

E-ISSN : [2986-3155](#), P-ISSN : [2986-3856](#)

DOI: <https://doi.org/10.38035/gijlss.v2i3>

Received: August 18th, 2024, **Revised:** August 25th, 2024, **Publish:** September 26th, 2024

<https://creativecommons.org/licenses/by/4.0/>



Human Resource Management Concepts: Recruitment, Job Analysis, Job Evaluation, Remuneration and Organizational Development

Primadi Candra Susanto¹, Sugiyanto², Subehana Rachman³, Tubagus Hedi Saepudin⁴, Dingot Hamonangan Ismail⁵

¹Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, email: primstrisakti@gmail.com

²Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, email: sugiyantopade68@gmail.com

³Politeknik Ilmu Pelayaran Makassar, Makassar, Indonesia, email: subehana@pipmakassar.ac.id

⁴Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, email: tubagus.hedi@dsn.ubharajaya.ac.id

⁵Politeknik LP3I, Jakarta, Indonesia, email: visiaulia@gmail.com

Corresponding Author: primstrisakti@gmail.com¹

Abstract: The purpose of this study is expected to be able to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of human resource management. The article on the concept of human resource management: recruitment, job analysis, job evaluation, remuneration, and organizational development is a scientific literature article in the scope of human resource management. The approach or method used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct a review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as the Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Recruitment plays a role in the Concept of Human Resource Management; 2) Job Analysis plays a role in the Concept of Human Resource Management; 3) Job Evaluation plays a role in the Concept of Human Resource Management; 4) Remuneration plays a role in the Human Resource Management Concept' and 5) Organizational Development plays a role in the Human Resource Management Concept.

Keyword: Human Resource Management Concept, Recruitment, Job Analysis, Job Evaluation, Remuneration, Organizational Development

INTRODUCTION

Organizations encounter obstacles and complications while managing human resources to achieve operational performance and competitive advantage. In an increasingly dynamic and competitive business world, firms must update and optimize their human resource management (HRM) strategies to keep up with changes in the business environment, technology, and market demands (Aziz et al., 2021).

Susanto et al., (2023) states that recruitment is a critical first phase in the HRM process that entails finding, selecting, and placing the ideal individual. Problems that frequently emerge in recruitment include difficulties in attracting competent candidates and ensuring that candidate qualifications fit the needs of the firm. Ineffective recruitment can lead to misplacement, greater attrition, and worse production. As a result, it is critical to create an effective recruitment strategy capable of reaching and attracting the best people that meets the needs and culture of the firm.

Job analysis is a thorough procedure that identifies and defines the duties, skills, and qualifications needed for each position in an organization. Without an accurate job analysis, organizations may encounter issues such as imprecise job descriptions, mismatches between job functions and qualifications, and an inability to define suitable performance requirements. These issues can cause inaccuracies in performance evaluations, staff development, and compensation decision. As a result, detailed job analysis is required to guarantee that each role within the business is clearly defined and efficiently managed (Widodo, 2023b).

Job evaluation assesses the relative worth of positions within a company, influencing remuneration and benefit decisions. Organizations that do not conduct fair and systematic evaluations risk employee unhappiness with compensation and benefit structures, as well as issues in keeping talent. Inappropriate job appraisal can lead to internal and external disparities in compensation, affecting employee motivation and performance. Thus, effective job evaluation is required to ensure a fair and competitive remuneration structure (Susanto, Mahaputra, et al., 2024).

Remuneration covers a variety of rewards for employees, such as base income, benefits, incentives, and intangible compensation. The problems of managing remuneration include developing a competitive compensation plan that reflects the value of employee contributions, as well as managing employee expectations about the incentives they receive. Failure to provide enough remuneration can have an impact on employee happiness, lower retention rates, and reduce the organization's appeal to potential employees. As a result, it is critical to create a pay structure that is transparent and consistent with industry norms and organizational requirements (Reza Putra & Gupron, 2020).

Susanto, Simarmata, et al., (2024) states that organizational development refers to efforts to improve an organization's effectiveness and efficiency through structural reform, leadership development, employee training and development, and innovation. Common challenges in organizational growth include opposition to change, a lack of support for leadership development programs, and difficulty adopting innovation. Failed organizational development can impede an organization's ability to react to market and technology developments, reducing overall performance. As a result, effective organizational development is required to ensure that businesses can continue to grow and compete in an increasingly competitive market (Silitonga et al., 2017).

Overall, the purpose of this article is to explore the numerous ideas in HRM, as well as the obstacles associated with them, and to provide solutions and tactics for overcoming these issues. Companies that properly understand and manage recruitment, job analysis, job evaluation, remuneration, and organizational development can increase their performance, employee happiness, and worldwide competitiveness.

Based on the background of the problem above, the following problem formulations are determined: 1) Does Recruitment play a role in the Human Resource Management Concept?; 2) Does Job Analysis play a role in the Human Resource Management Concept?; 3) Does Job Evaluation play a role in the Human Resource Management Concept?; 4) Does Remuneration play a role in the Human Resource Management Concept?; and 5) Does Organizational Development play a role in the Human Resource Management Concept?.

METHOD

This literature review was conducted using descriptive qualitative techniques. The data collection technique is by conducting a literature investigation or examining relevant previous works. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is obtained from online academic media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. In addition, it was obtained from e-libraries of well-known campuses such as Harvard Library, Oxford Libraries, and Cambridge Library. The existing literature review allows researchers to learn how the research subject has been discussed previously, find gaps in the literature, and choose the right methodological approach. This helps in the development of sharper and more relevant research topics, and ensures that new research makes a significant contribution to existing fields of study, (Ali, H., & Limakrisna, 2013);(Susanto, Arini, et al., 2024).

RESULTS AND DISCUSSION

Based on the background of the problem and the formulation of the problem above, the results of this study are as follows:

Human Resource Management Concept

Human Resource Management (HRM) is a strategic method that organizations utilize to manage and maximize employee performance in order to meet corporate objectives. HRM includes functions including recruitment, training and development, performance management, remuneration, and employee relations. The basic goal of HRM is to guarantee that the business has a skilled, engaged, and productive workforce that can effectively contribute to its success. Good human resource management allows businesses to adapt to change, retain top talent, and boost employee happiness and loyalty. Thus, human resource management is more than just an administrative role; it is also a crucial component of business strategy that can increase the organization's competitiveness and sustainability over time (Susanto, Sawitri, & Suroso, 2023).

