DEVELOPMENT REVIEW OF RESEARCH ABOUT HUMAN RESOURCES
PRACTICES AND POLICIES TOPICS OVER THE PAST TEN YEARS
IN ONLINE JOURNALS

Melina Syafitri 1), 2Ernita Eka Anzani, 3Naila Thalla Anisa, 4Tiara Puspa
1,2,3,4Faculty of Economic and Business, Trisakti University, Jakarta
melina.syafitri@yahoo.com1, 2ernitaneta@gmail.com, 3nailathallaanisa@gmail.com, 4Tiara.puspa@trisakti.ac.id

Received: 11 Juli 2020; Accepted: 10 Agustus 2020; Published: 20 Agustus 2020

Abstract (Indonesia)
Kebijakan sumber daya manusia adalah aturan dan pedoman formal yang diberlakukan bisnis untuk mempekerjakan, melalih, menilai, dan menghargai anggota tenaga kerja mereka. Kegiatan ini semua terkait dengan kepedulian terhadap kesejahteraan karyawan dan memastikan organisasi memperlakukan karyawan dengan cara yang memberikan manfaat bersama bagi karyawan dan organisasi. Dalam praktiknya, sumber daya manusia diperlukan untuk meningkatkan efektivitas organisasi dan memainkan peran utama dalam mendukung strategi dan kebijakan organisasi melalui peningkatan kinerja dan komitmen karyawan. Manajemen sumber daya manusia adalah pilar utama dari banyak organisasi. Penelitian ini dimaksudkan untuk menjadi referensi bagi peneliti lain yang bertujuan untuk melakukan penelitian mengenai topik ini. Semua data dalam penelitian ini diambil dari 30 jurnal selama sepuluh tahun terakhir dengan topik tentang kebijakan dan praktik sumber daya manusia yang terkandung dalam jurnal emerald insight, bisnis dan tinjauan kewirausahaan

Kata kunci : Praktik Sumber Daya Manusia; Kebijakan

Abstract (English)
Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their workforce. These activities are all linked by a concern for employee well-being and ensuring organizations treat employees in a way that provides mutual benefit for both the employee and the organization. In practice, human resources are needed to increase organization’s effectiveness and play a major role in supporting the strategies and policies of an organization through increasing employee performance and commitment. Human resource management is a central pillar of many organizations. This research is intended to become references for other researchers that aim to make research regarding this topic. All data in this research was taken from 30 journals during the past ten years with topics about human resources policies and practices that contained in emerald insight journals, business and entrepreneurial review.

Key words : Human Resources Practices; Policies
BACKGROUND

The research on the topic of Human Resource is really interesting to study because it has an important role to influence an organization's effectiveness. One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resources. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization (Akuamoah Worlanyo Saviour, 2016). Good human resources practices can bring benefits to an organization, such as a higher rate of employee productivity, increases employee satisfaction, and maintains organizational culture. Therefore Human Resource is the principal asset of a company that needs to be managed properly.

Their management not only improves quality but also how leaders can easily obtain information about human resources or existing employees (Latief, 2012). CEOs and business managers need to review their human resource strategies and practices if they hope to create and retain a viable workforce; one that will increase the likelihood of business success (Karen L. and Thomas G., 2010). Authors such as Bohlander and Snell (2009) and Mathis and Jackson (2003) agreed that, in the actual era of knowledge and times of recrudescent competitiveness, the value of workers in organizations have special relevance. In this sense, human resource management (HRM) in organizations assumes an especially strategic role, since policies and practices must create organizational capacities that lead to better results.

We have read and analyzed 30 journals on an online journal website for the past 10 years. This research will try to describe historical data from several aspects, namely from the independent variable, the dependent variable, the research methods used, samples, and the results of previous studies, so that researchers have a picture of what cases have been studied by previous researchers and give ideas to explore new research potential.

LITERATURE REVIEW

In this section will be delivered literature review related to our research about human resources topics. Human resource considers humans as a business resource, a resource that needs to be correctly managed and supported. Human resources is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. According to Yanuar Latief (2012), human resources is the principal asset of a company that needs to be managed properly.

In practice, human resource is responsible for employee experience during the entire employment lifecycle. It is first charged with attracting the right employees through employer branding. It then must select the right employees through the recruitment process according to the human resource policies. Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to employ and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottomline business outcomes, such as productivity and financial performance (Akuamoah Worlanyo Saviour, 2016).
Human resource manager brings on board new hires and oversees their training and development during their tenure with the organization. Human resource assesses talent through use of performance appraisals and then rewards them accordingly.

