

THE ROLE OF HUMAN RESOURCE MANAGEMENT IN INCREASING PRODUCTIVITY

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Abstract

Human Resource Management (HRM) has a significant impact on improving employee productivity through various strategic practices. Careful recruitment processes ensure that hired employees have the skills and capabilities to fit the company culture, thereby reducing turnover and increasing efficiency. Ongoing training and effective performance appraisals help workers develop competencies and stay motivated to achieve their targets. In addition, a positive company culture and effective communication play an important role in creating a supportive work environment, which in turn encourages collaboration and innovation. Supporting work-life balance and implementing HR management technologies, such as human resource management systems (HRMS) and e-education platforms, also improve worker satisfaction and retention, while enabling higher operational efficiency. With an integrated approach that combines recruitment practices, training, corporate culture, and technology, HR management can create a productive work environment that supports superior performance and business sustainability.

Keywords: Role, Human Resource Management, Productivity Improvement

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Introduction

In the era of increasingly fierce global business competition, organisations around the world are required to continuously improve their output power in order to survive and thrive. Human output is a core factor in maintaining competitive advantage and achieving long-term business goals (Ichdan, 2024). One of the main influences affecting output power is adequate human resource management (HRM). Effective human resource management not only maximises human potential but also creates a working climate conducive to productivity and innovation (Pochekutova, 2022).

Human resource management encompasses a variety of practices and strategies designed to effectively manage people. These include recruitment and selection, training and development, performance appraisal, compensation and benefits, and labour relations. Each of these practices has an important role to play in improving individual performance and, overall, organisational output (Laskar & Singh, 2022).

Human Resource Management (HRM) is one of the core elements in the success of modern organisations. In today's dynamic and competitive business environment, effective people management is critical to gaining competitive advantage. Good HR helps organisations attract, develop and retain the best talent (Aytekin et al., 2021). Qualified and skilled people are highly valuable assets, and through structured and detailed HR management practices, companies can ensure that they have a workforce capable of effectively executing business strategies. In addition, good people management also contributes to increased people motivation and satisfaction, which in turn has a positive impact on output power and quality of work (Sung et al., 2024).

Furthermore, in the current era of globalisation and digitalisation, HRM plays an important role in helping organisations adapt to rapid changes in the market and technology. Innovative HR practices enable organisations to develop work cultures that are responsive, collaborative and orientated towards continuous learning (Hernita et al., 2021). Faced with challenges such as workforce diversity, the need for work-life balance, and changes in regulations and labour rights, HRM has become a strategic element that ensures organisations remain agile and responsive to external changes. As such, the role of HRM has evolved from a conventional administrative function to a strategic partner that supports the achievement of organisational goals over the long term (Arnav et al., 2022).

In addition, technological changes and the dynamics of the modern labour market also demand new approaches to HR management. The application of technology in HR management, such as HR information systems and data analytics, opens up new opportunities to improve the efficiency and effectiveness of employee handling. On the other hand, social dynamics, such as the increasing need for work-

life balance and the increasing diversity of the workforce, demand a more inclusive and responsive approach to HRM (Phahlane, 2023).

Based on this background, this research aims to examine the role of HRM in productivity improvement through a literature review approach. The research will not only identify effective HRM practices but will also explore the challenges and opportunities faced by organisations in implementing these practices. As such, the results of this study are expected to provide valuable insights for HR practitioners and organisational leaders in their efforts to improve employee productivity.

Research Methods

The study conducted in this research uses the literature research method, which is a technique used to collect and analyse information from various written sources (such as books, journals, articles, and other materials) in order to build a theoretical basis or understand certain phenomena. (Arikunto, 2000); (Fadli, 2021); (Setiowati, 2016).

Results and Discussion

Definition and Concept of HR Management

Human Resource Management (HRM) is a strategic approach to managing individuals in organisations as valuable assets. The main tasks of HR management include functions such as recruitment and selection, training and development, performance appraisal, compensation, and ensuring the welfare and safety of workers (Zyl & Magau, 2024). Not only focusing on personnel administration, HR management also plays a role in ensuring that employment policies and practices are in line with the organisation's business strategy so that short and long term goals can be achieved (Khatri et al., 2022).

In addition, HR management also plays an important role in building and maintaining a positive and productive organisational culture. Through development policies and initiatives that support worker engagement, motivation and commitment, HR management seeks to create a work environment conducive to personal growth and collective success (Gurmu, 2020). This involves a holistic approach that considers the needs of workers as people, not just work resources, and establishes good communication between management and all levels of the organisation. As such, HRM is not just about managing workers, but also about building organisational strength and competitiveness in a sustainable way (Mthupha & Bruhns, 2022).

Human Resource Management (HRM) consists of various key components that are interrelated in order to ensure the effectiveness of workforce management in organisations. The five main components are recruitment, training, performance appraisal, compensation, and labour relations. Each of these components plays an

important role in building a productive, motivated, and satisfied workforce (Storey, 2023).

