

DOI: <https://doi.org/10.38035/dijms><https://creativecommons.org/licenses/by/4.0/>

Human Resource Management Concepts: Organizational Development, Remuneration Management and Organizational Sustainability

Siska Yuli Anita¹, Lilik Suryaningsih², Agus Suhendra³, Intan Maesti Gani⁴, Wenny Desty Febrian⁵

¹ UIN Raden Intan Lampung, Lampung, Indonesia, email. siskayulianita@radenintan.ac.id

² Sekolah Tinggi Penerbangan Aviast, Jakarta, Indonesia, email. lyk_sryngsh@yahoo.co.id

³ Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, email. agussuhendra1961@gmail.com

⁴ Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, email. intanmaestigani@gmail.com

⁵ Universitas Dian Nusantara, Jakarta, Indonesia, email. wenny.desty.febrian@undira.ac.id

Corresponding Author: siskayulianita@radenintan.ac.id¹

Abstract: The purpose of this literature research is expected to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of human resource management. The literature review research article on the concept of human resource management: organizational development, remuneration management and organizational sustainability is a scientific literature article in the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct a review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as the Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous research, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Organizational Development is related to the Concept of Human Resource Management; 2) Remuneration Management is related to the Concept of Human Resource Management; and 3) Organizational Sustainability is related to the Concept of Human Resource Management.

Keyword: Human Resource Management Concept, Organizational Development, Remuneration Management, Organizational Sustainability

INTRODUCTION

In an era of globalization and increased competition, companies must adapt and improve in order to remain relevant and competitive. One of the primary factors to achieving this is good human resource (HR) management. HR management is concerned with more than just personnel recruitment and selection; it also addresses organizational development, pay

management, and organizational sustainability. These three characteristics are interconnected and have a significant impact on an organization's long-term success. As a result, understanding and executing these concepts holistically is a critical step in addressing modern business difficulties (Susanto, Sawitri, Ali, & Rony, 2023).

Nuraeni et al., (2022) states that organizational development is a key component of HR management that helps to create structures and processes that promote organizational growth and adaptation. Organizational development entails not just strengthening internal structures and processes, but also enhancing leadership, organizational culture, and team effectiveness. Effective leadership may help employees achieve organizational goals, whereas a strong organizational culture fosters innovation and collaboration. Thus, organizational development serves as the foundation for HR management to direct and motivate people to contribute as much as possible to the organization's success.

Remuneration management is an important aspect of human resource management since it helps to attract, retain, and motivate people. Wage structure, bonuses and incentives, perks, and compensation fairness are all examples of fair and competitive remuneration. A clear and competitive salary structure can help firms attract top talent, while bonuses and incentives motivate people to perform better. Furthermore, the benefits and facilities given promote employee welfare, resulting in increased loyalty and productivity. Compensation equality is a crucial factor in ensuring that employees feel valued based on their contributions, which not only promotes job satisfaction but also lowers the risk of departure. Effective pay management can achieve a balance between employee requirements and company goals, so promoting organizational sustainability (Nasution, 2019).

Organizational sustainability is becoming increasingly critical in the face of escalating economic, environmental, and social issues. Organizational sustainability encompasses more than just financial sustainability; it also covers resource management, social responsibility, and employee welfare (Mahaputra & Saputra, 2021). Efficient resource management allows businesses to run more efficiently by reducing waste and improving the use of existing resources. Corporate social responsibility (CSR) demonstrates an organization's commitment to society and the environment, which improves the company's image while also attracting personnel who share its ideals. Meanwhile, employee well-being, which includes physical, mental, and emotional health, is critical for fostering a productive and engaged staff. Thus, organizational sustainability is the product of the interplay of good human resource management and a sustainable business strategy (Susanto, Sawitri, Ali, & Suroso, Sugeng Istianingsih, 2023).

These three parts, organizational development, remuneration management, and organizational sustainability, are interconnected and create a comprehensive framework for HR management. Organizational development lays a solid platform for people to grow and develop, while remuneration management ensures that their efforts are appropriately compensated, and organizational sustainability fosters a work environment that promotes long-term well-being. When these three parts are adequately managed, the organization will be able to not only survive in the long run, but also grow in a sustainable and innovative manner. This presents both a challenge and an opportunity for HR practitioners to incorporate these concepts into a comprehensive and future-oriented business strategy.



Figure 1. Human Resource Management Concept

Source: Data Processed, 2024

In figure 1 above, the concept of human resources basically consists of management (POAC) and human resources (the power, energy or strength of a person working in an organization). This process comprises tasks such as recruiting and selecting the best individuals, offering training and development so that employees may grow in accordance with the organization's needs, and measuring their contributions through performance reviews. In addition, HR management entails offering fair salary and other advantages to motivate personnel. HR management entails more than just people administration; it also contains strategic aspects that ensure the organization's ability to effectively retain, develop, and optimize its employee potential. Organizations may establish a productive, inventive, and growth-friendly work environment for both individuals and the organization as a whole through effective human resource management (Widodo et al., 2019).

In this scenario, firms must constantly assess and adapt their HR management processes to reflect the dynamics of an ever-changing business environment. Organizations that take an integrated and sustainability-focused approach can generate long-term benefit for all stakeholders, including employees, customers, and the larger community. Effective human resource management will not only drive development and innovation, but also ensure that businesses can survive and thrive in the face of increasingly complex global problems. Thus, organizational development, remuneration management, and organizational sustainability are more than simply theoretical concepts; they are critical components that must be strategically applied in order to achieve long-term success.

Formulation of the problem

Based on the background of the problem above, the formulation of the problem is obtained to be used as a hypothesis for further research, including: 1) Is Organizational Development related to the Concept of Human Resource Management?; 2) Is Remuneration Management related to the Concept of Human Resource Management?; and 3) Is Organizational Sustainability related to the Concept of Human Resource Management?.

METHODS

This literature review was conducted using descriptive qualitative techniques. The data collection technique is by conducting a literature review or reviewing relevant previous studies. The data used in this descriptive qualitative approach comes from previous studies relevant to this study and is obtained from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Sage, WoS, Sinta Journal, DOAJ, EBSCO, Publish or Perish, Google Scholar, and digital reference books. Previous studies use one relevant previous publication to review each independent variable. A systematic literature review (SLR) is a careful and deliberate process in which all relevant research materials are found, reviewed, and addressed to provide answers to specific research questions. When conducting qualitative analysis, it is essential to use the literature review consistently and in accordance with methodological assumptions. Due to its investigative nature, qualitative analysis is mostly used for this purpose, (Ali, H., & Limakrisna, 2013);(Susanto, Arini, et al., 2024).

RESULT AND DISCUSSION

Results

The following are research findings taking into account the context and problem formulation:

Human Resource Management Concept

Human Resource Management is a set of procedures and policies meant to manage, develop, and optimize the potential of people in a business. It covers all areas of personnel management, including recruitment, training, performance review, and career development. The primary goal of human resource management is to guarantee that the organization has a competent, motivated, and engaged staff, which will ultimately contribute to the attainment of the business's strategic goals. Human resource management also acts as a liaison between the needs of the business and the interests of its employees, resulting in a productive and pleasant work environment (Susanto, Sawitri, & Suroso, 2023).

Dimensions or indicators that include Human Resource Management Concept variables include: 1) Recruitment and Selection: The process of identifying, attracting, and selecting the best individuals for certain roles inside the organization; 2) Training and Development: focuses on enhancing employees' skills and competences so that they can work more successfully; 3) Performance Appraisal: The method for evaluating employee contributions to company goals; and 4) Compensation and Benefits: The system that rewards employees for their contributions (Widodo, 2023).

The concept of Human Resource Management is relevant to previous research that has been studied by: (Rony et al., 2020), (Widodo, 2020), (Sawitri et al., 2023), (Susanto, Sawitri, & Suroso, 2023).

Organizational Development

Organizational development is a systematic process that tries to improve an organization's efficacy and health through structured planning, staff training and development, and structural and cultural changes. This development focuses not only on enhancing individual skills and abilities, but also on modifying current organizational systems and procedures to adapt to the dynamics of the external environment. The primary goal is to keep the company relevant, adaptable, and capable of meeting future difficulties more effectively (Susanto, 2022).

Dimensions or indicators that include the Organizational Development variable include: 1) Structural Change: Changes to the organizational structure to increase efficiency and effectiveness; 2) Leadership Development: Programs designed to enhance leadership qualities at various levels of the company; 3) Organizational Culture: The beliefs, conventions, and practices that govern behavior within an organization; and 4) Team Effectiveness: A team's

capacity to collaborate to achieve common objectives (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017).

Organizational Development is relevant to previous research that has been studied by: (Aziz et al., 2021), (Zainal et al., 2019), (Silitonga et al., 2017), (Ghafar et al., 2024), (Susanto & Amanda, 2023).

Remuneration Management

Remuneration Management refers to the processes of compensating and rewarding employees for their contributions to the organization. This remuneration might take the shape of a salary, bonuses, incentives, allowances, or other financial or non-financial benefits. Effective remuneration management seeks to recruit, retain, and inspire employees by offering fair and competitive compensation that is commensurate with the market and individual contributions. Furthermore, remuneration management seeks to guarantee that employee payment structures are consistent with the organization's strategic goals and promote long-term performance and productivity (Putra et al., 2023).

The dimensions or indicators that include the Remuneration Management variable include: 1) Wage Structure: The components that comprise the total wage earned by employees; 2) Bonuses and Incentives: Additional prizes offered based on specific performance or achievements; 3) Allowances and Facilities: Additional advantages beyond income provided to employees; and 4) Compensation Fairness: Employees' view of fairness in the remuneration system (Joniaková et al., 2022).

Remuneration Management is relevant to previous research that has been studied by: (Kibambila & Ismail, 2021), (Reza Putra & Gupron, 2020), (Calvin, 2017), (Nasution, 2019), (Febrian et al., 2023), (Susanto, Maharani, & Suroso, 2023).

Organizational Sustainability

Organizational sustainability refers to an organization's ability to endure and develop over time while taking into account economic, social, and environmental factors. Organizational sustainability entails implementing strategies that seek to strike a balance between company objectives and social and environmental responsibility. This involves effective resource management, employee well-being, and beneficial social and environmental benefits. The ultimate goal is to provide long-term value for all stakeholders, including owners, employees, customers, and the communities where the firm operates (Saputra, 2022).

Dimensions or indicators that include the Organizational Sustainability variable include: 1) Resource management is the efficient utilization of resources to reduce environmental impacts and operating expenses; 2) Social Responsibility: Organizational participation in actions that benefit the wellbeing of society; 3) Economic Sustainability: An organization's ability to make profits while continuing to operate in the long term; and 4) Employee Well-Being: Organizational initiatives to ensure employees' physical and emotional well (Silitonga & Widodo, 2019).

Organizational Sustainability is relevant to previous research that has been studied by: (Kahfi et al., 2022), (Latuconsina et al., 2019), (Susanto, Sawitri, Ali, & Suroso, Sugeng Istianingsih, 2023).

Previous Research

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article
1.	(Jawhari, 2022)	-Organizational Development Variables Influence Human Resource Management Concept -Organizational Development Variables Influence Human Resource Management	-This article has similarities in examining the Organizational Development variable as its independent variable, and examining the Human Resource Management Concept variable as its dependent variable.	-The difference with previous research is that there is a Human Resource Management variable as another dependent variable.
2.	(Joniaková et al., 2022)	-Remuneration Variables Influence Human Resource Management Concept -Remuneration Variables Influence Human Resource Management Strategy	-This article has similarities in examining the Remuneration variable as the independent variable, and examining the Human Resource Management Concept variable as the dependent variable.	-The difference with previous research is in the Human Resource Management Strategy variable, which is another dependent variable.
3.	(Aprianti et al., 2024)	-Organizational Sustainability Variables Influence the Concept of Human Resource Management -Organizational Sustainability Variables Influence the Concept of Environmentally Friendly Human Resource Management	-This article has similarities in examining the Organizational Sustainability variable as its independent variable, and examining the Human Resource Management Concept variable as its dependent variable.	-The difference with previous research is in the variable of the Environmentally Friendly Human Resource Management Concept, which is another dependent variable.

Discussion

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

The Relationship of Organizational Development to the Concept of Human Resource Management

Organizational development is a continuous and integrated process in human resource management (HRM), where structural change, leadership development, organizational culture, and team effectiveness all play important roles in supporting HR functions such as recruitment and selection, training and development, performance appraisal, and compensation and benefits. Structural changes in an organization are frequently the beginning point for organizational development, particularly in reaction to changes in the business environment, technology, or market requirements. When an organization's structure changes, such as through restructuring or decentralization, it can have an impact on how recruiting and selection are carried out. A more adaptable structure may necessitate the hiring of personnel with broader abilities or the capacity to work in cross-functional teams, therefore the selection process must be tailored to discover applicants who can adapt to these changes.

Furthermore, leadership development is an important aspect of organizational development that is closely linked to employee training and development. Effective leaders not only lead teams, but they also inspire and develop their colleagues' skills. In the context of HRM, leadership development frequently includes specialized training for managers and executives, which improves their abilities to manage teams and lead change projects.

Leadership-focused training and development programs ensure that employees not only improve in their current jobs, but also prepare for larger roles in the future. Thus, leadership development supports the overall employee training and development process, ensuring that the business has leaders capable of bringing about constructive and long-term change.

Organizational culture also has a considerable impact on HR management, particularly in performance appraisal and employee development. A strong culture fosters a supportive work environment by instilling common values and goals among employees. This is crucial in performance appraisal because employees who work in a supportive environment tend to perform better and more consistently. Effective performance assessments assess not only work outcomes but also how employees embody the organization's ideals in their everyday work. Employees who work in a favorable organizational culture are more likely to contribute to their full potential, which can be evaluated and rewarded through a fair and transparent performance review process. A supportive culture fosters employee development by valuing creativity and collaboration.

Team effectiveness is another aspect of organizational development that has a direct impact on many HR management responsibilities, such as salary and benefits. Effective teams are those that can collaborate well, achieve common goals, and make significant contributions to the organization. In human resource management, team effectiveness can be quantified using group performance appraisals, which can subsequently influence compensation and benefit systems. For example, team-based incentives can be used to enhance collaboration and synergy within a team, thereby enhancing productivity and job outputs. Team effectiveness also influences how training and development programs are created, as training that emphasizes teamwork and good communication can increase overall team performance. Organizations can improve team effectiveness to guarantee that employees work together to achieve a common goal, which is critical for long-term success.

Overall, organizational development, which includes structural transformation, leadership development, organizational culture, and team performance, is intimately tied to many elements of human resource management. Recruitment and selection processes, for example, become more strategic when they are in sync with the new organizational structure and desired culture. Employee training and development are more effective when conducted by leaders who have a clear vision and can motivate their workforce. Effective performance appraisals align with an organization's culture and team performance. Finally, wages and perks are designed to fulfill individual requirements while also encouraging team collaboration and synergy.

Organizational development that focuses on these four factors also helps the organization achieve its long-term strategic goals. Organizations with a flexible structure, strong leadership, a supportive culture, and effective teams may better navigate market changes, manage risks, and capitalize on new opportunities. This lays a solid framework for HR management to design plans that not only support current business objectives but also position the firm for future growth and sustainability.

Furthermore, the relationship between organizational development and human resource management demonstrates the value of a comprehensive approach to personnel management. Rather than looking at each part separately, organizations must grasp how each piece interconnects and contributes to the organization's overall performance. This technique enables firms to foster a more unified work environment in which workers feel encouraged and inspired to achieve their full potential. Thus, organizational development and HR management collaborate to create long-term value for the firm and its stakeholders.

To summarize, the relationship between organizational development and human resource management is both mutually reinforcing and helpful. Organizations can foster long-term growth and success by managing structural change, developing effective leadership, establishing a positive organizational culture, and improving team performance. This not only

helps with key HR tasks like recruitment, training, performance appraisal, and compensation, but it also ensures that the organization is prepared to confront future problems with confidence and resilience.

The Relationship of Remuneration Management to the Concept of Human Resource Management

Remuneration management is a significant part of human resource management (HR), which includes managing wage structure, bonuses and incentives, allowances and facilities, and compensation fairness. Each of these components is critical in developing a comprehensive HR policy, beginning with the recruitment and selection process and continuing through training and development, performance review, and salary and benefits supply. The wage structure, as part of remuneration management, serves as the foundation for employee compensation and is critical to attracting and maintaining talent. A competitive salary structure can be a big draw for potential employees, thus firms must build it to compete in the labor market. This is strongly tied to the recruitment and selection process, since firms that pay wages in line with industry standards find it simpler to attract competent individuals.

In addition to compensation structure, bonuses and incentives are important aspects of remuneration management that have a direct impact on employee performance. Bonuses and incentives are intended to encourage improved performance by providing additional benefits to employees who meet or surpass established criteria. In the context of human resource management, providing bonuses and incentives can drive employees to raise their productivity, hence improving the organization's overall outcomes. Fair and transparent bonus provisions can also influence performance appraisal, ensuring that employees who do well receive appropriate recognition and benefits. Thus, bonuses and incentives not only improve individual performance but also encourage teamwork to reach larger organizational goals.

Benefits and facilities are another part of pay management that affects employee welfare at work. These advantages may include health insurance, pension funds, transportation, office facilities such as cozy workplaces, or access to additional training. Benefits offered by the organization are sometimes a deciding element in an employee's decision to join or stay with the company. In terms of training and development, educational benefits or additional training can be quite beneficial for individuals looking to better their skills. Organizations that provide comprehensive benefits demonstrate their dedication to employee well-being, which not only promotes job satisfaction but also employee loyalty to the company.

Compensation fairness is an important aspect of pay management that encompasses the notion of justice in the distribution of salary, bonuses, perks, and facilities. Fairness must be perceived by all employees in order to avoid unhappiness, which can have a detrimental impact on morale and production. Inequity in compensation can lead to high turnover because employees believe they are not valued for their contributions. As a result, pay management must guarantee that each person is compensated appropriately for their performance, level of responsibility, and value to the firm. remuneration fairness is also vital in performance appraisal, as the evaluation outcomes must be fairly reflected in the remuneration award.

Effective remuneration management focuses not just on paying adequate wages, but also on managing bonuses, incentives, perks, and continuous compensation fairness. All of these must be carefully incorporated into HR management practices to guarantee that the firm not only attracts and retains talent, but also encourages employees to perform at their best. In terms of recruiting and selection, transparent and fair remuneration management helps the firm establish a strong reputation, making it simpler to attract the top individuals. The selection process can also be improved by providing a competitive salary package, which can be one of the primary motivators for candidates to join the business.

Good remuneration management supports employee involvement in company-provided training programs. When employees feel appreciated and receive self-development rewards,

they are more motivated to enhance their talents. This boosts their productivity and work quality, which improves performance appraisal. Bonuses and incentives tied to training results will drive employees to implement their new knowledge and abilities in their regular work.

Fair and transparent performance evaluation is also significantly dependent on good remuneration management. The performance appraisal system should correctly and equitably reflect employee contributions, which are then converted into bonuses, incentives, and other forms of remuneration. A fair performance review helps discover high-performing staff, who can subsequently be suitably rewarded with incentives and promotions. Furthermore, employees who believe their performance is being evaluated properly are more driven to continue improving their performance, which benefits the firm as a whole.

Compensation and benefits are the end outcome of the remuneration management process, which includes all of these components. Organizations can use efficient pay management to build compensation packages that are not only competitive in the market, but also fair and appealing to employees. A well-designed remuneration package ensures that employees feel valued and driven to work productively. Furthermore, a complete benefits package, such as health, retirement, and education benefits, provides added value to employees, increasing loyalty while also attracting the top talent in the business.

Overall, the interaction between remuneration management and other parts of human resource management, including as recruiting and selection, training and development, performance evaluation, and pay and benefits, is highly close and interconnected. A well-designed pay management system ensures that the entire HR management process functions smoothly and effectively, allowing the firm to fulfill its strategic objectives. By incorporating all aspects of remuneration into HR policy, firms may establish a work environment that promotes employee growth, productivity, and well-being, thereby contributing to the organization's long-term success.

The Relationship of Organizational Sustainability to the Concept of Human Resource Management

Organizational sustainability is a critical idea in today's business world, which includes resource management, social responsibility, economic sustainability, and employee well-being. Each of these characteristics contributes to the long-term viability of business operations and is linked to many aspects of human resource management (HRM), such as recruiting and selection, training and development, performance appraisal, and compensation and benefits. A strong relationship between organizational sustainability and human resource management is critical for striking a balance between profitability and social responsibility, as well as ensuring the organization's competitiveness and relevance in a changing market.

HRM is the foundation of organizational sustainability, and efficient resource allocation is critical to long-term growth. HRM requires meticulous preparation in recruiting and selection to ensure that the firm has the correct workforce with the necessary capabilities. An efficient recruitment process enables firms to attract the greatest individuals capable of supporting the company's vision and goal. Furthermore, good human resource management encompasses long-term workforce management, with a focus on creating and maintaining high-quality employees. This means that training and development have become a crucial component, with employees having the opportunity to improve their skills and knowledge so that they can contribute more to the organization's objectives.

Corporate Social Responsibility (CSR) is also an important component of corporate sustainability, with obvious consequences for HR management. Companies that do a good job with their social duties are more appealing to candidates who want to work somewhere that is not only financially rewarding but also ethically and socially relevant. In the recruitment and selection process, the positive image created through social responsibility can be appealing to talented candidates who want to work for a firm that cares about the environment and society.

In addition, good CSR programs frequently include employees directly, which can boost engagement and job satisfaction. Employee participation in a company's social programs can also boost loyalty and pride in the workplace, hence improving employee retention.

Economic sustainability, which includes steady development and long-term profitability, is also strongly reliant on an effective human resource management approach. To achieve economic sustainability, companies must ensure that their staff is productive and efficient. This is directly related to performance appraisal, in which firms must monitor and manage employee performance to ensure that the company's strategic goals are met. A good performance appraisal enables firms to discover employees' strengths and weaknesses, allowing them to get further training or appropriate incentives to boost productivity. Thus, economic sustainability and human resource management complement each other, ensuring that employees are motivated and contribute optimally to the organization's success.

Employee well-being is the final component of organizational sustainability with a considerable impact on HR management. Organizations that prioritize their employees' well-being have higher retention rates and better performance. This includes providing equitable wages and benefits, as well as fostering a workplace that promotes employees' physical and emotional well. Organizations that are considered to care about employee well-being have a better chance of attracting the top people because they provide more than just competitive compensation. They also provide a healthy work-life balance, opportunity for professional development, and support for personal well-being. This not only boosts the company's appeal to potential employees, but it also encourages current employees to remain loyal and contribute more.

Furthermore, employee well-being has an impact on training and development, with firms who invest in their employees' well-being being more willing to invest in professional growth. This includes offering relevant training and professional development options that motivate people to keep learning and growing. By providing these opportunities, firms not only improve their employees' skills and expertise, but also build their devotion to the company. This ultimately increases overall individual and organizational performance.

In the context of performance appraisals, well-maintained employee well-being fosters an environment in which employees feel appreciated and driven to attain greater success. Fair and transparent performance reviews increase employees' feeling of fairness, which improves their emotional well-being. Furthermore, firms that give salary and benefits that align with performance reviews indicate a commitment to employee well-being, which boosts employee loyalty and retention.

Overall, organizational sustainability, which includes resource management, social responsibility, economic sustainability, and employee well-being, is inextricably linked to many aspects of human resource management, including recruitment and selection, training and development, performance appraisal, and compensation and benefits. Organizations that successfully include these sustainability components into their HR management strategies will be able to establish a work climate that promotes long-term growth, both economically and socially. Thus, organizational sustainability entails not only ensuring the continuity of corporate operations, but also laying a solid foundation for a sustainable future for all stakeholders, including employees, communities, and the environment.

Conceptual Framework

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

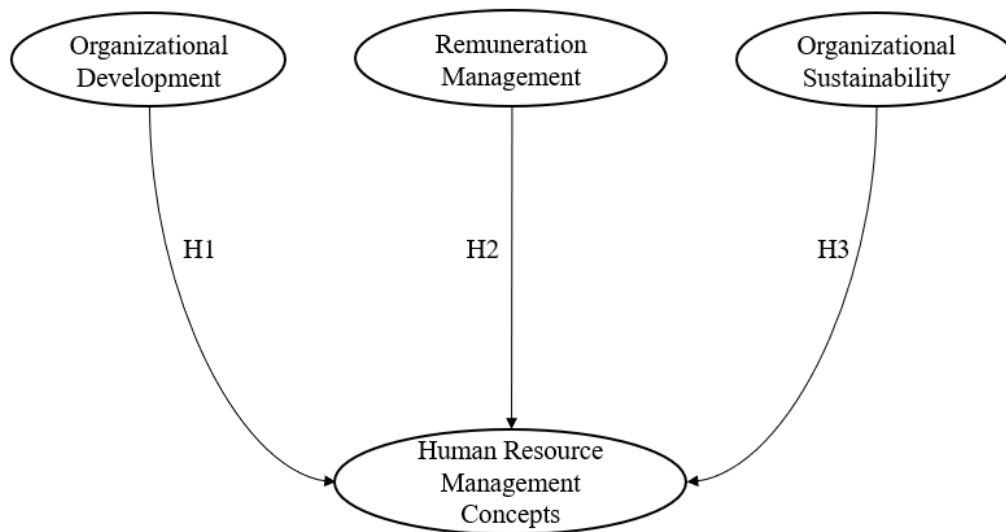


Figure 1. