikan Islam Vol 14, No 02 (2024)	1
10	Jurnal Ilmu Ekonomi, Manajemen dan Bisnis Vol. 1 No. 1 Juli 2023	1
11	Student Research Journal Vol.1, No.5 Oktober 2023.	1
12	International Marketing Review Vol. 40 No. 3, 2023	2
13	European Economic Letters ISSN 2323-5233	1
14	European Journal of Business and Economics · January 2018	1
15	IFIP International Conference on Advances in Production Management Systems (pp. 89-102). Springer.	1
16	EEE Transactions on Engineering Management (2024)	1
17	Siber Journal of Advanced Multidisciplinary (SJAM)	1
18	Jurnal Manajemen Pemasaran	1
19	Jurnal Manajemen dan pemasaran jasa	1
20	Jurnal Manajemen dan Kewirausahaan (JMK)	1

4.2. Literature Search Results

Based on the search results, 20 articles that met the research objectives were determined and the article titles were checked for similarity or not. After the screening process, 10 articles with the same title were taken to be re-checked for eligibility according to the inclusion and exclusion criteria. These results were obtained from 10 articles that were then reviewed. Here are the literature search strategies outlined in the table below.

Table 2.
Literature Search Strategy

Search Engine	<i>Emerald</i>	<i>Elsevier</i>	<i>Google Scholar</i>
Search Results	5000	10.500	80.400
Fulltext 2016-2024	5	5	49
Appropriate title	4	1	15
Same title	20		
Eligible	10		
Result	10		

The research is categorized as several studies conducted in various countries. By analyzing 10 articles, it was shown that 8 journals with descriptive designs and 2 journals with

quantitative designs. After the quality assessment of the study from 10 articles can be categorized as good (high), then the data extraction process.

Table 3
Data Extraction

No	Author	Title	Journal	Results
1	Mohammad Pasban, Sadegheh Hosseinzadeh Nojedehe (2016)	A Review of the Role of Human Capital in the Organization	Procedia - Social and Behavioral Sciences	The results of the research show that human capital is strategic and has grown rapidly in organizations. In summary, human capital plays an important role in human development, improving lives and incomes, increasing knowledge, skills, and product capacity, economic growth, and reducing poverty. Because in the world, there is a new revolution in the fight against capitalism, human power has become more important than ever.
2	Abdulai Issaka, Josephine Ganu, Stephen Arthur (2018)	The Role of Human Capital Management in Enhancing Service Delivery in Organizations	European Journal of Business and Management	The results show that when services become homogeneous, superior service delivery becomes essential for a lasting competitive advantage. Thus, this paper refers to the service and human resources literature to suggest that companies committed to quality service delivery recognize the importance of developing employees who have the skills needed to satisfy customers.
3	Sasu Tuominen and Helen Reijonen, Gabor Nagy, Andrea Buratti, Tommi Laukkanen (2022)	Customer-centric strategy driving innovativeness and business growth in international markets	International Marketing Review	The results of the study show that customer orientation and customer relationship orientation are two different strategic orientations that drive innovation. However, neither directly affects business growth. On the contrary, both need exporter innovation to be realized as business growth.
4	Niar Yuniarsih, Yuli Rohmalia, Arif Rahman Saleh, Shoffan Nijomi Suparman, Ajeng Septianti, Arina Nur Farida (2022)	Penerapan Human Capital Manajemen Dalam Meningkatkan Kualitas SDM Terhadap Kinerja Perusahaan	Diversity: Jurnal Ilmiah Pascasarjana	The results of the study show that the success of the company or organization is actually from human capital is not only the company's business activities or perspective and the company should focus more on its company as a unit that contains unique knowledge and skills, the uniqueness must be realized by the company because of the importance of the role of quality human resources in a company's activities
5	Lawrence Arokiasamy, Takemi Fujikawa, Shishi Kumar	A Systematic Review on Human Capital: A View From	ICESG International Conference on Environmental,	The results of the study show that the impact of human and non-human capital on company performance is becoming the subject of more and more articles.

