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Human Capital Management Concepts: Aspect People Development and Organization Development (Study Literature Review)

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Abstract: The purpose of this literature research is expected to help future authors in determining human resource management research. The research article determining the concept of human resource management: aspects of human resource development and organizational development is a scientific literature article in the scope of human resource management. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or review relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and comes from academic online media such as Thomson Reuters Journals, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journals, 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) Aspects of Human Resource Development affect the Concept of Human Resource Management; and 2) Organizational Development Aspects affect the Concept of Human Resource Management.

Keywords: Human Resource Management Concept, Human Resource Development, Organizational Development

INTRODUCTION

Management is the process of planning, organising, directing and controlling resources to achieve specific goals efficiently and effectively. In management, efficiency refers to using the least possible resources to achieve the maximum results, while effectiveness focuses on achieving predetermined goals. Management applies not only to formal organisations such as businesses, but also to informal groups, communities or even personal life.

Human Resource Management (HRM) is a branch of management that focuses on managing the workforce in an organisation. HRM aims to ensure that each individual in the organisation can make their best contribution, while achieving a balance between the interests of the organisation and the needs of employees. HRM covers various aspects such as workforce planning, recruitment and selection, training and development, performance management, rewards and employee relations.

The relationship between general management and HRM is complementary. Management, as a strategic function, provides direction and objectives, while HRM is responsible for ensuring that the human resources owned by the organisation can function optimally to support the achievement of these objectives. When well integrated, management and HRM play an important role in creating a competitive and sustainable organisation.

Data on the number of employees in the banking sub-sector for the period 2017-2021

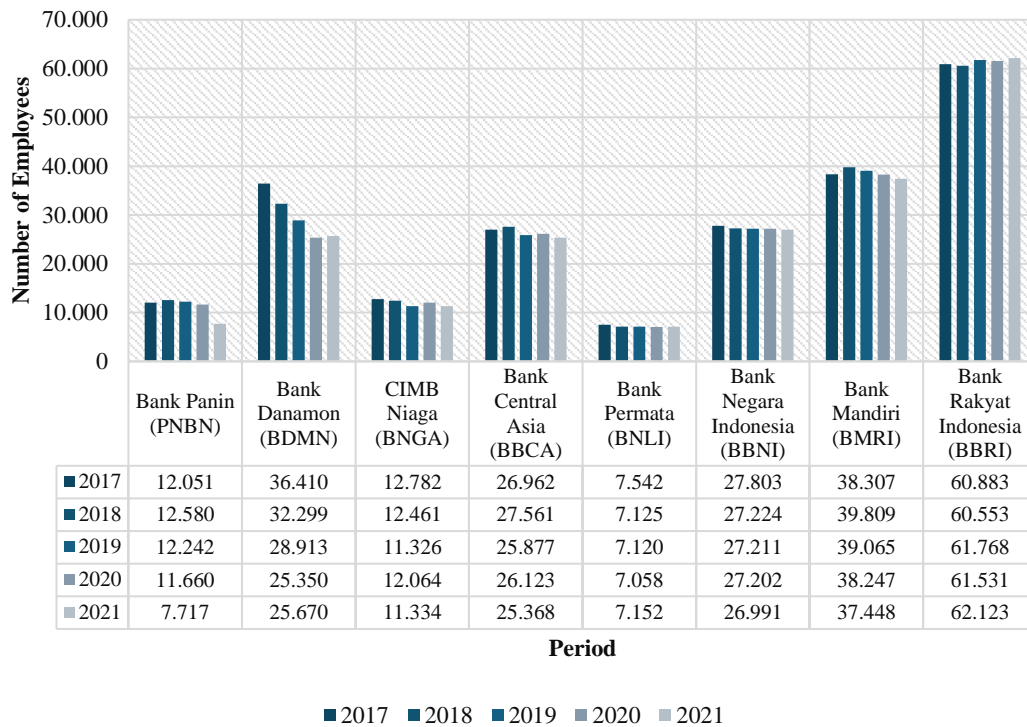


Figure 1. Data on the Number of Employees in the Banking Sub-Sector for the Period 2017-2021

However, the human resources in the organization cannot be utilized properly by some organizations. This can be seen in figure 1 regarding data on the number of employees in the banking sub-sector for the period 2017-2021, out of a total of 8 banking data, 7 of them experienced a significant reduction in workforce. This means that human resources who have played a role in the organization are no longer considered capable of carrying out their duties. So that human resources have experienced a lot of quantity reduction in organizations.

Employee turnover can have a negative impact not only on the individuals affected, but also on the morale and productivity of the remaining team. A study by Saputra et al., (2023) showed that when employees feel insecure about their positions, this can reduce their commitment and dedication to the organisation. In this context, employee turnover can create a culture of uncertainty that is potentially detrimental to overall organisational performance. It is therefore important for management to consider the long-term implications of such decisions.

Statistics show that many organisations that make redundancies experience a decline in productivity within a certain period of time after the cuts are made. According to research by Prayoga & Masitoh, (2024), companies that make redundancies often experience significant short-term performance declines, which can stifle growth and innovation. This suggests that attrition is not an effective long-term solution to efficiency problems.

Taking all the above factors into account, it is important for organisations to consider other alternatives before deciding to reduce headcount. A more strategic approach to human

resource management, such as employee development and upskilling, can provide a more sustainable solution. In this context, the focus should be on developing people, not only in terms of training and education, but also in terms of creating a working environment that supports and empowers employees. In this way, effective human resource management can help organisations not only to survive but also to thrive in the face of challenges.

Problem Formulation

Based on the background of the problem above, the problem formulation is obtained to be used as a hypothesis for further research, among others: 1) Do Human Resource Development Aspects affect the Concept of Human Resource Management?; and 2) Does the Organizational Development Aspect affect the Human Resource Management Concept?.

METHOD

This research uses a descriptive qualitative approach. This method was chosen because it allows researchers to understand the concept of human resource management research thoroughly, focusing on the context and meaning contained in the concept of human resource management. Descriptive qualitative data collection and analysis allows researchers to tailor their approach to the needs of the research and the characteristics of the subject under study (Susanto, Yuntina, et al., 2024).

The data used in this study comes from previous research related to the research methodology. The researcher will analyze the existing literature to identify patterns and trends in human resource management concepts. By using previous research and other references, researchers can develop stronger, evidence-based arguments and contribute to a broader understanding of the concept of human resource management (Susanto, Arini, Yuntina, et al., 2024).

Data was collected through a literature review. The literature review is an important step in this research as it allows the researcher to identify and analyze various sources relevant to the topic at hand. The researcher will collect data from journal articles, books, and other relevant documents to gain insight into the concept of human resource management. The literature review also informs the researcher about the latest developments in the field and identifies research gaps that need to be filled, (Sugiyono, 2024).

This research uses data from a range of leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of the concept of human resource management from various perspectives, (Susanto, Arini, Marlita, et al., 2024).

RESULTS AND DISCUSSIONS

Results

The following are the research findings by considering the context and problem formulation:

Concept of Human Resource Management

Human Resource Management (HRM) is a strategic approach to managing people as an organisation's most important asset. HRM involves planning, recruiting, developing, rewarding and appraising performance to ensure that human resources contribute optimally to the achievement of organisational goals. The concept focuses on creating productive and harmonious working relationships through fair policies, continuous training and motivation. In HRM, the role of managers is to ensure a balance between the needs of the organisation and the needs of employees. In addition, HRM emphasises the importance of compliance with

labour laws, organisational culture and adaptation to changes in the business environment. With a strategic approach, HRM is a key factor in improving an organisation's competitiveness through effective talent management (Sutrisno, 2023), (Susanto, Sawitri, et al., 2023).

Indicators or dimensions contained in the Human Resources Management Concept variable include: 1) Workforce Planning: The process of determining human resource needs based on the organisation's strategy, including planning the number, type and timing of human resource requirements; 2) Recruitment and selection: The process of searching for, attracting and selecting suitable candidates to fill positions within the organisation; 3) Training and Development: The provision of programmes to improve the skills, knowledge and competencies of employees; 4) Compensation and Rewards: The system of providing salaries, benefits and other incentives to motivate employees; 5) Performance Appraisal: Measuring and evaluating employees' work performance to ensure that organisational goals are achieved; and 6) Employee relations: Establishing effective communication, resolving conflicts and creating harmonious working relationships (Mangkunegara, 2021).