The indicators or dimensions contained in the Human Resource Management Concept variable include: 1) Human Resource Planning: Determining future workforce needs, both quantitatively and qualitatively, based on the organization's strategic objectives; 2) Performance Management: A system for analyzing and managing employee performance to achieve optimal performance that supports the organization's goals; 3) Compensation and Benefits: Organizing the remuneration system, which includes salary, allowances, incentives, and other services offered to employees; 4) Industrial Relations: Managing management-employee relationships, including employment contract negotiations, conflict resolution, and collective labor agreements; and 5) Occupational Health and Safety: Managing programs to ensure a safe and healthy work environment (Kahfi et al., 2022).

The Human Resource Management Concept Variable has been studied by several researchers and is relevant to the research conducted by: (AR, Muhammad Thamrin Saribanon et al., 2023), (Susanto & Sawitri, 2022), (Saputra, 2022).

Recruitment

Recruitment is the process by which corporations seek out, attract, and choose qualified candidates to fill open positions inside the company. This process begins with determining workforce requirements, followed by job postings, application screening, interviewing, and selecting the best applicants. Recruitment aims to find people who align with the organization's culture and values, in addition to meeting the necessary requirements. Effective recruitment not only ensures that vacant jobs are filled quickly, but it also helps the business grow by bringing in people who can bring innovation and fresh ideas. In the context of global competition, strategic recruitment is critical to preserving a competitive edge by acquiring the best personnel available in the labor market (Susanto, Sawitri, & Suroso, 2023).

The indicators or dimensions contained in the Recruitment variable include: 1) recruiting Planning: Identifying recruiting requirements based on organizational needs analysis and workforce planning; 2) Recruitment Sources: Identify possible applicant sources, both internal (promotion, transfer) and external (advertisement, job fairs, campus recruitment); 3) Screening Process: The first evaluation and selection of applicants based on qualifications that match the job description; 4) Interviews and Assessments: Methods used to evaluate prospective workers' ability, abilities, and cultural fit with the firm; and 5) Recruitment Decision: The final step in choosing the best candidate to hire after going through the selection process (Widodo & Silitonga, 2017).

Recruitment variables have been studied by several researchers and are relevant to research conducted by: (Febrian, Lesmini, et al., 2023), (Lutfi, A. R., & Widodo, 2018), (Susanto, Sawitri, & Susita, 2023).

Job Analysis

Job analysis is the methodical process of defining and documenting the responsibilities, duties, skills, knowledge, and working conditions connected with a certain position within an organization. Job analysis allows firms to determine the competencies required, identify training gaps, and evaluate employee performance. Job analysis results are also used to establish clear and accurate job descriptions, which serve as the foundation for recruitment, training, performance evaluation, and remuneration determination. In addition, job analysis aids in human resource planning by identifying employee growth and training needs, allowing them to continuously enhance their skills and abilities in response to job demands (Latuconsina et al., 2019).

The indicators or dimensions contained in the Job Analysis variables include: 1) Data Collection: Gathering information about the duties, responsibilities, and working circumstances of a certain position via interviews, observations, or surveys; 2) Job Description: A document outlining the tasks, responsibilities, and expected outcomes of a position; 3) Job Specification: A document that outlines the credentials, skills, knowledge, and abilities needed to execute a job; 4) Performance Evaluation: Using the results of a job analysis to determine whether the employee is performing the activities according to the current job description; and 5) Job-Employee Fit: Evaluating the match between an employee's qualifications and the job requirements being considered (Susanto, Soehaditama, & Benned, 2023).

Job Analysis Variables have been studied by several researchers and are relevant to research conducted by: (AR, Muhammad Thamrin Saribanon et al., 2023), (Soesanto et al., 2023), (Susanto, Sawitri, et al., 2024).

Job Evaluation

Job evaluation is the process of determining the relative value or contribution of each position in a company in order to establish an acceptable wage scale. This approach entails a thorough examination of criteria such as responsibilities, task complexity, skills required, and the job's impact on meeting organizational goals. The primary goal of job evaluation is to ensure that the organization's wage structure is fair, competitive, and in line with the value delivered by each position. Job evaluation is also vital for ensuring compliance with employment legislation and promoting a fair and transparent human resource management plan (Sawitri et al., 2023).

The indicators or dimensions contained in the Job Evaluation variable include: 1) Point-Factor: An evaluation approach that distributes points based on a variety of characteristics such as duties, abilities, and working conditions to establish the relative value of a job; 2) Market Comparison: To develop a competitive compensation structure, compare the value of jobs within the business to equivalent jobs in the external labor market; 3) Qualitative Assessment: Making subjective evaluations based on variables including the job's strategic contribution to company goals; 4) Evaluation Scale: A set of measures used to assess various components of a work that contribute to the job's overall value; and 5) Internal Equity: Ensuring that the value and compensation for each position in the organization are proportionate to its relative contribution (Fauzi et al., 2023).

Job Evaluation Variables have been studied by several researchers and are relevant to research conducted by: (Ali & Saputra, 2023), (Widodo, 2020), (Marsono et al., 2018).

Remuneration

Remuneration is compensation provided to employees in exchange for their services to the business, and it comprises base salary, allowances, bonuses, incentives, and other forms of payment. Remuneration is a significant factor in motivating employees to work more productively and remain loyal to the firm. Employers who establish a fair and competitive remuneration structure are more likely to have motivated, productive, and loyal staff. Good pay reflects the organization's principles of valuing individual contributions and fostering a collaborative work culture. As a result, pay management is an essential component of every human resource management plan designed to promote organizational performance (Putra et al., 2023).