No	Author	Title	Journal	Results
	Piaralal, Siti Sarah Omar (2023)	HumanResource Development	Social and Governance	Because human capital (investment) is not owned or managed by companies,this topic was previously largely isolated from company-based impact studies.
6	Frendy Wibowo, Chandra Wisnu Utomo (2023)	Peran Human Capital Untuk Peningkatan Kinerja Perusahaan: Tinjauan Literatur Sistematis	JIEMBI: Jurnal Ilmu Ekonomi, Manajemen dan Bisnis	The results of this systematic review show that human capital has a very important role in the company's human resources.And companies must leverage the human capital they have (knowledge, skills, and values) to advance their interests organization. The conclusion of this systematic review is that a good company is aware of the fact that employees are the main contributor to profits, providing an opportunity for a company to achieve its goals. Those who work in the core center of the organization must develop higher skills.
7	Maulana Rohman ,Jumawan, Hadita (2023)	Peran Human Capital Manajemen Terhadap Kinerja Karyawan (Literatur Review MSDM)	Student Research Journal	The results found in this article are that there is a role given by human capital variables to employee performance variables. Apart from human capital as an influencing variable, there are many other factors and roles such as work motivation, compensation, and leadership style.
8	Ahmad Zulbilal, Aryan Torrido, Mardiyah (2024)	Digital Skills Development and Workforce Innovation: A Systematic Review of Human Capital Management in Education	Al-Idarah: Jurnal Kependidikan Islam	The results of the study identified key challenges, including the limitations of technology infrastructure, lack of teacher training, and policy gaps, as well as opportunities such as the integration of digital competencies in the curriculum,the development of data-driven assessment tools,and cross-sector collaboration.
9	P. Padmanaaban, Dr. Surabhi Jha, Dr. R. Emmaniel, Dr. N. Subramanian, Dr. Roop Raj, Dr. Ravi Kishor Agrawal, (2024)	Building Stronger Relationships: The Role of Consumer-Centric Marketing Strategies	European Economic Letters	The results show that consumer-centric marketing seeks to build genuine relationships with customers by providing value and fostering trust. Companies that successfully use consumer-centric marketing can increase customer retention, brand loyalty, and gain a competitive advantage in the market. Businesses can develop stronger and more lasting relationships with their consumers by focusing on them and using the latest technology to improve personalization and

No	Author	Title	Journal	Results
				engagement,resulting in long-term growth and success.
10	Farida Dwi Rahmawati, Achmad Zein Arsyad Al-Habsyi, Mardiyah (2024)	Pengembangan Sumber Daya Manusia Dalam Meningkatkan Produktivitas Kinerja Pegawai	An-Nadzir: Jurnal Manajemen Pendidikan Islam	The results of the study show that human skills are an important general index at all levels of organizational management. Those who work at the core of the organization must develop higher skills

Based on the analysis of the article, it was found that human capital has a very important role in human centric marketing strategies. Companies leverage their human capital (knowledge, skills, and values) to advance the interests of the organization. A good company is aware of the fact that employees are the main contributors to profits, providing an opportunity for a company to achieve its goals. Those who work at the core center of the organization must develop higher skills. These people must have the knowledge, information, innovation and creativity to improve customer satisfaction and create a competitive advantage for the company.

The results of Pasban & Nojodeh's (2016) research show that the most important issue at all levels of organizational management is human skills. Those who work at the core of the organization must develop higher skills. These people must have enough knowledge, information, innovation, and creativity to increase customer satisfaction and create a competitive advantage for the company. And the results of research by Boon et al., (2018), stated that integrating strategic human capital and human resource management will help improve our knowledge of human resources. The results of the research of Hitka et al., (2019), are that there is a correlation between motivational factors related to career aspirations and education. Education is one way to increase the value of human capital, and the knowledge gained is the value of human capital. This is strengthened by the research of Simarmata (2021), which states that the practice of MSDM has a positive and significant effect on organizational performance through human capital and individual performance. This result is supported by Ismiyati (2020), namely that human capital has a positive and significant effect on organizational performance. And research by Yuniarsih et al., (2022) states that the success of a company is from human capital, not just the company's business activities and the company should focus more as a unit that contains unique knowledge and skills. The uniqueness of the company must be realized by the company because of the importance of the role of quality human resources in a company activity, so the company should manage these human resources as best as possible because the key to the success of a company is the human aspect who has knowledge that can simultaneously follow technological developments in the present and future.

Companies try to maximize the potential of their employees through a comprehensive capacity building program, not only to achieve business goals, but also to improve customer-centric marketing strategies. To execute this mission, companies need to dedicate resources to guarantee that employees have the knowledge, abilities, and competencies they need to function well in driving customer-centric marketing that will change rapidly and complexly.

Where knowledge and communication with customers have acquired increasing importance, human resources, which show the volume of knowledge, technical skills, creativity, and experience of the organization, acquire enormous importance, so that labor is considered a productive asset, therefore, the organization must concentrate on other factors such as human and intellectual capital to gain a competitive advantage and improve strategies customer-centric marketing. Strong Human Resources (HR) capital has a significant influence

on improving customer-centric marketing strategies. With qualified human resources, companies can create a better customer experience, build stronger relationships, and increase the effectiveness of their marketing strategies.

In improving corporate performance, a company needs more effective and professional human resource management to improve company performance. Besides that, to face human centric marketing strategies. The company's human resources manager must have the ability to develop human resources. There are several important elements in HR management that can affect business results and at the same time increase the company's competitiveness in general. These elements are recruitment and placement, training and development, job management, career development, compensation and rewards, as well as paying attention to culture and work environment.

To increase the company's value, it is done so that the company has the best results for all parties, especially to implement human centric marketing. Business leaders must be able to understand that the company benefits from human resources and does not look at it from a business perspective in its entire operations, but sees the business as encompassing unique knowledge and skills. In improving the company's performance, employee knowledge and skills can be through training activities. This determines the company's success in the fierce competition in the market, not physical capital but human capital, so companies are encouraged to apply human centric marketing in various trainings to improve employees' knowledge and skills better than their competitors. Therefore, it is very important to retain and improve the knowledge and skills of employees in order to create a sustainable competitive advantage and improve the company's performance.

5. CONCLUSION

Human resource development (HR) is a continuous effort made by organizations to improve the quality, skills, and performance of its employees. The main goal of human resource development is to improve the competence, motivation, and job satisfaction of employees so that they can make an optimal contribution to the organization. High-quality human resources are key to driving innovation, increasing productivity, and creating new jobs. Therefore, investment in education, training, and skill development is very important.

Customer Centric Marketing is a marketing approach that puts the customer at the forefront of all aspects of a company's strategy and decisions. The goal is to better understand customers' needs, preferences, and behaviors, and create a positive and meaningful experience for them. Companies can create a more customer-centric culture by implementing these practices into sales, marketing, and product development strategies. Thus, it can be said that human labor (HR) is individuals who are ready, wanting, and able to help achieve organizational goals. In increasingly fierce global competition, human resource development (HR) is an important concept. The success of a company depends on the development of human resources. Strong Human Resources (HR) capital has a significant influence on improving customer-centric marketing strategies. With qualified human resources, companies can create a better customer experience, build stronger relationships, and improve the effectiveness of their marketing strategies.

6. REFERENCE

- Abraham S. (2012). Development of employee engagement programmes based on employee Satisfaction Survey. *Journal of Economic Development, Management, IT. Finance and Marketing*. 2012;4(1):27–37
- Armstrong, Michael. (2016). *A Handbook of Human Resource Management Practice* 10th Edition. London: Kogan Page
- Arokiasamy, L., Fu, T., Piaralal, S. K., & Omar, S. S. (2023). A systematic review on human capital: A view from human resource development. *KnE Social Sciences*, 57-76.