The Human Resource Management Concept variable is relevant to previous research conducted by: (Saputra, 2022), (Aziz et al., 2021), (Widodo, 2021), (Silitonga & Widodo, 2019).

Human Resource Development

Human Resource Development (HRD) is a process that focuses on improving the skills, knowledge and competencies of employees to support individual and organisational growth. HRD includes a range of training, education and coaching programmes designed to enhance the future employability of employees. This process includes the identification of training needs, the planning of development programmes and the evaluation of training results. HRD not only helps to improve individual performance, but also strengthens the organisation's ability to meet competitive challenges. In addition, this development often involves the use of technology, such as online learning or learning management applications, to support a more efficient and cost-effective learning process (Febrian et al., 2023).

Indicators or dimensions contained in the Human Resource Development variable include: 1) Job training: programmes to improve specific skills that support current jobs; 2) Career development: The process of helping employees plan and manage their career development; 3) Talent Management: Identifying and managing talented people for critical roles in the organisation; 4) Continuous Learning: The facilitation of lifelong learning to help employees manage change; 5) Coaching and Mentoring: Providing individual guidance through a personalised approach to improve performance; and 6) Development Evaluation: Assessing the effectiveness of development programmes to ensure impact on employees and the organisation (Sentika et al., 2024).

Human Resource Development variables are relevant to previous research conducted by: (Heri, 2019), (Khusna et al., 2022), (Susita et al., 2023).

Organization Development

Organisational development (OD) is a systematic process designed to improve the effectiveness, efficiency and health of organisations through planned interventions. OD covers a wide range of activities such as organisational restructuring, culture change, team development and work process innovation. The process typically begins with problem diagnosis, identification of the need for change, strategy implementation and evaluation of success. The main goals of OD are to create an environment that is adaptive to change, improve communication between departments, and build a collaborative work culture. Organisational development often involves the active participation of top management and employees to ensure commitment to the proposed changes. With a holistic approach, OD helps organisations

stay relevant in the face of market dynamics and rapidly changing business environments. (Susita & Albar, 2024)

Indicators or dimensions contained in the Organizational Development variable include: 1) Organisational Diagnosis: Identifying problems and opportunities within the organisation through in-depth analysis; 2) Organisational Restructuring: Changes in organisational structure to improve efficiency and effectiveness; 3) Work Culture Development: Designing a culture that supports innovation, collaboration and adaptation to change; 4) Change Management: A systematic approach to help organisations adapt to environmental change; 5) Work Process Improvement: Optimising work processes to improve productivity and service quality; and 6) Team Building: Improving team dynamics through activities that support collaboration and communication (Nuraeni et al., 2022).

Organizational Development variables are relevant to previous research conducted by: (Susanto, Simarmata, et al., 2024), (Susita, Ketut Sudiarditha, et al., 2020), (Trieu et al., 2023).

Previous Research

Based on the findings above and previous studies, the following research discussion is formulated:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Mubarak, 2021)	Human Resource Development Variables affect the Concept of HR Management at Islamic Education Institutions Ramdanil Mubarik STAI Sangatta	This article has in common that it examines the Human Resource Development variable on the independent variable, and examines the Human Resource Management variable on the dependent variable.	The difference with previous research is that there are objects carried out at the Ramdanil Mubarik Islamic Education Institute STAI Sangatta.
2	(Riadhussyah & Subarkah, 2020)	Human Resource Development variables affect the HR Management Concept in the Halal Tourism Sector in Facing the Industrial Revolution 4.0	This article has in common that it examines the Human Resource Development variable on the independent variable, and examines the Human Resource Management variable on the dependent variable.	The difference with previous research is that there is an object of research, namely in the field of Halal Tourism in Facing the Industrial Revolution 4.0.
3	(Jawhari, 2022)	Organizational Development Variables affect the Concept of Human Resource Management and HR Management	This article has in common that it examines the Organizational Development variable on the independent variable, and examines the Human Resource Management variable on the dependent variable.	The difference with previous research is that there are HR Management variables as other Dependent variables

4	(Rahmat et al., 2022)	Organizational Development Variables affect the Concept of Human Resource Management Administrative Comprehension Training Variables affect the Concept of Human Resource Management	This article has in common that it examines the Organizational Development variable on the independent variable, and examines the Human Resource Management variable on the dependent variable.	The difference with previous research is that there is an Administrative Understanding Training variable as another Dependent variable
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Discussion

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

1. The Effect of Human Resource Development on the Concept of Human Resource Management

Human Resource Development (HRD) plays an important role in supporting the implementation of the overall Human Resource Management (HRM) approach. One of the main components of HRD is on-the-job training, which directly supports HRM training and development. On-the-job training provides employees with specific skills to improve productivity and efficiency. It ensures that the organisation has a competent workforce to meet the demands of the job, thus supporting more strategic and effective workforce planning.

In addition, career development in HRM helps organisations design clear career paths for employees, which is highly relevant to recruitment and selection. By offering attractive career prospects, organisations can attract the best talent in the labour market and retain high performers. Career development also supports performance appraisals, as employees who have a clear development path are more likely to be motivated to achieve predetermined goals.

Talent management is an important element of HRM that influences the entire HRM process, especially in the area of compensation and rewards. By identifying and managing talented employees, organisations can provide fair and performance-based rewards. This not only increases employee satisfaction, but also ensures that individuals who make strategic contributions to the organisation are incentivised. Talent management also supports more positive employee relations by building a sense of recognition and value within the work team.

Another important aspect is continuous learning, which reinforces training and development as a component of HRM. It encourages employees to continually improve their skills as technology and industry needs evolve. By supporting lifelong learning, organisations create a culture of innovation that enables them to remain competitive in the marketplace. In addition, this learning helps organisations to adapt their workforce planning to dynamic change.

Coaching and mentoring in HRM has a significant impact on employee relations. It not only provides personalised support to individuals, but also builds stronger relationships between employees and management. Coaching helps to improve employee performance in the short term, while mentoring provides long-term guidance for professional development. These positive relationships create a supportive working environment where employees feel valued and supported in their development.

Finally, development evaluation is an important element of HRM to assess the effectiveness of all initiatives undertaken. These evaluations support the performance appraisal

process in HRM by providing objective data on the extent to which training, career development and other programmes are successful in improving employees' competencies and contributions. In addition, these evaluations enable organisations to identify areas for improvement so that they can continue to refine their human capital management strategies.

Overall, human resource development, which includes training, career development, talent management, continuous learning, coaching and mentoring, and performance appraisal, contributes significantly to the implementation of HRM policies. By supporting workforce planning, recruitment and selection, training and development, compensation and rewards, performance appraisal and employee relations, HRM ensures that the organisation has a competent, motivated and adaptable workforce. This enables organisations to achieve their strategic goals effectively and sustainably.

2. The Influence of Organizational Development on the Concept of Human Resource Management

Organisational Development (OD) is a strategic process that aims to improve organisational effectiveness through a series of planned interventions. Organisational diagnosis is the first step in OD, which aims to identify the needs and challenges facing the organisation. An accurate diagnosis supports Human Resource Management (HRM) workforce planning by providing fact-based data on workforce needs. In addition, the results of the diagnosis help to design recruitment and selection strategies that are better suited to meet specific workforce needs.

Organisational restructuring as part of PO has a significant impact on training and development in HRM. By redesigning the organisational structure, management can ensure that reporting lines, responsibilities and development opportunities for employees are clearer. This restructuring often requires retraining to ensure that employees can adapt to changes in their roles or responsibilities, while at the same time improving work efficiency at all levels of the organisation.

Developing a work culture is an important element in POs, affecting almost all aspects of HRM, especially pay and rewards. By building a performance-oriented work culture, organisations can create a fair and contribution-based reward system. A strong work culture also increases employee motivation, thus supporting the success of a more transparent and objective performance appraisal system.

