

# Human Resource Practices and Policies: A Literature Review

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## Abstract

*This study aims to determine the dimensions of HR Practices and Policies contained in various previous literatures. Journal analysis was carried out using a systematic literature review (SLR) method obtained from Scopus in 2016-2021 following inclusion and exclusion criteria with the keywords HR Policies and Practices in order to obtain 15 journals. The journal articles obtained related to HRM practices and policies were found with various specific topics ranging from age-related HRM, Green HRM, hospitality HRM, Austerity HRM, Gen-Z HRM, Health Workers HRM, HRM Strategy, SR-HRM, Promoting Women to seniors. and HRM in the University. There are various dimensions of HR Practices and Policies categorized on macro, meso and micro measures. Most of the research methods used in the article are qualitative. For future researchers, it is expected to combine quantitative and qualitative approaches to make it more comprehensive with a wider research sample.*

## Keywords

human resource practices and policies; human resource management; systematic literature review



## I. Introduction

Business growth introduction society is increasingly advanced and increases the competitive advantage of every company organization. Companies are expected to increase their productivity so that they can compete with each other nationally and international, and continue to follow the dynamics of changes that occur in society in order to continue to exist in the current market (Mohammadi, & Sharifzadeh, 2017; Aydogan, E. and Arslan, 2021).

So that organizations in the 21st century accelerate the company's innovation, besides that it becomes necessary to analyze the performance of human resource management in the success of a corporate. In some companies, there are often failures in the application of management to employees, the main reason being that they have not been able to implement comprehensive human resource management to achieve organizational goals. This shows that HR management is important in the sustainability of the organization (DeNisi, & Murphy, 2017; Hadji, S., et.al, 2022). Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

With the current condition of the organization, it is more dynamic and flexible in which companies not only generate profits but also shape company branding and employee relations in the workplace. Therefore, it is necessary to dig deeper into useful human

resource policies and practices in order to attract, motivate, develop and retain employees in the long term (Daft, R. L, 2015).

Most HR managers reconfigure human resource practices and policies in order to empower employees to achieve better satisfaction, employee engagement, and organizational culture which are important for organizations to be able to continue their business in line with the times (Aggarwal, et.al, 2020).

Although resource management is widely used in many companies, it must be reviewed comprehensively in terms of its practices and policies. So that a systematic literature review is used to be able to find out the development of the literature and find out future research opportunities. In this paper, the research questions asked are as follows:

RQ1.What subjects are used in research related to Human Resource Practices and Policies?

RQ2.What are the most widely used methods in research related to Human Resource Practices and Policies?

RQ3.What are the dimensions of the Human Resource Practices and Policies measurements found in the research?

RQ4.What are the outputs of Human Resource Practices and Policies?

RQ5.What are the findings provided by researchers regarding Human Resource Practices and Policies?

## II. Research Method

The research was conducted using a Systematic Literature Review (SLR) approach. A systematic literature review is a review carried out to conduct a comprehensive search related to a particular study or topic, then assessed and synthesized using an explicit method that has been previously determined. The use of this SLR provides transparency, clarity and impartiality covering certain topics (Ahmed, R., & Philbin, 2021).

The stages of implementing the SLR consist of four stages as proposed by Gaffar (2020), planning, data collection, analysis and synthesis. Wahono (2015) describes the basic review procedure which contains 7 elements including (1) Background; (2) Research Question (RQ) (3) Search term (4) Selection Criteria (5) Quality checklist and procedures (6) Data extraction strategy; dan (7) Data synthesis strategy. At the Planning stage includes making Research Questions (RQ) which is the most important part in SLR, usually can use 5 elements called PICOC (Population, Intervention, Comparison, Outcomes dan Context).