The indicators or dimensions contained in the Remuneration variable include: 1) Base Salary: The primary component of remuneration given as a fixed incentive for work accomplished, typically established based on the findings of a job appraisal; 2) Benefits: Additional compensation that includes health insurance, retirement benefits, transportation funds, and other facilities; 3) Incentives and Bonuses: Additional compensation depending on achievement of specific performance or targets, meant to inspire staff; 4) Non-Material Compensation: Types of benefits such as recognition, career growth chances, or work flexibility that can boost employee happiness; and 5) Internal and External Balance: Evaluating the appropriateness of remuneration within the organization (internal) and against market norms (external) in order to ensure fairness and attractiveness (Febrian, Apriani, et al., 2023).

The Remuneration variable has been studied by several researchers and is relevant to the research conducted by: (Nasution, 2019), (Reza Putra & Gupron, 2020), (Kibambila & Ismail, 2021).

Organizational Development

Organizational development is a systematic approach to improving an organization's effectiveness and efficiency through change and innovation, with a focus on internal structure, culture, and processes. The primary goal of organizational development is to ensure that the company can adapt to changes in its external environment, such as technical advancements, market changes, and new legislation. Organizational development also aims to strengthen human resource capabilities, with a focus on skill development, performance improvement, and the creation of a work environment that fosters innovation and collaboration (Susanto, Simarmata, et al., 2024).

The indicators or dimensions contained in the Organizational Development variable include: 1) Organizational Change: The process of adapting and restructuring to improve the effectiveness of the organization in dealing with changes in the external environment; 2) Leadership Development: Programs to discover, train, and develop individuals with the potential to become future leaders in the organization; 3) staff Training and Development: An investment in enhancing staff skills, knowledge, and competencies to support the organization's long-term plan; 4) Innovation and Continuous Learning: To sustain competitiveness, cultivate a work culture that encourages innovation, continuous learning, and process improvement; and 5) Change Management: Processes for preparing, supporting, and assisting personnel in adapting to organizational changes (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

Organizational Development variables have been studied by several researchers and are relevant to research conducted by: (Zainal et al., 2019), (Susanto, Widyastuti, Karsono, et al., 2023), (Susanto, Agusinta, & Setyawati, 2023).

Relevant Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article
1.	(Hasan, 2022)	-Recruitment variables influence Educational Human Resource Management	-This article has similarities in examining the Recruitment variable as the independent variable, and examining the HR Management variable as the dependent variable.	-The difference with previous research is in the research object, which focuses on Human Resource Management in the field of Education.
2.	(Muspawi, 2017)	-Job Analysis Variables Influence Organizational Human Resource Management	-This article has similarities in examining the Job Analysis variable as the independent variable, and examining the Human Resource Management variable as the dependent variable.	-The difference with previous research is in the methods used in data collection. Previous research used the Interview, Questionnaire and Observation methods.
3	(Khoiiri & Saifudin, 2023)	-Job Evaluation Variables Influence HR Management -Compensation variables affect HR Management	-This article has similarities in examining the Job Evaluation variable as its independent variable, and examining the HR	-The difference with previous research is that the Compensation variable is another independent variable.

			Management variable as its dependent variable.	
4	(Nasution, 2019)	-Remuneration Variables Influence Employee Performance at the Medan District Attorney's Office -Work Spirit Variables Influence Employee Performance at the Medan District Attorney's Office -Remuneration Variables Influence HR Management at the Medan District Attorney's Office -Work Spirit Variables Influence HR Management at the Medan District Attorney's Office	-This article has similarities in examining the Remuneration variable as the independent variable, and examining the HR Management variable as the dependent variable.	-The difference with previous research is in the Work Spirit variable as another Independent variable. And examining the Employee Performance variable on other dependent variables. -In previous research there was also a research object conducted at the Medan District Attorney's Office.
5	(Jauwhari et al., 2022)	-Organizational Development Variables Influence Human Resource Management	-This article has similarities in examining the Organizational Development variable as its independent variable, and examining the Human Resource Management variable as its dependent variable.	-The difference with previous research is in the theoretical sources used in developing the hypothesis.

Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and previous related research:

1. The Role of Recruitment in Human Resource Management Concept

Recruitment is a fundamental component of Human Resource Management (HRM) that allows firms to acquire the best personnel that meets their strategic needs and goals. Recruitment plays an important role in HRM, as it is linked to other elements such as Human Resource Planning, Performance Management, Compensation and Benefits, Industrial Relations, and Occupational Health and Safety. Effective recruitment not only ensures that open jobs are filled swiftly with competent personnel, but it also contributes to the organization's long-term success by ensuring that employees and the corporate culture are a good fit.

Starting with Recruitment Planning, this is the first stage in ensuring that recruitment is done deliberately and planned. Recruitment planning include determining personnel requirements based on workload assessments and organizational growth forecasts. It is also closely related to Human Resource Planning in HRM, in which firms forecast future personnel requirements based on their strategic objectives. With adequate planning, recruitment can be done proactively, filling staff gaps before they become important to corporate operations. Good recruitment planning also enables firms to identify the exact qualities and skills required, making the recruitment process more focused and efficient.

The next stage is Recruitment Source, in which the business seeks for and attracts potential individuals from a variety of internal and external sources. Effective recruitment

sources will broaden the organization's reach to attract the greatest individuals in the market. In the context of human resource management, the selection of recruitment sources must take into account the organization's culture as well as its alignment with business goals. Internal recruitment, such as employee promotions or transfers, can help to improve Performance Management by providing options for career advancement to current employees. This not only enhances employee engagement, but it also lowers the training and adaptation costs that are typically associated with external recruitment. Meanwhile, external recruitment enables the organization to bring in new perspectives and capabilities that may not be available within the organization, which is critical for innovation and overall organizational performance enhancement.

The Screening Process is the next critical phase in recruitment, in which candidates are assessed based on their qualifications and fit for the job description. Effective screening assists in identifying individuals with the highest potential for success in the role being offered. This is also related to Performance Management in HRM, because choosing the correct individuals will influence how successfully they achieve or surpass performance standards. The screening procedure aligns candidates' principles with the organization's culture, promoting healthy industrial relations. Candidates that do not align with the organization's values and culture may struggle to adjust, potentially impacting relationships with coworkers and management.