Taken together, these key components are interrelated and form a solid foundation for effective human resource management in organisations. Proper implementation of each of these components will not only increase worker productivity and satisfaction, but also help the organisation achieve its strategic goals.

Employee Productivity

Employee performance is a measure of the effectiveness and efficiency with which an employee is able to complete their duties and responsibilities within a certain period, usually assessed in the form of results produced per unit of input such as time or resources used. High productivity indicates that an employee is able to work effectively and efficiently, maximising results while minimising the use of resources (Sumarsid et al., 2020). This not only reflects individual talent but is also influenced by a variety of factors such as training, available tools, work environment, motivation, and effective organisation. Good productivity is critical to overall organisational performance, as it contributes directly to the achievement of strategic goals and business success (Prasetyo, 2023).

Employee performance is influenced by various factors that can be divided into internal and external. Internal factors include employees' abilities and skills, motivation, and their health and welfare conditions. Employees who have adequate technical skills and knowledge of their work tend to be more productive (Felgate, 2020). Motivation, both intrinsic and extrinsic, such as rewards, recognition and career opportunities, also play an important role in encouraging employees to work harder and smarter. Good physical and mental health conditions ensure that employees can work consistently without obstacles that may arise from stress or other health problems (Yuliana, 2022).

On the other hand, external factors such as work environment, leadership, organisational culture, and technology also have a significant impact on productivity. A comfortable and safe work environment, equipped with adequate work facilities and tools, allows employees to focus and work efficiently. Effective leadership, which provides clear direction and supports and empowers employees, can increase productivity by creating a positive and collaborative work environment (Fertilia & Adji, 2020). An organisational culture that encourages innovation, teamwork and open communication can also improve productivity by making employees feel more engaged and motivated. In addition, appropriate use of technology can improve work efficiency by streamlining processes and automating routine tasks, allowing employees to devote more time and energy to more strategic and high-value tasks (Giudice et al., 2021).

Thus, employee productivity is an important factor for organisational success and is influenced by various internal and external aspects. Internal factors include employee skills, motivation and health, while external factors include work environment, leadership, organisational culture and technology. To achieve optimal productivity, organisations need to pay attention to and manage these two aspects holistically, ensuring employees have the necessary support and resources to work effectively and efficiently.

Relationship between HR Management and Productivity

Human Resource Management (HRM) plays a vital role in determining employee productivity and ultimately the success of the organisation as a whole. Effective HR management encompasses a range of practices including recruitment, training, development, performance management, introduction of compensation and benefits (Syahputra, 2023). By ensuring that the right employees are recruited for the right positions, HR management can increase productivity by placing individuals with appropriate skills and high motivation. In addition, continuous training and development helps employees to improve skills and knowledge, which in turn supports better performance (Cantoni, 2021).

Performance management is another key element of HR management that has a direct impact on productivity. By setting clear goals, conducting regular evaluations, and providing constructive feedback, managers can help employees understand work expectations and areas for improvement. When employees know that their performance is being monitored and rewarded, they are more likely to be motivated to achieve performance targets and contribute to their full potential. In addition, a fair and transparent approach to performance management can build employee trust and engagement, which are important factors in improving productivity (Kubiak, 2022).

Compensation and rewards also play a significant role in the relationship between HRM and productivity. Competitive compensation programmes and fair reward systems can increase employee satisfaction and motivation, which in turn affects productivity (Cartwright, 2021). When employees feel that their efforts are appreciated and well paid, they will tend to be more energised and committed to working efficiently and producing high-quality output. In addition, fringe benefits such as further education, regular training, and welfare benefits help employees feel valued and supported, which creates a positive and productive work environment (Febriana & Mujib, 2024).

Finally, the organisational culture established by HR management also plays an important role in employee productivity. Organisations that have a collaborative, innovative and inclusive work culture tend to have more motivated and productive employees. HR management can promote this culture through policies, procedures

and programmes that encourage open communication, teamwork and employee empowerment (Herlina et al., 2024). By creating an environment where employees feel heard, valued and given opportunities to grow, HR management can drive sustainable productivity and improve overall organisational performance (Nguyen, 2023).

Thus, Human Resource (HR) management has a close and significant relationship with employee productivity. Effective HR management, including recruitment practices, training, development, performance management, and compensation systems, can ensure employees have the right skills and remain motivated to perform optimally. Continuous performance evaluation and fair reward systems can boost employee motivation and confidence, while a positive and inclusive organisational culture can encourage collaboration and innovation. By prioritising holistic and strategic HR management, organisations can significantly improve employee productivity, ultimately contributing to the overall success of the organisation.

HR Management Practices that Increase Productivity

Careful and well-planned recruitment practices are one of the important approaches in Human Resource management that can improve organisational productivity. An effective candidate selection process not only focuses on the technical capabilities of prospective employees, but also considers their fit with the Company's culture and values (Bahiroh & Imron, 2024). Using competency-based interview methods and psychometric tests can help identify candidates who are not only capable of completing job tasks but also have the potential to thrive in a particular work environment. This is expected to reduce employee turnover and improve operational efficiency, as carefully selected employees tend to stay longer and contribute significantly to the Company's goals (Roux & Botha, 2021).