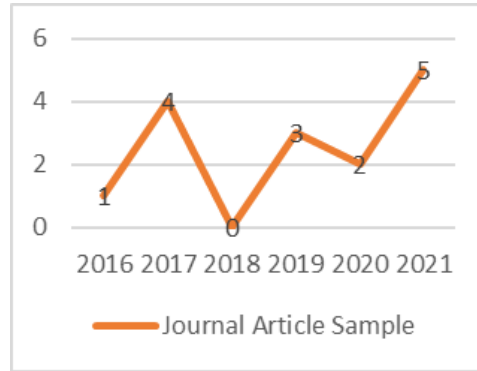
The articles were collected in the Publish and Perish application using the Scopus database search. The keywords searched were “human resource practice policies”, “hr practice policies”, “human resource management practice policies”, and “hrm practices policies”. A total of 114 papers were obtained.

Screening was carried out with inclusion criteria including journal articles, reviews and conferences, published in 2016-2021 and the results obtained were 16 journals. Then the exclusion criteria were studies that only discussed Human Resource Policies and Practices, articles that were not accessible and studies that were not written other than in English, so that 15 journals were obtained.

### III. Result and Discussion

#### 3.1 Sampel Analysis

After a search, 15 articles related to human resource practice and policies were found with certain criteria, one of which was the publication year from 2016 to 2021. The following is the frequency of journal articles based on the year of publication in Figure 1



**Figure 1.** Source of time period scientific journals

Based on Figure 1, it can be seen that the sample of journal articles related to “human resource practice and policies” indexed by Scopus was the lowest, namely in 2018, there were no Scopus indexed articles related to keywords and criteria determined in the study. And the highest frequency is in 2021 as many as 5 articles. This can be interpreted that in recent years it has attracted the attention of researchers to examine related human resource practices and policies.

Furthermore, regarding the grouping of journal articles by publisher, type of journal, number of citations, year and author's name, it can be seen in Table 1.

**Table 1.** Journal Sample Grouping

No.	Publisher	Journal Type	Frequency	Citation	Literature
1.	Oxford University Press	Work, Aging and Retirement	1	2	(Boehm et al., 2021)
2.	IOP Publishing Ltd	IOP Conference Series: Earth and Environmental Science	1	0	(Tsymbaliuk et al., 2021)
3.	Allied Business Academies	Academy of Entrepreneurship Journal	1	0	(Kelana et al., 2021)
		Academy of Strategic Management Journal	1	0	(Bagader & Adelhadi, 2021)
4.	Routledge, Taylor & Francis Group	International Journal of Human Resource Management	3	1	(Serafini & Szamosi, 2021)
				40	(Jesús Barrena-Martínez et al., 2019)
				6	(Biswas et al., 2017)

		International Journal for Academic Development	1	10	(Crimmins, 2017)
5.	Sage Publication Ltd	Economic and Industrial Democracy	1	2	(Paraschi & Georgopoulos, 2020)
6.	John Wiley & Sons Ltd	Journal of Public Affairs	1	3	(Aggarwal et al., 2020)
		Human Resource Management	1	8	(Xie & Cooke, 2019)
7.	Australian HR Institute	Asia Pacific Journal of Human Resources	1	5	(Onnis, 2019)
8.	American Scientific Publisher	Advanced Science Letters	1	5	(Khan et al., 2017)
9.	Elsevier	European Research on Management and Business Economics	1	31	(Jesus Barrena-Martínez et al., 2017)
10.	Serial Publications Pvt Ltd	International Journal of Applied Business and Economic Research	1	6	(Upamanyu & Shivnani, 2016)

Based on Table 1, the grouping of journal types can be seen from the 15 selected journal articles, there are 10 publishers. Then in the types of journals found, most of the journals are clusters of management and economic studies, besides that there are also journals in academic development studies, multidisciplinary journals (Advanced Science Letters), journals of government science, and journals of earth and environmental sciences.

There is 1 type of journal in 1 publisher which includes 3 articles with different years, namely in 2021, 2019 and 2017 in the International Journal of Human Resource Management published by Routledge, Taylor & Francis Group. It was found that the researchers who contributed the most to research related to "HR practices & Policies" based on the sample were Jesús Barrena-Martínez et al., (2019 and 2017) with 40 and 31 citations.