Interviews and assessments are key steps in which candidates are reviewed more thoroughly. Interviews are used not just to examine a candidate's technical skills and expertise, but also to determine their compatibility with the organization's team and working environment. In the context of human resources, these assessments should consider the compensation and benefits that will be provided, which should be appropriate with the level of responsibility and complexity of the work that the candidate will be performing. Effective interviews also allow the organization to assess how the candidate will contribute to the broader HR strategy, including how they will adhere to the organization's Occupational Health and Safety policies. Employees who understand and value workplace health and safety are more likely to contribute to a safe and productive environment.

Finally, the Hiring Decision stage is where the organization selects the best candidate for the open position. This decision should be made after a careful review of the entire recruitment process, from screening to interviewing. In HRM, recruiting decisions have an impact on Industrial Relations since the hired employee must be able to work smoothly with the existing team while also contributing positively to the organization's work culture. Furthermore, the recruiting decision has an impact on the compensation and benefits that will be supplied, as developing a fair and competitive remuneration package is critical to attracting and maintaining the best people. The appropriate recruiting selection will result in individuals who not only fit the organization's short-term needs, but also have the potential to advance and contribute to the organization's long-term success.

Overall, recruitment is an important process in HRM that influences many other aspects of human resource management. By having a systematic and structured recruitment strategy, organizations may ensure that they have a skilled, motivated, and productive workforce capable of effectively driving organizational goals.

2. The Role of Job Analysis in Human Resource Management Concepts

Job analysis is a crucial procedure in Human Resource Management (HRM) that ensures firms to manage their personnel effectively and efficiently. Job analysis, which includes data gathering, job descriptions, work specifications, performance reviews, and employee job fit assessments, helps to ensure that each position in the business is well understood and filled by the most qualified individual. Job analysis plays an important part in many other aspects of

human resource management, including as human resource planning, performance management, compensation and benefits, industrial relations, and occupational health and safety.

Starting with Data Collection, the first phase in job analysis is to acquire complete information about the jobs, responsibilities, skills necessary, and working circumstances for each position in the organization. This information can be gathered using interviews, observations, surveys, or other relevant approaches. This data collection is critical in the context of human resource planning since it serves as a foundation for understanding the organization's future workforce requirements. The information gathered aids in determining the number and type of staff required to meet the organization's strategic objectives. In addition, precise data enables firms to detect talent gaps and arrange for appropriate training or recruitment.

After the data has been gathered, the following step is to create Job Descriptions that define the exact activities and responsibilities of each role. Job descriptions are critical for Performance Management since they clearly outline what is expected of each employee. Clear job descriptions allow managers to create defined, measurable performance targets as well as objectively monitor and assess employee performance. Good job descriptions also serve to communicate organizational expectations to employees, ensuring that they understand their function and how they contribute to the organization's overall goals.

Job specifications are another component of the job analysis that describe the credentials, skills, knowledge, and abilities required to do a job well. Job requirements are strongly tied to Compensation and Benefits since the qualifications and abilities required for a post are frequently the deciding factors in determining the level of salary and benefits supplied. Having defined job descriptions allows firms to guarantee that they are giving fair and competitive wage packages, which are critical for attracting and retaining top people.

Next, performance evaluation is the process of determining whether a person achieves or exceeds the standards outlined in the job description. Effective performance evaluation not only assists management in identifying areas for employee improvement, but it also serves as the foundation for compensation and benefit decisions like as bonuses, salary increases, and promotions. Performance evaluation is also strongly tied to Industrial Relations, since a fair and transparent evaluation procedure can assist reduce conflicts between management and employees while also encouraging trust and collaboration inside the firm.

Finally, Job Employee match is the outcome of a job analysis that assures that personnel chosen for a position are a good match for the job's requirements, both in terms of capabilities and organizational culture. This fit is crucial for occupational health and safety because individuals who are put in roles that match their abilities and interests are more likely to perform safely and effectively. Furthermore, job-employee fit is critical for sustaining strong industrial relations, since employees who believe they are a good fit for their employment are more content and motivated, reducing turnover and friction within the firm.

Overall, job analysis is a critical tool in HRM, influencing practically every area of labor management. Organizations may guarantee that they have enough information to make educated decisions about human resource planning, performance management, compensation and benefits, industrial relations, and occupational health and safety by completing a thorough and accurate job analysis. All of this contributes to operational efficiency, employee satisfaction, and meeting the organization's strategic objectives.

3. The Role of Job Evaluation in Human Resource Management Concepts

Job evaluation is a systematic procedure that assesses the relative worth of various positions in an organization, forming the foundation for determining fair and suitable

compensation for each position's contribution. This procedure employs a variety of approaches, including point considerations, market comparisons, qualitative assessments, evaluation scales, and internal equity. Job evaluation is intimately linked to several elements of Human Resource Management (HRM), such as human resource planning, performance management, compensation and benefits, industrial relations, and occupational health and safety.

Point Factors is an evaluation technique that distributes points to each job factor, including responsibility, skill, effort, and working environment. Each aspect is graded on a predetermined scale, and the total points obtained are used to calculate the job's value. In the context of Human Resource Planning, the usage of point factors assists organizations in understanding how each position fits into the overall organizational structure and future workforce planning. This strategy also enables firms to better plan for staff needs and placement because point factors provide a clear picture of the differences in complexity and responsibility across current roles.

Market comparison is an evaluation strategy that compares the salary and responsibilities of employment within an organization to equivalent jobs in the external labor market. This procedure is vital for Compensation and Benefits since it guarantees that the organization's remuneration packages are competitive and in line with industry norms. By analyzing market data, firms can alter their salary structures to attract and retain excellent people while lowering the risk of losing talented individuals to competitors offering higher pay. It also promotes excellent industrial relations by making employees feel adequately compensated for the market worth of their work.

Qualitative assessment entails making subjective assessments based on criteria such as the job's strategic contribution, impact on the organization, and alignment with organizational values. It provides a unique perspective that quantitative tools like point factors may not capture. In Performance Management, qualitative assessments can assist in determining the relative value of tasks based on their overall contribution to corporate goals, which can have an impact on employee performance reviews and career advancement. Qualitative assessments also benefit occupational health and safety, as jobs that are deemed strategically vital may necessitate more attention in terms of providing suitable facilities and protection.