- Boon, C., Eckardt, R., Lepak, D. P., & Boselie, P. (2018). Integrating strategic human capital and strategic human resource management. *The international journal of human resource management*, 29(1), 34-67.
- Bassi L, McMurrer D. (2007). Human capital and organizational productivity: Next Generation Metrics as a Catalyst for Change. USA: Whitepaper, McBassi & Company.Inc.
- Chijindu JS, Ibeh GO, Emerole G.A. (2016). Effect to human capital development programmes in optimizing employee's productivity: A study of Abia State House of Assembly, Nigeria. *Singaporean Journal of Business Economics, and Management Studies*, 5(4):1-12.
- Dessler, Gary. (2015). Manajemen Sumber daya Manusia. Terjemahan. Salemba Empat. Jakarta.
- Delbufalo, E. (2012). Outcomes of inter-organizational trust in supply chain relationships: A systematic literature review and meta-analysis of empirical evidence. *Supply Chain Management: An International Journal*, 17(4), 377-402.
- Ekarini, M. I., Hurriyati, R., & Dirgantari, P. (2020). Strategi human centric marketing dalam meningkatkan omzet penjualan RM Abah Wardja Kec. Talun Kab. Cirebon. *Syntax Literate: Jurnal Ilmiah Indonesia*, 5(12), 1646-1656.
- Elsharnouby, T. H., & Elbanna, S. (2021). Change or perish: Examining the role of human capital and dynamic marketing capabilities in the hospitality sector. *Tourism Management*, 82, 104184.
- Haddaway, N. R., Macura, B., Whaley, P., & Pullin, A. S. (2015). Making literature reviews more reliable through application of lessons from systematic reviews. *Conservation Biology*, 29(6), 1596-1605.
- Hitka, M., Kucharčíková, A., Štarchoň, P., Balážová, Ž., Lukáč, M., & Stacho, Z. (2019). Knowledge and human capital as sustainable competitive advantage in human resource management. *Sustainability*, 11(18), 4985.
- Issaka, A., & Arthur, S. (n.d.). The role of human capital management in enhancing service delivery in organizations.
- Ismiyati. (2020). Dampak Human Capital pada Kinerja Organisasi. *Administrasi Dan Kesekretarisan*, 5(1), 56-73.
- Kotler, Philip dan Hermawan Kartajaya dan Iwan Setiawan. 2019. Marketing 4.0: Bergerak Dari Tradisional ke Digital. Jakarta: Gramedia Pustaka Utama.
- Pasban, M., & Nojodeh, S. H. (2016). A review of the role of human capital in the organization. *Procedia - Social and Behavioral Sciences*, 230, 249-253.
- Padmanaaban, P., Jha, S., Emmaniel, R., Subramanian, N., Raj, R., & Agrawal, R. K. (n.d.). Building stronger relationships: The role of consumer-centric marketing strategies.
- Prabowo, A., & Risal, T. (2023). Peran Entrepreneurial Orientation Dan Social Media Marketing Terhadap Peningkatan Strategi Bersaing (UMKM) Coffe Shop Pada Era Modern Customer Di Kota Medan. *Jurnal Menara Ekonomi: Penelitian dan Kajian Ilmiah Bidang Ekonomi*, 9(1).
- Prabowo, A., Wahyuni, E. S., Tanjung, Y., Wijaya, M. R., & Adam, A. A. (2025). Manajemen Pemasaran (Strategi Pemasaran Era Digital: Menguasai Tren dan Teknologi Sebagai Konsep Baru Meningkatkan Penjualan). *Serasi Media Teknologi*.
- Rohman, M., Jumawan, J., & Hadita, H. (2023). Peran human capital manajemen terhadap kinerja karyawan (literatur review MSDM). *Student Research Journal*, 1(5), 11-20.
- Rahmawati, F. D., Al-Habsyi, A. Z. A., & Mardiyah, M. (2024). Pengembangan sumber daya manusia dalam meningkatkan produktivitas kinerja pegawai. *An-Nadzir: Jurnal Manajemen Pendidikan Islam*, 2(2), 107-123.
- Mohamed Shaffril, H. A., Samsuddin, S. F., & Abu Samah, A. (2021). The ABC of systematic literature review: the basic methodological guidance for beginners. *Quality & quantity*, 55, 1319-1346.
- Marselina, R. D., Sinaga, A., & Lase, Y. F. (2024). Analisis kebutuhan sumber daya manusia dan manajemen hubungan industrial pada karyawan administrasi di RSUD Bandung

- Kiwari. *Manajemen Kreatif Jurnal*, 2(1), 137–150. [↗](#)
- Steen, S. L., Noe, R. A., Hollenbeck, J. R., & Gerhart, B. (2016). *Human resource management*. McGraw-Hill.
- Simarmata, J. (2021). Peran mediasi human capital dan kinerja individu dalam hubungan praktek msdm dengan kinerja organisasi. *J-MAS (Jurnal Manajemen Dan Sains)*, 6(2), 383-390.
- Tuominen, S., Reijonen, H., Nagy, G., Buratti, A., & Laukkanen, T. (2022). Customer-centric strategy driving innovativeness and business growth in international markets. *International Marketing Review*, 40(3), 479–496.
- Wilson, N., & Mampilly, S. R. (2014). The role of human capital management practices in inculcating learning orientation and its relationship with performance: A systematic literature review. *IOSR Journal of Business and Management*, 16(7), 15–22.
- Wibowo, F., & Utomo, C. W. (2023). Peran human capital di perusahaan. *Jurnal Ilmu Ekonomi, Manajemen dan Bisnis*, 1(1), 15–21.
- Yuniarsih, N., Rohmalia, Y., Saleh, A. R., Nijomi, S. R., Septianti, A., & Farida, A. N. (2022). Penerapan human capital manajemen dalam meningkatkan kualitas SDM terhadap kinerja perusahaan. *Diversity: Jurnal Ilmiah Pascasarjana*, 2(2).
- Zulbilal, A., Torrido, A., & Mardiyah, M. (2025). Digital skills development and workforce innovation: A systematic review of human capital management in education. *Al-Idarah: Jurnal Kependidikan Islam*, 14(2), 176–194.