### 3.2 Data Analysis Results

After analyzing the sample, then analyzing the data, the results of which will answer the Research Question (RQ) related to "HR Practices and Policies".

#### a. Results of RQ 1 Analysis: Research Subjects

At this stage, they will answer the Research Question (RQ 1) with questions related to the research subject in "Human Resource Practices and Policies". The details can be seen in Table 2 as follows.

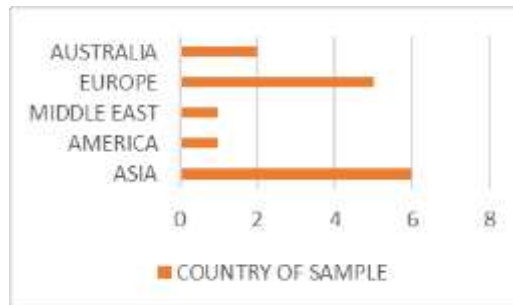
**Table 2.** Research Subjects

No	Author	Year	Country	Responden	Sample
1	Boehm	2021	UK	Society, organization, employees	Society, organization, employees

2	Tsymbaliuk	2021	Ukrain	Green Corporate	204 manager, HR specialist
3	B.W.Y. Kelana	2021	Malaysia	Small Medium Enterprises	206 employees
4	A. Bagader	2021	Middle east	construction industry	Research from Shoeb Ahmad (2015), 27 reference article
5	G.O. Serafini	2021	United States	Subsidiary (MNE) hotel di Jerman, Swiss, Azerbaijan, Kirgistan (Hotel Chain)	6 local HRM professional female hotel managers, 36-40 years old with bachelor degrees
6	E.P. Paraschi	2020	Eropa	Eropa Airport	Simple random sampling, 120 employees from 7 different professional groups
7	A. Aggarwal	2020	India	Gen Z di Perusahaan IT (Delhi NCR, Chandigarh Tricity, Bengaluru, Hyderabad)	Simple random sampling, 5 location, 461 respondent
8	L. Onnis	2019	Australia	Health workforce in Australia	24 : manajer SDM (Paraschi, & Georgopoulos, A., 2020), (Onnis, L. ann, 2019) health professionals and health managers
9	Y. Xie	2019	China	Retail Sector, multinational corporate (MNC)	58 staff Walmart
10	J. Barrena-Martínez	2019	Spanyol	University	25 expert
11	K. Biswas	2017	Bangladesh	Bangladesh Society for HRM & the Institute of Personnel Management	183 corporate
12	G. Crimmins	2017	Australia	University	6 woman casual academic
13	N.U. Khan	2017	Asia	management researchers, practitioners, governments, business executives, consumers. Green	8 respondent

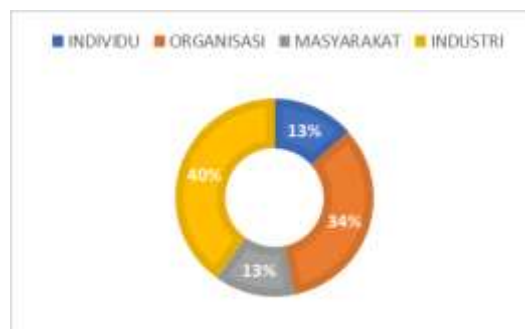
				Organization	
14	J. Barrena-Martínez	2017	Spain	Market leader makeup corporate most responsible	15 company (250 employees)
15	S. Upamanyu	2016	India	Hotel in Metropolitan Jaipur	2 hotel

Based on Table 2, it can be seen that the frequency by country, by type of unit analysis and number of respondents is as follows.



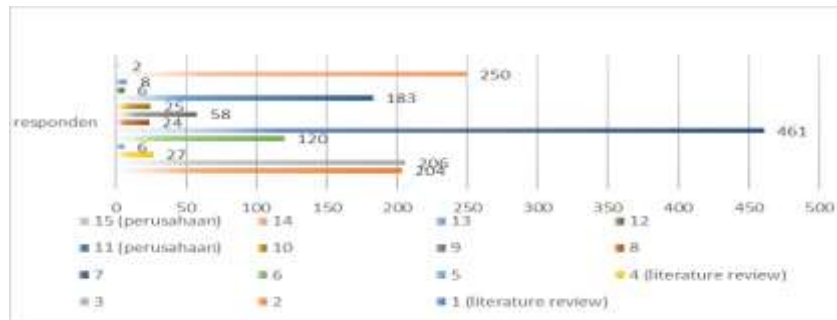
**Figure 2.** Country of Sample

In Figure 2, the highest frequency is the Asian continent, consisting of 6 samples, namely Malaysia (Kelana, et.al, 2021), India (Onnis, L. ann, 2019; Upamanyu, & Shivnani, T., 2016), China (Barrena-Martínez, et.al., 2019), Bangladesh (Crimmins, 2017), and Asia (Jesus Barrena-Martínez et al., 2017). Then the European continent consists of 5, namely the United Kingdom (Boehm et al., 2021), Ukraine (Tsymbaliuk et al., 2021), Spain (Biswas et al., 2017; Upamanyu & Shivnani, 2016) and Europe (Paraschi & Georgopoulos, 2020). On the Australian continent there were two studies (Khan et al., 2017; Xie & Cooke, 2019), on the Americas a study was conducted in the United States (Serafini & Szamosi, 2021) and in one study in the Middle East (Bagader & Adelhadi, 2021). Furthermore, the units of analysis in the sample journals are shown in Figure 3.



**Figure 3.** Unit Analysis

In Figure 3. the percentage of units of analysis studied in the sample is only 13% who analyze direct individuals and 13% who analyze the wider community, the remaining 74% are in industry and organizations using the samples contained in them. Furthermore, the number of respondents in the sample of journal articles is shown in Figure 3.



**Figure 4. Total Respondents**

Based on Figure 4, it can be seen that the largest number of respondents is Aggarwal (2020) with 461 respondents and the type of research was quantitative. And the lowest respondents are Paraschi (2020) with 120 employees in quantitative research. The highest number of respondents in qualitative research is Xie (2019) with a sample of 58 respondents. And the lowest sample in qualitative research is Upamanyu (2016) with 2 samples.

### b. Results of RQ 2: Research Methods

At this stage, they will answer the Research Question (RQ 2) with questions related to the research methodology in "Human Resource Practices and Policies". The details can be seen in Table 3.3 as follows.

**Table 3. Research Methods**

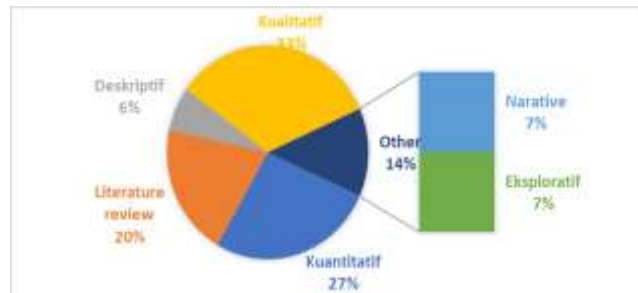
No	Author	Method	Measurement
1	Boehm	Literature Review 1. Review the literature related to HRM 2. Discuss the dimensions and concepts of HRM Policy and Practices related to age 3. Incorporating articles into a multilevel framework 4. Research gaps and recommendations	Three-Level Framework Multilevel
2	Tsymbaliuk	Questionnaire survey. descriptive	Standard symmetric response scale, 0 – 5
3	B.W.Y. Kelana	Analisis PLS SEM, questionnaire, quantitative, Systematic random sampling	-
4	A. Bagader	SLR, selection of information	Investigation of selected information (data, sites, etc.)
5	G.O. Serafini	Qualitative, case approach, exploration 1. Case study design 2. Data collection 3. Research respondents: demographics 4. Data analysis	Semi-structured interviews, participant observation, document analysis
6	E.P.	Quantitative, Online Survey via	5-point Likert Scale