Evaluation Scales employ values to assess job duties and competencies. These scales assist in ranking positions based on their relative importance inside the company. In Human Resource Planning, evaluation scales give a clear structure for analyzing roles and planning workforce requirements, taking into account variances in responsibilities and skills needed. Furthermore, evaluation scales permit pay modifications by accounting for differences in relative worth between jobs, which alter salary and benefits while maintaining remuneration fairness.

Internal equity is a notion that ensures that equal positions inside a company are compensated similarly depending on work performance. This idea is critical for Industrial Relations because it ensures that all employees believe they are treated fairly and equitably in terms of compensation. Internal equity promotes occupational health and safety by fostering a fair and peaceful work environment in which disparities in compensation do not lead to discontent or conflict among employees. Furthermore, achieving internal equity aids in performance management since employees are more likely to feel motivated and appreciated if they know their pay is proportional with their contribution to the firm.

Overall, job evaluation is critical in human resource management because it ensures that each position is appropriately compensated based on its contribution to the firm. Organizations can use evaluation methods such as point factors, market comparisons, qualitative assessments, evaluation scales, and internal equity principles to better manage compensation and benefits, support fair performance management, strategically plan workforce needs, and maintain good industrial relations and occupational health and safety.

4. The Role of Remuneration in the Concept of Human Resource Management

Job evaluation is a systematic procedure that assesses the relative worth of various positions in an organization, forming the foundation for determining fair and suitable compensation for each position's contribution. This procedure employs a variety of approaches, including point considerations, market comparisons, qualitative assessments, evaluation scales, and internal equity. Job evaluation is intimately linked to several elements of Human Resource Management (HRM), such as human resource planning, performance management, compensation and benefits, industrial relations, and occupational health and safety.

Point Factors is an evaluation technique that distributes points to each job factor, including responsibility, skill, effort, and working environment. Each aspect is graded on a predetermined scale, and the total points obtained are used to calculate the job's value. In the context of Human Resource Planning, the usage of point factors assists organizations in understanding how each position fits into the overall organizational structure and future workforce planning. This strategy also enables firms to better plan for staff needs and placement because point factors provide a clear picture of the differences in complexity and responsibility across current roles.

Market comparison is an evaluation strategy that compares the salary and responsibilities of employment within an organization to equivalent jobs in the external labor market. This procedure is vital for Compensation and Benefits since it guarantees that the organization's remuneration packages are competitive and in line with industry norms. By analyzing market data, firms can alter their salary structures to attract and retain excellent people while lowering the risk of losing talented individuals to competitors offering higher pay. It also promotes excellent industrial relations by making employees feel adequately compensated for the market worth of their work.

Qualitative assessment entails making subjective assessments based on criteria such as the job's strategic contribution, impact on the organization, and alignment with organizational values. It provides a unique perspective that quantitative tools like point factors may not capture. In Performance Management, qualitative assessments can assist in determining the relative value of tasks based on their overall contribution to corporate goals, which can have an impact on employee performance reviews and career advancement. Qualitative assessments also benefit occupational health and safety, as jobs that are deemed strategically vital may necessitate more attention in terms of providing suitable facilities and protection.

Evaluation Scales employ values to assess job duties and competencies. These scales assist in ranking positions based on their relative importance inside the company. In Human Resource Planning, evaluation scales give a clear structure for analyzing roles and planning workforce requirements, taking into account variances in responsibilities and skills needed. Furthermore, evaluation scales permit pay modifications by accounting for differences in relative worth between jobs, which alter salary and benefits while maintaining remuneration fairness.

Internal equity is a notion that ensures that equal positions inside a company are compensated similarly depending on work performance. This idea is critical for Industrial Relations because it ensures that all employees believe they are treated fairly and equitably in terms of compensation. Internal equity promotes occupational health and safety by fostering a fair and peaceful work environment in which disparities in compensation do not lead to discontent or conflict among employees. Furthermore, achieving internal equity aids in performance management since employees are more likely to feel motivated and appreciated if they know their pay is proportional with their contribution to the firm.

Overall, job evaluation is critical in human resource management because it ensures that each position is appropriately compensated based on its contribution to the firm. Organizations can use evaluation methods such as point factors, market comparisons, qualitative assessments, evaluation scales, and internal equity principles to better manage compensation and benefits, support fair performance management, strategically plan workforce needs, and maintain good industrial relations and occupational health and safety.

5. The Role of Organizational Development in the Concept of Human Resource Management

Organizational development is important in Human Resource Management (HRM) because it improves an organization's effectiveness, adaptability, and overall performance. This process includes organizational change, leadership growth, employee training and development, innovation and learning, and change management. Every facet of organizational development is linked to other HRM principles, such as human resource planning, performance management, compensation and benefits, industrial relations, and occupational health and safety.

Organizational change is the process of modifying an organization's structure, strategy, and work processes to increase its efficiency and effectiveness. In the context of Human Resource Planning, organizational transformation aids in determining new workforce requirements and identifying the skills required to support new initiatives. This transition process has an impact on Performance Management because it necessitates the establishment of new goals and the measurement of performance in response to strategic and structural changes. Furthermore, organizational change can have an influence on compensation and benefits, as salary and benefit structures may need to be altered to reflect shifting positions and responsibilities within the business. Well-executed change can improve industrial relations, whereas poorly managed change can cause employee unhappiness and confrontation with management.

Leadership Development is a critical component of organizational development that focuses on enhancing the skills and abilities of leaders at all levels of the business. Leadership development is important in Performance Management because it ensures that leaders can successfully motivate and manage teams to achieve desired objectives. Strong leadership is essential in Human Resource Planning because it enables executives to recognize workforce needs, plan career development, and guarantee that the organization's strategic goals are met. Leadership development also has an impact on compensation and benefits, as competent leaders are often paid more in acknowledgment of their responsibilities and accomplishments. Furthermore, good leaders can affect Industrial Relations by fostering a positive and happy work environment.

Staff training and development programs aim to improve employees' skills, knowledge, and competences. Effective training adds to Performance Management by ensuring that people have the essential skills to do their jobs effectively. Training and development aids in the identification of skill gaps and the planning of relevant programs to address such needs in Human Resource Planning. Good training programs can improve compensation and benefits by teaching employees new skills that will help them advance in their careers. Training also contributes to Occupational Health and Safety, since well-trained individuals are more likely to be able to manage hazards and avoid workplace mishaps.

Innovation and Learning encompasses attempts to foster creativity, new ideas, and adaptability to environmental changes. In Performance Management, innovation helps firms remain competitive by incorporating best practices and cutting-edge technologies. Innovation and learning are inextricably linked to Human Resource Planning because they create a demand

for personnel that are adaptable and ready to meet new challenges. Innovation and learning programs can influence compensation and benefits by rewarding individuals who contribute to innovation and advancement. Furthermore, innovation driven by learning can help Industrial Relations by establishing a dynamic and interesting work environment for employees.

Change Management is the process of ensuring that change in an organization is managed effectively in order to minimize negative consequences and enhance benefits. Change management is used in Human Resource Planning to plan how change will affect the workforce and establish strategies to handle those consequences. Change management is related to performance management since it ensures that people can adjust to change while remaining focused on accomplishing their goals. This process also has an impact on Compensation and Benefits, as organizational transformation can result in revisions to salary and benefit packages. Furthermore, good change management promotes Industrial Relations by managing transitions clearly and including employees in the change process, which reduces resistance and increases job satisfaction.

Overall, successful organizational growth is critical for a company's long-term success. Organizations may ensure a trained, motivated workforce prepared to address future problems by concentrating on organizational transformation, leadership development, staff training and development, innovation and learning, and change management. All of these components are interconnected and help to achieve corporate goals while also generating a productive and enjoyable work environment.

Conceptual Framework

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this research:

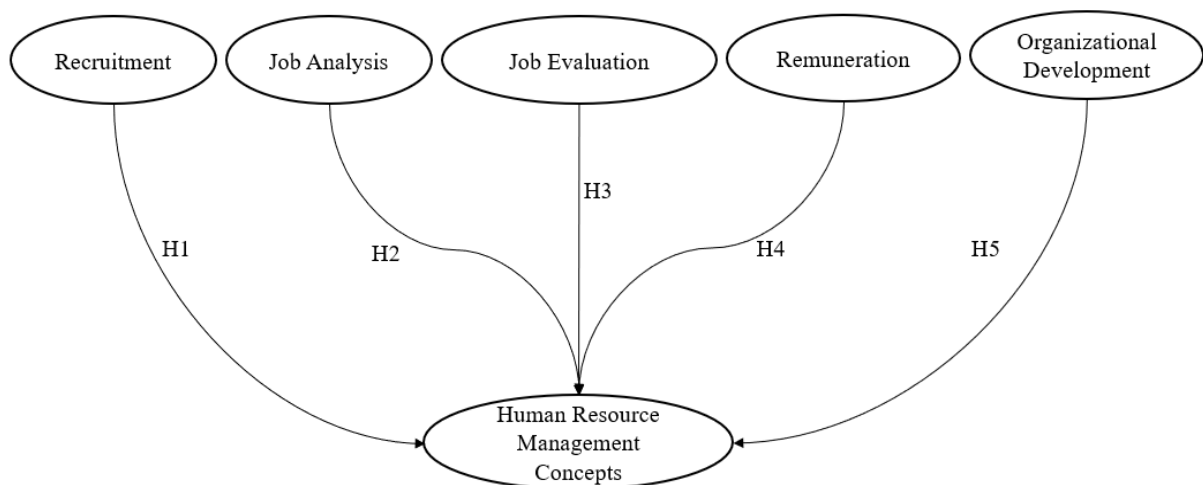


Figure 2. Conceptual Framework

Based on Figure 2 above, recruitment, job analysis, job evaluation, remuneration and organizational development play a role in the concept of human resource management. In addition to the independent variables (recruitment, job analysis, job evaluation, remuneration and organizational development) above which influence the dependent variable (human resource management concept), there are other variables related to the concept of human resource management, including:

- 1) Work Culture: (Susanto, Simarmata, et al., 2024), (Putri et al., 2023), (Widodo, 2017).
- 2) Level of education: (Pratiwi, 2017), (Widodo, 2023a)m (Rakhmat Kabul et al., 2021).
- 3) Leadership: (Widodo, 2021), (Siagian et al., 2023), (Susanto, Setiawan, et al., 2024).

CONCLUSION

Based on the background of the problem, formulation of the problem, previous research, results and discussions above, the following research conclusions are obtained:

1. Recruitment plays a role in the Human Resource Management Concept.
2. Job Analysis plays a role in the Human Resource Management Concept.
3. Job Evaluation plays a role in the Human Resource Management Concept;
4. Remuneration plays a role in the Human Resource Management Concept; and
5. Organizational Development plays a role in the Human Resource Management Concept.