That is why human resources policies and practices are needed within organizations, so that the organization can manage their employees and increase the organization's performance. To reach that goal, the Human Resources must focus on a single goal: ensuring that the occupants of leadership roles at all levels make the maximum possible contribution, through people, to the organization's competitive success. In many organizations, leadership roles have become artifacts of organizational change rather than mindfully defined roles.

RESEARCH METHODOLOGY

The research methodology used in this study is to search 30 articles with the topic of human resources policies and practices published on online journal websites for the past ten years. Next, the article is examined for its substance and grouped into a matrix whose columns consist of no, title, author, publisher, volume, year, purpose, method, sample, result, limitation/conclusion/further research. Authors used to find the variable by gathering around all the 30 journals that already collected and classify each journal to find independent variable and dependent variable.

RESEARCH RESULT

The independent variable is the type of variable that explains or influences the other variables. Based on 30 research journals that have been organized over the past ten years, it can be seen that 63% of researchers make human resources policies and practices as independent variables that influence organizational performance, such as employee recruitment, selection, training, and performance management. Those 63% journals that use human resource policies and practices as independent variables are Kumari (2012), Mercedes Ubeda-García (2013), Mohan (2015), Akumoha Worlanyo Saviour (2016), Jan Posthumus (2016), Bakare (2017), Hamzah Elrehail (2019), Sahoo (2016), Özlen & Hadžihmetović (2014), Demo, Fogaca, & Costa (2017), Davenport (2015), Ferguson & Reio Jr (2010), Liu & Wilson (2011), Chui (2019), Nielsen (2012), Obedgiu (2017), Wan (2019), Maw-Shin Hsu (2014), Latief (2012).

The dependent variable is the variable that is moved, as a result of the independent variable. Based on 30 articles that have been organized for the past ten years, 63% of research articles use organizational performance variables as the dependent variable. There are similar purposes of the research conducted here for the influence of independent variables on organizational performance, with other dependent variables such as labor ability, job satisfaction, employee attitudes, user satisfaction while using the Human Resource (HR) information system. Those 63% journals that use organizational performance as dependent variables are Nielsen (2012), Sudrajat (2010), Maw-Shin Hsu (2014), Ghirelli, Havari, Santangelo, & Scettri (2018), Elten (2015), Gerdin & Englund (2018), Kim (2014), Baldacchino, Camilleri, Schembri, Grima, & Thalassinos (2020), Kumari (2012), Mercedes


This is some results according to our journal findings about human resources practices and policies topic. Akuamoah Worlanyo Saviour (2016) from their article titled “The Impact of Effective Recruitment and Selection Practice on Organisational Performance (A Case Study at University of Ghana)” with recruitment and selection as independent variable and organizanional performance as dependent variable using logistic regression model shows that recruitment and selection practice has positive relationship with organizational performance. Bakare (2017) from their article titled “The Effect of Soft Skills and Training Methodology on Employee Performance” with employee training as independent variable and work performance as dependent variable using regression analysis as research methodology, stated that there is a positive relationship between training (soft skills and training methodology) and work performance. Maw-Shin Hsu (2014) through their article entitled “The impact of industrial clusters on human resource and firms performance” using human resources as independent variable and firm’s performance as dependent variable with questionnaires surveys method that have sample of manufacturers in Taiwan’s SEZs (special economic zones) shown the result that professional human resources have a positive impact on firm’s performance and can enhance the enterprise’s competitive advantage. Nielsen (2012) through their article entitled “The role of human resources in business model performance: the case of network-based companies” using human resources as independent variable and business model performance as dependent variable with applying a semi-structured interview method that have sample of three network-
based businesses located in the northern Jutland region of Denmark shown the result that human resources are important for aligning the value proposition of the network as a whole to the customers’ needs and expectations, which means this bring positive correlation between human resources and business model performance.

CONCLUSION

A literature study has been conducted on 30 articles from several source websites for the past ten years. Based on the description of information obtained from the study, it can be concluded:

a) Independent aspects of the variables from 30 articles that we analyzed is concluded that 63% of researchers make human resources policies and practices as independent variables.

b) Based on the results of research on 30 articles shows that 63% of research articles use organizational performance variables as the dependent variable.

c) The majority of research uses qualitative methods by distributing questionnaires.

d) There are 63% articles indicating that human resource policies and practices have a positive correlation to organizational performance.

REFERENCES


