



Human Resource Organization Theory and its Implications for Human Resource Management Practices

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Abstract

This study aims to analyze the development of human resource management theory and its implications for effective human resource management practices in modern organizations. In the era of globalization and rapid technological advancement, human resource management is no longer merely concerned with administrative aspects, but also involves more holistic strategies to achieve organizational goals. The method used in this research is a literature review, in which various literatures, including books, scientific articles, and conference papers, are analyzed using NVivo software to identify relevant trends and theories in human resource management. With NVivo, qualitative data analysis can be conducted systematically, allowing researchers to categorize and interpret information in greater depth. The results show that human resource management has undergone a significant transformation from a classic approach that emphasizes operational efficiency to a strategic approach that integrates human resources with the organization's vision and mission. The findings provide valuable insights for practitioners and academics on the importance of responsive and innovative human resource management. Thus, this research is expected to contribute to the development of knowledge in the field of human resource management and provide recommendations for best practices in human resource management.

INTRODUCTION

Human resource management is an important aspect in the success of modern organizations (Parinsi & Musa, 2023; Sartika, 2024; Wahyudi et al., 2023). In the context of globalization and rapid technological advances, organizations are required to adapt quickly to the changes that occur. These changes include various factors, such as market dynamics, demographic changes, and technological developments that affect the way organizations operate (Ani et al., 2024; Hadi et al., 2023).

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Therefore, a deep understanding of the theory and practice of human resource management is becoming increasingly important to achieve organizational goals in a sustainable manner (Anjani & Hidayat, 2024; Mokobombang & Natsir, 2024; Prakoso & Sulastri, 2023). In the past, human resources were often viewed as passive assets that only served to meet the operational needs of the organization. However, along with the development of management theory, this view has changed. Human resources are now considered a strategic asset that can provide a competitive advantage for the organization. According to Syaban, (2019), effective human resource management focuses not only on administrative aspects, but also on broader strategies to improve productivity, innovation, and overall organizational performance (Khaeruman et al., 2024).

In the digital era, organizations face new challenges, including the integration of technology in business processes and the management of multicultural teams (Faisal, 2020; Sarif et al., 2025; Somantri et al., 2025; Wulandari & Pudjiarti, 2024). Research by Grant, (2021) shows that organizations that are able to manage cultural diversity well tend to have better performance, especially in terms of innovation and creativity. Along with the increasing demands for employee well-being, organizations must be able to create a work environment that supports employees' physical, mental, and emotional well-being (Siahaan et al., 2024). Research by Kirana et al., (2025) shows that employees who feel prosperous tend to be more productive and loyal to the organization. Therefore, it is important for organizations to develop practices that support employee well-being, including ongoing training and development programs.

The urgency of this research is also seen from the need to understand how the theory and practice of human resource management has evolved along with the changing business environment. This research aims to identify key aspects of human resource management that can help organizations face the challenges. One important aspect is how technology can be utilized to improve the effectiveness of human resource management. According to Ulrich & Dulebohn, (2015), the use of big data and analytics in human resource management enables organizations to make more informed decisions regarding recruitment, training, and performance management (Lapiņa et al., 2014). In addition, it is important for organizations to become a "learning organization". Organizations that encourage employees to continue learning and developing will be better able to adapt to rapid changes in the market. Reese, (2020) emphasizes that learning organizations create an environment that supports innovation and collaboration, so that the relationship between the organization and human resource can be established harmoniously (Hendrawan, 2019).

This research will also discuss how human resource management contributes to an organization's competitive advantage in the global and digital era. Barney, (1991); Kristanti et al., (2023); Mura, (2015); Rasyiddin et al., (2024); Riyadi et al., (2023) states that human resource that have skills, knowledge, and competencies that are difficult for competitors to replicate can provide a sustainable competitive advantage (Hendrawan, 2019). Therefore, effective management of human resource is key to attracting, developing, and retaining top talent in a competitive market. With this background and urgency, this research has several main objectives. First, to examine the development of organizational theories of human resource over time and how these theories are implemented in the practice of human resource management (Putri et al., 2022). Second, it identifies key aspects of effective human resource management in the modern era, including employee development, motivation, and well-being. Third, this research aims to explore the role of human resource in creating

competitive advantage for organizations in the global and digital era. Finally, this research will explain how technology can be used to improve the effectiveness of human resource management, including the use of big data and analytics (Indrayani, 2011).