REFERENCE

- Ali, H., & Limakrisna, N. (2013). Metodologi Penelitian (Petunjuk Praktis Untuk Pemecahan Masalah Bisnis, Penyusunan Skripsi (Doctoral dissertation, Tesis, dan Disertasi. In *In Deependublish: Yogyakarta*.
- Ali, H., & Saputra, F. (2023). Pengaruh Transparan, Akuntabilitas dan Tanggung Jawab terhadap Good Corporate Governance. *Jurnal Ilmu Multidisiplin*, 2(2), 130–139.
- AR, Muhammad Thamrin Saribanon, E., Rahmawati, A., Sucipto, Y. D., & Susanto, P. C. (2023). Determinant Job Satisfaction and Performance Employee: Analysis Competence, Training, Job Experince. *International Journal of Artificial Intelligence Research*, 6(1.2).
- Aziz, I. N., Widodo, D. S., & Subagja, I. K. (2021). Effect of Training and HR Development on Employee Performance with Motivation as an Intervening Variable in PT. Rekasis Gigatama. *Global Journal of Engineering and Technology Advances*, 6(2), 169–181.
- Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, & H. A. (2017). Organizational Performance : Analysis of Transformational Leadership Style and Organizational Learning. *Saudi Journal of Humanities and Social Sciences*. <https://doi.org/10.21276/sjhss.2017.2.3.9>
- Fauzi, A., Maidani, Nursal, M. F., & Saputra, F. (2023). Pengaruh Akuntabilitas, Independensi dan Kompetensi Auditor terhadap Kualitas Audit (Studi Kasus Pada Kantor Akuntan Publik di Wilayah Kota Bekasi). *Jurnal Manajemen Dan Pemasaran Digital (JMPD)*, 1(3), 119–132.
- Febrian, W. D., Apriani, A., & Abdullah, M. A. F. (2023). Analisis Kepemimpinan Transaksional, Remunerasi, Sistem Informasi Manajemen dan Komitmen Organisasi. *Prosiding Seminar SeNTIK*, 7(1), 98–103.
- Febrian, W. D., Lesmini, L., Indriyati, I., Perwitasari, E. P., Marlita, D., Hernawan, M. A., Lindawati, L., Sarinastiti, N., Ricardianto, P., Tahir, A. M. S., Rinaldy, F. F., Jumawan, J., Widyastuti, T., Soehaditama, J. P., Susanto, P. C., Sawitri, N. N., Supardi, S., Nuraeni, N., Handayani, S., ... Armelia, A. K. (2023). *Dasar-Dasar Manajemen Sumberdaya Manusia* (S. S. Atmodjo (ed.)). Eureka Media Aksara.
- Hasan, H. (2022). Sistem Rekrutmen Dalam Pengembangan Manajemen Sumber Daya Manusia (SDM) Pendidikan. *Promis*, 3(2), 144–162.
- Jauwhari, A. J., Pusita, D. A., & Fitriyah, F. (2022). Pengembangan Organisasi Dalam Manajemen Sumber Daya Manusia. *Cermin: Jurnal Manajemen Dan Pendidikan Berbasis Islam Nusantara*, 2(1), 16–22.
- Kahfi, D. S., Wibowo, I., & Widodo, D. S. (2022). The Effect of Organizational Culture and Transformational Leadership On Organizational Performance Through Employee Motivation as A Mediation Variable at Mercubuana University. *Journal of Humanities and Social Science Research*, 1(1), 1–9.
- Khoiiri, M. Y., & Saifudin, A. (2023). Konsep Dasar Evaluasi Pekerjaan Dan Kompensasinya.

- INTIZAM: Jurnal Manajemen Pendidikan Islam*, 7(1), 2023.
- Kibambila, V., & Ismail, I. (2021). The role of remuneration on employee work engagement in Tanzania. *East Africa Journal of Social and Applied Sciences (EAJ-SAS)*, 3(1).
- Latuconsina, A. S., Widodo, D. S., & Siswandoko, T. (2019). Effect Of Compensation And Work Environment To Employee Performance Through Job Satisfaction As A Variable Of Mediation In PT METISKA FARMA. *International Journal of Humanities and Applied Social Science*, 1–10.
- Lutfi, A. R., & Widodo, D. S. (2018). Effect Of Work Discipline And Leadership Style On The Performance Of Employees Motivation As Variable Mediation In Office Ministry Of Justice And Human Rights Bangka Belitung Indonesia. *The International Journal of Engineering and Science*, 7(7).
- Marsono, A., Silitonga, P., & Widodo, D. S. (2018). Effect of Current Ratio, Leverage Ratio, Inflation and Currency Share Closing Price of Consumer Goods Industry in Indonesia Stock Exchange. *International Journal of Business and Applied Social Science (IJBASS)*, 4(8).
- Muspawi, M. (2017). Urgensi Analisis Pekerjaan dalam Manajemen Sumber Daya Manusia Organisasi. *Jurnal Ilmiah Universitas Batanghari Jambi*, 17(3), 196–204.
- Nasution, D. A. D. (2019). Pengaruh Remunerasi Dan Semangat Kerja Terhadap Kinerja Pegawai Pada Kantor Kejaksaan Negeri Medan. *JURNAL AKUNTANSI DAN BISNIS : Jurnal Program Studi Akuntansi*, 5(1), 71. <https://doi.org/10.31289/jab.v5i1.2441>
- Pratiwi, N. K. (2017). Pengaruh Tingkat Pendidikan, Perhatian Orang Tua, Dan Minat Belajar Siswa Terhadap Prestasi Belajar Bahasa Indonesia Siswa Smk Kesehatan Di Kota Tangerang. *Pujangga*, 1(2), 31. <https://doi.org/10.47313/pujangga.v1i2.320>
- Putra, N. P., SiOLEmba, S. P., & Fauzi, A. (2023). Remuneration and Work Environment Analysis on Job Satisfaction and Performance of Soldiers Kri Bung Tomo-357. *Journal of World Science*, 2(1), 117–129.
- Putri, G. A. M., Fauzi, A., Saputra, F., Danaya, B. P., & Puspitasari, D. (2023). Pengaruh Pengembangan Karier, Budaya Organisasi dan Beban Kerja terhadap Kepuasan Kerja Karyawan (Literature Review MSDM). *Jurnal Ekonomi Manajemen Sistem Informasi (Jemsi)*, 5(2), 99–110. <https://doi.org/https://doi.org/10.31933/jemsi.v5i2>
- Rakhmat Kabul, E., Ganda Wijaya, H., & Limakrisna, N. (2021). the Model of Intellectual Capital and Employees Performance. *Dinasti International Journal of Management Science*, 3(2), 227–245. <https://doi.org/10.31933/dijms.v3i2.1022>
- Reza Putra, M., & Gupron, G. (2020). EMPLOYEE PERFORMANCE MODELS: COMPETENCE, COMPENSATION AND MOTIVATION (HUMAN RESOURCES LITERATURE REVIEW STUDY). *Dinasti International Journal of Education Management And Social Science*, 2(1). <https://doi.org/10.31933/dijemss.v2i1.629>
- Saputra, F. (2022). The Role of Human Resources , Hardware , and Databases in Mass Media Companies. *International Journal of Advanced Multidisciplinary*, 1(1), 45–52.
- Sawitri, N. N., Susanto, P. C., & Suroso, S. (2023). Business Opportunity Human Resource Information System for a Human Resource Department to Create Career Path and Performance Evaluation. *East Asian Journal of Multidisciplinary Research (EAJMR)*, 2(4), 1505–1516. <https://doi.org/https://doi.org/10.55927/eajmr.v2i4.3757>
- Siagian, A. O., Widyastuti, T., Karsono, B., Susanto, P. C., Zulasaman, & Mussadiq, H. (2023). Pengaruh Kepemimpinan , Motivasi , Disiplin , dan Upah terhadap Kinerja Karyawan Bank BNI Syariah Indonesia. *Jurnal Jumbiwira*, 2(1), 112–132. <https://doi.org/hhttps://doi.org/10.56910/jumbiwira.v2i1.565>
- Silitonga, P. E. S., Widodo, D. S., & Ali, H. (2017). Analysis of the effect of organizational commitment on organizational performance in mediation of job satisfaction (Study on Bekasi City Government). *International Journal of Economic Research*.