Continuous training and development is another important element in improving productivity through people management. Employees who are given the opportunity to develop their skills and knowledge tend to be more confident and capable of performing tasks well (Subramony & Chadwick, 2020). Training programmes can cover a wide range of topics, from improving technical and functional expertise to fostering soft skills such as communication and time management. By investing resources in employee training, companies can improve the quality of work and keep employees motivated to learn and achieve better performance (Haghirian, 2022).

Effective performance management is an important HR management practice to boost employee productivity. It includes clear goal setting, regular feedback, and a fair performance evaluation system. Well-defined goals provide clear direction for employees, while regular evaluations allow them to understand how much they are

achieving and areas for improvement (Roundy & Burke-Smalley, 2022). Regular constructive feedback helps employees feel supported and valued, and gives them the opportunity to adjust their performance to the company's expectations. A transparent and objective performance management system can increase employee trust and engagement, which in turn supports increased productivity (Jirjahn et al., 2023).

Proper compensation and appreciation also play an important role in improving employee productivity. A competitive and fair remuneration system, including salaries, bonuses, and various other facilities, can increase employee motivation and satisfaction. In addition, recognition of individual achievements and contributions through appreciation, both in the form of financial and non-financial incentives, can strengthen employee morale and loyalty (Isfahani et al., 2021). When employees feel valued and cared for, they tend to work harder to achieve targets, increase efficiency, and make maximum contributions to the company. A well-designed appreciation programme can be a powerful tool for boosting high performance and a productive work culture (Mahbod et al., 2022).

The development of an organisational culture that is inclusive of all people is one of the human resource management practices that can significantly increase employee productivity. A work environment that values diversity, opens access, and provides welfare for everyone will create a situation where all parties feel accepted and appreciated. A strong and positive corporate culture can encourage collaboration, improve morale, and reduce stress levels (Sang, 2024). People who are comfortable and supported in their workplace tend to work together effectively, come up with innovative ideas, and stay longer in the organisation. Therefore, establishing and maintaining a supportive organisational culture is a long-term investment in productivity and business sustainability (Greer et al., 2022).

Effective communication is another human resource management practice that can have a positive impact on productivity. Management must ensure open and transparent lines of communication between different levels of the organisation (Gruman & Budworth, 2022). This can be achieved through regular meetings, progress reports, as well as internal means of communication such as electronic mail, intranet, or co-operative applications. When people are well-informed and feel heard, they are better able to understand the organisation's goals and priorities and how their role supports them. Effective communication can minimise misunderstandings, improve coordination, and ensure problems are addressed quickly, all of which ultimately improve efficiency and productivity (McPhail et al., 2023).

To maximise productivity, management also needs to focus on work-life balance for people. Organisations that promote work-life balance often witness improvements in job satisfaction, people retention, and productivity. Flexibility in work schedules, work from home policies, and adequate leave are some of the ways

to support this balance (Straus et al., 2022). In addition, wellbeing programmes such as counselling services, sports facilities and social activities can help reduce stress and burnout. When people do not have to worry about excessive workloads and have time to rest and relax, they are better able to put their full attention and energy into their work (Alekseev et al., 2023).

Finally, the implementation of technology in human resource management can also contribute to improving people's productivity. A sophisticated human resource management system (HRMS) can automate various administrative tasks, such as payroll, leave management, and performance reporting, which reduces manual workload and allows HR teams to focus on strategic tasks. In addition, online learning platforms and co-operation tools can assist in the efficient delivery of training and upskilling (Ahammad et al., 2020). By leveraging technology to improve operational efficiency and achieve data-driven decision-making, organisations can create a more dynamic and responsive environment, ultimately improving overall productivity.

Conclusion

Human Resource Management (HRM) is a core component that plays a role in improving organisational productivity through the implementation of effective and strategic recruitment, training and performance appraisal practices. A proper personnel selection process ensures that the hired individuals not only possess the required technical competencies but also fit into the corporate culture. This reduces employee turnover and improves operational efficiency. Continuous training enhances employee skills and confidence while a measurable performance appraisal system through clear target setting and regular feedback encourages employees to reach and exceed their goals.

A conducive organisational climate and effective communication also contribute to productivity through people management. An inclusive and supportive work culture provides employees with a sense of belonging and being valued, which enhances collaboration and innovation. Transparent and open information ensures that everyone in the company has the data needed to get the job done well and is heard by management, minimising misunderstandings and improving team coordination.

Work-life balance and the use of technology in HR management also have a significant impact on people productivity. Organisations that promote work-life balance by providing flexibility and employee wellbeing programs can observe increased employee satisfaction and retention. In addition, technology in HR management such as human resource information systems and online learning platforms help automate administrative tasks and facilitate efficient training so that

employees can focus on high-value activities. These strategies work synergistically to create a productive and dynamic work environment.

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