In addition, change management in POs helps organisations to manage transitions caused by internal and external changes. Effective change management has an impact on employee relations in HRM, as it ensures open communication and the active participation of all parties in managing change. Through this approach, organisations can reduce resistance to change and build trust between employees and management, which is critical to maintaining operational stability.

Work process improvement also contributes to HRM, particularly in the area of training and development. By improving work processes, organisations can identify specific training needs to improve employees' skills in performing new tasks. In addition, work process improvement creates a more productive environment, which indirectly affects employee motivation and job satisfaction, and strengthens the relationship between employees and management.

Finally, team building as part of PO has a direct impact on employee relations and performance appraisal in HRM. Through team building activities, organisations create closer cooperation between team members, improve communication and strengthen interpersonal relationships. This good cooperation not only supports the achievement of work goals, but also creates an inclusive and harmonious work culture. It also facilitates the performance appraisal process by enabling teams to work more effectively to achieve organisational goals.

Overall, organisational development, which includes organisational diagnosis, organisational restructuring, work culture development, change management, work process improvement and team building, plays an important role in strengthening the HRM approach. By ensuring that each element of PO supports workforce planning, recruitment and selection, training and development, compensation and rewards, performance appraisal and employee relations, organisations can achieve higher levels of effectiveness. This will enable organisations, including those in dynamic sectors such as Islamic banking or other industries, to remain competitive and relevant in the long term.

Conceptual Framework

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

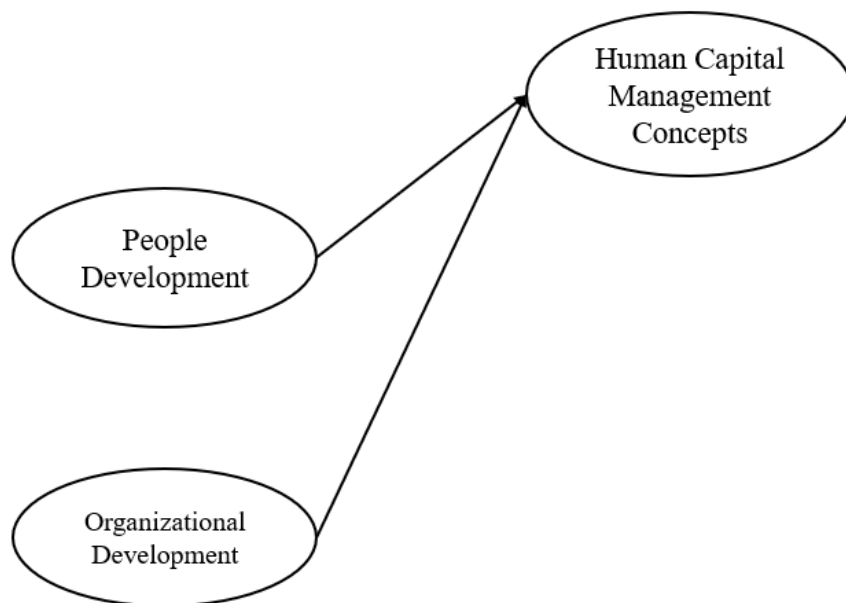


Figure 2. Conceptual Framework

Based on Figure 2 above, human resource development and organizational development affect the concept of human resource management. However, in addition to the variables of human resource development and organizational development that affect human resource management, there are other variables that influence, among others:

- 1) Employee Motivation: (Susita, Parimita, et al., 2020), (Susanto, Soehaditama, et al., 2023), (Widodo et al., 2019), (Anwar & Muhammad Havidz Aima, 2020), (Ali et al., 2022a).
- 2) Organizational Culture: (Widodo, 2022), (Susanto, Simarmata, et al., 2024), (Faliza, 2023), (Setrojoyo et al., 2023), (Putri et al., 2023).
- 3) Leadership: (Susanto & Sawitri, 2022), (Widodo, 2023), (Saputra et al., 2023), (Ali et al., 2022b).

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions of this study are:

- 1) Human Resource Development affects the Concept of Human Resource Management;
- 2) Organizational Development affects the Concept of Human Resource Management.

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