Through this research, it is hoped that it can make a meaningful contribution to the development of knowledge in the field of human resource management and provide recommendations for practitioners in managing human resource more effectively and strategically. Through this research, researchers hope to provide deeper insights into effective human resource management in the modern era. By understanding the various existing theories and how they are applied in practice, organizations can formulate better human resource management strategies. This research will also discuss the challenges faced by organizations in managing human resource amidst rapid and complex changes, and how organizations can leverage technology to improve human resource management. This research will include an analysis of the various approaches used in managing human resource, including data-driven and analytical approaches. By leveraging big data, organizations can identify patterns and trends that can aid in decision-making related to recruitment, employee development, and performance management. This research will also discuss the importance of fairness in performance evaluation, as employees' perception of fairness will affect their motivation and commitment to the organization.

In the context of globalization, this research will also explore how organizations can create work environments that are inclusive and respectful of cultural differences. With more and more work teams consisting of individuals with different cultural backgrounds, it is important for human resource managers to understand the values and expectations that each employee brings. This will help the organization in creating a work environment that is conducive to collaboration and productivity.

This research highlights the importance of developing ethical values in human resource management. In this context, the research will explain how principles such as justice, trust, and social responsibility can be applied in human resource management practices. By integrating these values, organizations can not only improve employee performance, but also create a positive and sustainable organizational culture. Thus, this research is expected to make a meaningful contribution to the development of theory and practice of human resource management. The findings of this research will serve as a reference for practitioners and academics in understanding the challenges and opportunities that exist in the management of human resource in the modern era. In addition, this research will also provide practical and strategic recommendations for organizations in managing human resource effectively, so as to achieve their long-term goals.

In the context of human resource management, many theories and concepts have been developed along with changes in the business environment and organizational needs. One of the well-known theories in the management of human resource is the theory of motivation proposed by Maslow, (2017) through the Hierarchy of Needs. This theory states that individuals have five levels of needs that must be met, ranging from physiological needs to self-actualization. Employees whose basic needs are met will be more motivated to achieve higher levels of needs, such as rewards and recognition at work. In addition, Herzberg, (2017) in the two-factor theory distinguishes between motivational factors and hygiene factors, where motivational factors can increase job satisfaction, while hygiene factors only prevent dissatisfaction.

Organizational behavior theory also focuses on the interaction between

individuals and groups in organizations. [McGregor, \(2017\)](#) developed Theory X and Theory Y, which describe two different views of employees. Theory X assumes that employees tend to be lazy and must be closely supervised, while Theory Y assumes that employees can work independently and are motivated by responsibility. This understanding of employee behavior is important for managers in determining the appropriate leadership approach. In the 1960s, systems and contingency approaches were introduced in human resource management. The systems approach sees organizations as entities consisting of various interrelated subsystems, including human resource, technology, and finance ([Armstrong & Taylor, 2023](#)). The contingency approach, developed by Fred Fiedler, argues that there is no one best approach in human resource management, but rather the effectiveness of human resource management depends on various situational factors, such as the external environment and employee characteristics.

In an era of rapid change, the concept of a learning organization is becoming increasingly relevant. [Cappell et al., \(2021\)](#) in their book “The Future of Performance Management” emphasize the importance of creating a learning culture in organizations. Learning organizations encourage employees to continue to learn and innovate, so that they can adapt to changes in the business environment. This concept is essential to ensure that organizations remain competitive in a dynamic market. Technological advancements have also changed the way organizations operate, including in the management of human resource. The use of big data and analytics in human resource management enables organizations to make more informed decisions regarding employee recruitment, training and development ([Pratama et al., 2023](#); [Rasyiddin et al., 2024](#); [Turnip, 2024](#)). By leveraging technology, organizations can identify patterns and trends that can assist in strategic decision-making.

Fairness in performance management is an important aspect in creating a productive work environment. Research shows that employees' perception of fairness in the organization has a major impact on their motivation and performance ([Vroom & Jaago, 2007](#)). Employees who feel they are treated fairly are more likely to give their best performance, while unfairness can lead to dissatisfaction and decreased motivation. Employee well-being is also a major focus in human resource management. Organizations that pay attention to employee well-being, whether physically, mentally, or emotionally, tend to have more productive and loyal employees. Therefore, it is important for organizations to develop comprehensive wellbeing programs to support employees in achieving work-life balance.

METHODS

The research method used in this study is qualitative, which was conducted by utilizing Nvivo software ([Creswell, 2018](#); [Rahadi, 2020](#); [Susanti, 2017](#); [Wahid et al., 2023](#); [Zamawe, 2015](#)). In the context of this research, NVivo was used to organize and analyze literature related to human resource organization theory and its management practices in modern organizations. The research process began with the collection of secondary data from a variety of sources, including textbooks, scholarly articles, journals, and research reports that address organizational theory and human resource management. These sources were selected based on their relevance and contribution to the understanding of human resource management in an evolving organizational context. The researcher conducted a systematic search through academic databases, on Google Scholar to find appropriate literature.