- Soesanto, E., Saputra, F., Puspitasari, D., & Danaya, B. P. (2023). Analisis Sistem Manajemen Sekuriti: K3 dan Beban Kerja di PT . XYZ. *Jurnal Riset Dan Inovasi Manajemen*, 1(2), 139–150.
- Susanto, P. C., Agusinta, L., & Setyawati, A. (2023). Determinant Organization Commitment and Development Organization : Analysis Servant Leadership , Transformational Leadership , Transactional Leadership. *Formosa Journal of Multidisciplinary Research (FJMR)*, 2(3), 541–558. <https://doi.org/https://doi.org/10.55927/fjmr.v2i3.3356>
- Susanto, P. C., Arini, D. U., Yuntina, L., & Panatap, J. (2024). Konsep Penelitian Kuantitatif : Populasi , Sampel , dan Analisis Data (Sebuah Tinjauan Pustaka). *Jurnal Ilmu Manajemen*, 3(1), 1–12. <https://doi.org/https://doi.org/10.38035/jim.v3i1>
- Susanto, P. C., Mahaputra, M. R., & Mahaputra, M. R. (2024). Service Quality and Customer Satisfaction Have an Impact on Increasing Hotel Room Occupancy Ratio : Literature Review Study. *Greenation International Journal of Tourism and Management*, 1(4), 400–412.
- Susanto, P. C., & Sawitri, N. N. (2022). Coaching, Mentoring, Leadership Transformation and Employee Engagement: A Review of the Literature. *Dinasti International Journal Of Education Management And Social Science*, 4(2), 297–308.
- Susanto, P. C., Sawitri, N. N., Ali, H., & Rony, Z. T. (2024). Analysis Of Competency And Job Satisfaction On The Performance Of Warehouse Staff In Logistics Companies In Jakarta. *International Conference on Humanity Education and Society (ICHES)*, 3(1).
- Susanto, P. C., Sawitri, N. N., & Suroso, S. (2023). Human Resource Business Partners : Recruitment , Coaching , and Leadership Development. *Internasional Journal of Integrative Sciences*, 2(4), 469–482. <https://doi.org/https://doi.org/10.55927/ijis.v2i4.3680>
- Susanto, P. C., Sawitri, N. N., & Susita, D. (2023). Job Satisfaction and Employee Turnover : Analysis Recruitment , Career Development , Organizational Culture. *Dinasti International Journal Of Digital Business Management*, 4(3), 619–629. <https://doi.org/10.31933/dijdbm.v4i2>
- Susanto, P. C., Setiawan, H. A., Yandi, A., & Putri, A. (2024). Analysis Servant Leadership , Competence , and Motivation on Performance Employee : Study Literature Review. *Greenation International Journal of Law Social Sciences*, 1(3), 114–123.
- Susanto, P. C., Simarmata, J., Febrian, W. D., Wahdiniawati, S. A., & Suryawan, R. F. (2024). Analysis of Coaching , Organizational Culture , and Performance Appraisal of Employee Productivity in High School : Literature Review. *Dinasti International Journal of Education Management and Social Science*, 5(2), 83–91.
- Susanto, P. C., Soehaditama, J. P., & Benned, M. (2023). *Determination of Motivation and Career Development : Analysis of Training , Competence*. 2, 275–281.
- Susanto, P. C., Widyastuti, T., Karsono, B., & Soehaditama, J. P. (2023). Implementation of transformational leadership to development organization and world class university strategic (literature review). *International Journal of Business and Applied Economics*, 2(3), 405–418.
- Widodo, D. S. (2017). The influence of organizational culture, leadership, and compensation through work motivation on employee performance. *Jurnal Manajemen Motivasi*, 13(2), 896–908.
- Widodo, D. S. (2020). Manajemen Kinerja. Pdf. *Cipta Media Nusantara*.
- Widodo, D. S. (2021). Influence of managerial performance: work motivation, leadership style and work experience (literature review study). *Dinasti International Journal of Digital Business Management*, 2(6), 1079–1089.
- Widodo, D. S. (2023a). Determinasi Pelatihan, Keselamatan dan Kesehatan Kerja (K3) terhadap Kepuasan Kerja. *Jurnal Ilmu Multidisplin*, 1(4), 956–962.

- Widodo, D. S. (2023b). The nexus of entrepreneurial orientation and knowledge management on business performance of smes in west java: Role of competitive advantage. *Journal of Law and Sustainable Development*, 11(7), e1364–e1364.
- Widodo, D. S., & Silitonga, P. E. S. (2017). Company Performance Analysis: Leadership Style, Corporate Culture and Human Resource Development. *International Review of Management and Marketing*, 7(4), 34–41.
- Zainal, V. R., Widodo, D. S., & Subagja, I. K. (2019). Indonesia Islamic Banking Readiness in Facing the ASEAN Economic Community, in Terms of Islamic Banking Disclosure and Performance Indices. *Journal of Economics and Management Sciences*, 2(2), p25–p25.