	Paraschi	linkedin	
7	A. Aggarwal	Quantitative, Questionnaire	5-point Likert Scale
8	L. Onnis	Qualitative, constructivist method	semi-structured interview in person or by telephone
9	Y. Xie	Qualitative, data collection	Direct interviews, social media we chat, news, company websites, journals, books, observations
10	J. Barrena-Martínez	Exploration, Delphi method, questionnaire 1. Panel Purpose 2. Criteria for selecting experts or participants 3. Questionnaire development and launch 4. Analysis of the results	Virtual questionnaire with an unlimited number of items in the realtime monkey survey
11	K. Biswas	Quantitative, Survey, PLS-SEM	Likert scale 7 points
12	G. Crimmins	Narative inquiry, metode restorying 1. Anonymous participants after the interview sent an e-mail related to the snippet of their memorable life experience 2. Narrative is retold into short scenes or sketches 3. The draft narrative is distributed to participants prior to publication for participant confirmation.	Unstructured interviews, telling excerpts from experiences via email
13	N.U. Khan	Systematic review	Data sekunder dari database penelitian, web, sumber terkait GHRM
14	J. Barrena-Martínez	Qualitative, interview and Questionnaire	1. Analysis professional content in CSR reports (Spanish IBEX-35 companies) and CSR standards (the GRI and ISO26000) 2. Expert Panel Development, Delphi technique 3. Pretest
15	S. Upamanyu	Kualitatif, literature review	Interview

Based on table 3., the methods and measurements of the sample journal articles can be illustrated in the diagram in Figure 3.





**Figure 3. Research Method**

Based on Figure 3, it can be seen that only 27% of research related to HR Practices and Policy or as many as 4 journals use qualitative research methods and the remaining 73% or 11 journals use qualitative methods (literature review, descriptive, narrative, explorative). This means that themes related to HR Policy and Practices can be explored more comprehensively with qualitative methods in the samples taken. The measuring instrument used in quantitative research is a questionnaire with a Likert scale of 5 points and 7 points. And the measuring tools used in the qualitative method is interviews, observation, pretest, email restoration, investigation, database collection (secondary), professional content analysis, multilevel framework, and delphi techniques.

### c. Results of RQ 3: Research Dimensions from the Sample

At this stage, they will answer the Research Question (RQ 3) with questions related to the antecedents or dimensions of research on "Human Resource Practices and Polices". The details can be seen in Table 4 as follows.

**Table 4.** Antesendent of HR Practices and Policies

Dimensi / Antesenden HR Practices and Policies	
1. Recruitment, selection and acceptance	22. Occupational commitment
2. Work assignments, working conditions	23. Organisational identity
3. Workplace design, accommodation, health practice	24. Job satisfaction, equity
4. Practice flexibility, working time and schedule	25. Employee influence: Relatedness, Embeddedness
5. Performance appraisal, management and evaluation	26. POS, Autonomy, LMX
6. Rewards & compensation	27. Work systems: Work conditions, Well-being
7. Organizational support and recognition	28. Role conflict
8. Training, life long learning, knowledge transfer	29. Organisational commitment
9. Career development, demotion or promotion	30. Communication, transparency and social dialogue
10. Retention	31. Diversity and equal opportunities
11. Pension policy, extension of service period	32. Fair remuneration and social benefits
12. Organizational Change	33. Prevention, occupational health and safety at work
13. Facilities and Welfare	34. Work-Family Balance
14. Employee Involvement	35. Manpower Planning
	36. Grooming Standards
	37. Employee Engagement Activities
	38. Holidays/Leaves
	39. Group Benefits

15. Performance management 16. Feedback seeking behavior 17. Volunteering work 18. Multiple technology solutions 19. Realistic expectation 20. Person–fit 21. Job security	40. Occurrence Reporting 41. Harassment Policy 42. Open House Meetings 43. Separation Policy 44. Staff canteens 45. Medical Facilities
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#### d. Results of RQ 4: Sample Output

At this stage, they will answer the Research Question (RQ 4) with questions related to the output of "Human Resource Practices and Policies". Based on Table 3.6 there are outputs from the HR Practices and Policies including:

**Table 5.** Output from HR Practices and Policies

<b>Macro Level: Society</b>	<b>Meso Level : Corporate</b>	<b>Micro level : employee</b>
1. Old employee pension 2. Recruitment of old employees 3. Ability of old employees 4. Retention of old employees 5. Respondents' awareness regarding GHRM 6. Dissemination of GHRM policy development 7. Effectiveness of GHRM policy implementation 8. Prospects for the spread of GHRM practices	1. Company performance 2. Employee productivity 3. Turnover intention 4. Attendance 5. CSR 6. Skills of workers 7. Age friendly workplace 8. Recruitment habits 9. Pension 10. Green organization	1. Perception of organizational support and spv 2. Perception of justice and psychological contract 3. Attachment and development 4. Self-efficacy 5. Resilience 6. Performance 7. Retention, keep interest 8. Career management 9. Decision making 10. Personal adaptation 11. Knowledge sharing 12. Financial stability 13. Absence and turnover 14. Affective organizational commitment 15. Task performance 16. Intention to promote women to senior management

### 3.2. Results and Discussion

Based on the findings in the research sample in Table 3.7, it can be seen that there are discussions about age-related HRM (Boehm et al., 2021), Green HRM (Bagader & Adelhadi, 2021; Jesus Barrena-Martínez et al., 2017; Tsymbaliuk et al., 2021), hospitality HRM (Serafini & Szamosi, 2021; Upamanyu & Shivnani, 2016), Austerity HRM (Paraschi & Georgopoulos, 2020), Gen-Z HRM (Onnis, 2019), Health Personnel HRM (Xie & Cooke, 2019), SR-HRM (Jesus Barrena-Martínez et al., 2017; Jesús Barrena-Martínez et al., 2019), Promoting Women to Seniors Manager (Biswas et al., 2017), HRM in University (Crimmins, 2017).

In HRM policies and practices can be analyzed using a multi-level framework ranging from individuals, organizations and communities. In some conditions, HRM practice is not always neutral, but there are differences in terms of the approach based on

age, usually there is a difference between the older workforce and Gen Z. Companies need to embrace the second generation by providing meaningful job opportunities so that the company's HRM policies are in line with employees, especially Generation Z. to avoid high turnover. Apart from age, the practice of HRM can also be seen in terms of gender. Many female employees are not given the opportunity to occupy the top managerial level, however, certain HRM practices and policies can encourage the acceptance of normative attitudes towards women's roles when promoted to the top level, thereby eliminating opportunities for discrimination. Regarding HR practices in terms of age, It is expected to analyze age neutral, age specific conditions or other conditions that become antecedents to influence the results. It can also be analyzed the relationship between retirement and workplace flexibility. In research based on age analysis, longitudinal studies can be conducted to explore patterns of change and interrelationships, carried out qualitatively and quantitatively. multisampling between generations between Gen Z and baby boomers.

In the higher education environment in developed countries, it is found that there are casual academics who do not get professional career development even though they already have a high commitment, when recruiting and forming teaching staff are usually on an ad hoc basis. The recommendations offered that recruitment is carried out by central HR (operation) in coordination with the field coordinator with professional manner, maintains a staff database, appropriate remuneration, professional career planning development, and conducts teaching assessments.

The use of the Gollan model here also says that there are only three practices of HR Sustainability that have a significant impact on human resource policies, namely career development, facilities and welfare as well as personal flexibility. On the other hand, the company uses two strategies, there is a cost strategy or a quality strategy. Both can be used, but here HRM policies and practices are more helpful in orienting the employee approach. So a win-win strategy is needed through HR policies and practices. Also recognize the similarities and differences of business strategy, HR, impact on performance on the organization and employees.

When there is a global crisis, one of the most affected is the aviation sector. Austerity practices were discovered at several European airports, and this resulted in reduced performance. These savings are related to flexibility, workload, discrimination that affect turnover. If you want to do this research, it is recommended to highlight pre- and post-crisis conditions related to airport quality, with a wider sample not only in Europe but also Asia, America and others.

Health workers in remote areas are recruited voluntarily and have a high turnover rate, which can affect the sustainability of remote volunteer workers. This HRM practice is considered less effective in recruitment, remuneration and empowerment. Effective management practices can improve sustainability and retention, equity, fostered superior-subordinate relationships, fairness and professional career development. Effective, fair, consistent HRM practices are needed in implementing policies in order to increase the sustainability of the remote health workforce.

After that, there is also a configuration of HRM practices that are socially responsible (Social Responsibility – HRM). Academic contributions that combine the (CSR) and (HR) fields show benefits in higher levels of employee commitment, motivation, and performance. Socially responsible human resources (SR-HRM) policies must take into account the personal and professional expectations of employees. It is hoped that further analysis of the relationship between SR-HRM with absenteeism, turnover and employee welfare ratios is expected. Direct indicators on HRM productivity, social management processes, innovation and knowledge transfer are also important.

Measurement of the effects of intangible and social indicators such as corporate social (CS) performance, intellectual capital of employee or corporate reputation of responsible actions (CSR).

Several countries that have high construction industry development seek to develop Green HRM (environmentally friendly) practices and policies due to the changing conditions of the climate, environmental maintenance factors and other social factors. Not only in the construction industry, almost all companies are currently experiencing a shift from traditional HRM to Go Green HRM practices in corporate. Green HRM is used as the company's main tool in achieving the Green Organization label in a sustainable manner. The sustainability of HRM practices (HR Sustainability) has an effect on HR policies ranging from career development, facilities, employee welfare and flexibility. To develop practice and implement GHRM policies requires awareness of HR managers and professionals first, this can be in the form of conferences, roundtables, seminars, webinars, workshops on GHRM practices, introduction to the discipline "GHRM" or modules in educational curriculum programs at universities and programs. certification for HR professionals. There must also be collaboration between departments such as the HR, R&D and Engineer departments to create a green organization. Examples of practice are such as standardizing recruitment with conditions to go green and revising policies that are not up to standard. Green HRM literatures are dominated by western research, considering Asian economic development for environmental management initiatives, hoped that further researchers will fill the gap by contributing to investigating the concept of Green HRM and sustainable outcomes in the Asian region.

Apart from the construction sector, there were also studies related to HR practices and policies in the hotel industry. In hotels of multinational companies located in suburban areas with economies in transition, HRM practices focus on training, reward systems, performance management and so on. The hotel industry is one sector that generates revenue for the country. The hotel business can develop because of guest satisfaction, and guest satisfaction comes from employee satisfaction and services. Organizations must adapt HR policies and practices to the long-term business strategy required to compete in the global marketplace, and generate long-term employee commitment and retention. HR practices are needed that are incremental, collaborative and give employees the opportunity to make work-related decisions and give rewards. If HR policies are to contribute to organizational profits, areas such as recruitment, selection, training, development, and performance appraisal must be consistent, integrated, and strategically focused.

#### **IV. Conclusion**

Human resource management is widely used in every company in various sectors. Further analysis of HR practices and policies in a comprehensive manner is required, with the aim of achieving company effectiveness and efficiency. After being analyzed, there are various dimensions or antecedents that influence HR practices and policies, besides that, outputs are classified into micro, meso to macro categories (employees, companies and communities). For future researchers, it is hoped that the combination of quantitative and qualitative approaches will be more comprehensive, and the research sample will also be expanded.

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