In this way, the researcher was able to ensure that the information obtained was current and reliable.

After data collection, the researcher conducted an initial scan to assess the quality and appropriateness of the information obtained. The evaluated data was then imported into NVivo, which allowed the researcher to code the relevant information. Coding is a crucial step in qualitative data analysis, where the researcher groups data based on specific themes or categories (Allsop et al., 2022). In NVivo, researchers can create nodes for each theme that emerges from the literature, such as “strategic role of human resource,” “employee motivation,” “employee development,” and “performance management.” In this way, researchers can easily access and browse information related to each theme, making it easier to identify patterns, relationships, and differences in the existing literature (Ariyanto, 2023; Jackson & Bazeley, 2019; Mortelmans, 2019).

After the coding process was completed, analysis was carried out using the analysis features available in NVivo. These features include keyword analysis, concept mapping, and data visualization. Keyword analysis allows researchers to identify terms or phrases that appear frequently in the literature, which can provide insight into key issues in human resource management. Concept mapping helps researchers to illustrate the relationships between various themes and sub-themes, thus providing a clearer picture of the knowledge structure in this field. In addition, data visualization in the form of graphs or diagrams can help researchers to present findings in a more interesting and informative way.

In the process of this analysis, the researcher also paid attention to the historical context and development of human resource organizational theory over time. This research sought to identify how thinking and practice in human resource management has evolved, from classical approaches to more strategic modern approaches. Therefore, the researcher conducted an in-depth analysis of the literature discussing the various eras of development of human resource theory, including the classical era influenced by the Scientific Management approach, the human relations era, and the systems and contingency era (Riyadi et al., 2023). By understanding these developments, researchers can provide a more comprehensive picture of the development of human resource theory.

The results of this analysis were then synthesized to provide a comprehensive picture of the topic under study. The researcher summarizes key findings from the literature and compares them with existing theories, as well as identifying gaps in previous research. Thus, this research serves not only to gather information, but also to contribute to the development of theory and practice of human resource management. The researcher can also formulate recommendations for further research based on the findings obtained, as well as explain how the theories can be implemented in daily practice.

After all the analysis and synthesis has been done, the researcher compiles the research results in a structured form of findings. These findings include several important sections, such as introduction, literature review, methodology, results and analysis, as well as conclusions and recommendations. In the introduction, the researcher explains the background and urgency of the research, as well as the formulation of the problem to be answered. The literature review provides a strong theoretical foundation by summarizing relevant previous research. The methodology explains the process and tools used in the research, including the use of NVivo. In the

results and analysis section, the researcher presents key findings from the data analysis, including tables, graphs and diagrams generated from NVivo. The researcher also discusses the implications of the findings in the context of human resource management practice. Finally, the conclusion section summarizes the results of the study and provides recommendations for further research, as well as practical advice for human resource managers in organizations.

RESULT AND DISCUSSION

In the literature analysis conducted, it was found that the role of human resources has undergone a significant transformation from being merely an administrative function to a strategic partner in the organization. This reflects a paradigm shift in the management of human resource, where organizations now recognize that human resource is not just an asset used to run daily operations, but also a vital component that can affect the achievement of long-term strategic goals.

According to a review conducted by [Ulrich & Brockbank, \(2006\)](#) in their article in Human Resource Management Review, an effective human resource role contributes to the achievement of the organization's strategic goals in a more integrated way. They emphasize that human resource should be involved in the strategic planning of the organization, not only in the context of recruitment and payroll, but also in formulating business strategies that are relevant to market needs. Thus, human resource serves as a link between the organization's vision and mission and implementation on the ground.

The use of NVivo software in this study enabled the researcher to identify patterns and themes that suggest that organizations that integrate human resource in their strategic planning tend to be more successful in facing dynamic and complex challenges. The researcher was able to see how human resource contributes to formulating strategies that focus on talent development, creating an organizational culture that supports innovation, and increasing employee engagement. Furthermore, the book *The HR Value Proposition* by [Wright & Ulrich, \(2018\)](#) affirms the importance of the strategic role of human resource argument by showing that human resource that play an active role in the formulation of business strategy can improve the organization's competitiveness and ability to adapt to change. This suggests that organizations that view human resource as strategic partners are better able to harness the full potential of employees, which in turn can result in better performance and achieve sustainable competitive advantage.

The Strategic Role of Human Resource

Based on the literature analysis, it was found that the role of human resources has transformed from an administrative function to a strategic partner in the organization. According to [Ulrich & Dulebohn, \(2015\)](#) in their article in Human Resource Management Review, effective human resources contribute to the achievement of an organization's strategic goals by managing talent and creating a culture that supports innovation. Using NVivo, researchers were able to identify patterns and themes that showed that organizations that integrate human resources in their strategic planning tend to be more successful in facing dynamic market challenges. The book *The HR Value Proposition* by [Wright & Ulrich, \(2018\)](#) also emphasizes the importance of the strategic role of human resources in creating value for organizations. This research reinforces that argument by showing that human resources that play an active role in business strategy formulation can improve an organization's competitiveness and ability to adapt to change.

Employee Motivation

The findings regarding employee motivation are in line with the motivation theories proposed by Maslow and Herzberg. This research shows that organizations that are able to meet employees' basic needs and provide meaningful rewards tend to have higher levels of job satisfaction. The book *Motivation and Personality* by [Corr et al., \(2013\)](#) describes a hierarchy of needs that must be met to motivate individuals, and the results of this study support the theory. In this context, researchers found that factors such as recognition, achievement, and responsibility have a significant impact on employee motivation. Research by [Deci & Ryan, \(2004\)](#) in the *Handbook of Self-Determination Research* also shows that intrinsic motivation contributes to better performance. Using NVivo, researchers can categorize data related to motivation, providing deeper insights into how organizations can design effective motivation programs.

Employee Development

Employee development is identified as a key component in successful human resources management. Research results show that organizations that invest in training and development programs tend to have more competent and loyal employees. The book *Employee Training and Development* by [Noe, \(2018\)](#) highlights the importance of continuous training in improving employee skills and creating a learning organization. The research found that an organization-driven learning culture contributes to improved performance and adaptation to market changes. The organizational learning theory proposed by [Reese, \(2020\)](#) in the fifth discipline also supports these findings, where organizations that encourage employees to continuously learn and develop will be better able to adapt to rapid changes.

Performance Management

Effective performance management is essential in creating a productive work environment. The results of the analysis show that fairness in performance evaluation and a transparent system have a major effect on employee motivation and commitment. Research by [Pulakos, \(2009\)](#) in *Performance Management: A New Approach for Driving Business Results* emphasizes that a good performance management system should include constructive feedback and open communication. Using NVivo, the researcher was able to analyze the data showing the relationship between perceived fairness and employee performance. The findings indicate that organizations that implement evidence-based and objective evaluations can increase employee confidence in the performance management system.

Fairness in Performance Management (continued)

The book *Justice in the Workplace* by [Virtanen & Elovainio, \(2018\)](#) highlights that perceptions of fairness in organizations have a major effect on employee satisfaction and commitment levels. This study found that when employees feel that the performance evaluation system implemented is fair and transparent, they tend to show higher levels of motivation and stronger commitment to the organization. This is in line with Procedural justice theory ([Tyler, 2016](#)), which states that employees compare their inputs and outputs with their peers, and perceptions of unfairness can result in decreased motivation and productivity. Through the use of NVivo, researchers were able to identify themes related to fairness in performance management, such as clarity of evaluation criteria, timely feedback, and opportunities to improve performance. The findings suggest that organizations need to ensure that all employees understand how they are being evaluated and have the opportunity to provide input on the process.

CONCLUSION

The role of human resources in modern organizations has undergone a significant transformation, moving from a traditional administrative function to a crucial strategic element in achieving long-term goals. In this context, human resources is not only responsible for employee recruitment and administration, but must also be actively involved in the planning and execution of business strategies. This includes a deep understanding of the organization's needs and challenges, so that human resources can design programs and policies that support the achievement of strategic objectives. Furthermore, talent and leadership development is one of the main focuses in the strategic role of human resources. In a competitive business world, having high quality employees and effective leaders is key to achieving competitive advantage. Therefore, human resources must design and implement development programs that not only improve technical skills, but also leadership and managerial skills, so that the organization has human resources who are ready to face future challenges. In addition, this research also highlights the importance of creating an organizational culture that supports innovation and creativity. In a fast-changing environment, organizations need to adapt and innovate to stay relevant. human resources play a role in developing policies and practices that encourage employees to think creatively, take risks, and share ideas. This is essential to ensure that the organization can continue to innovate and compete in a dynamic marketplace.

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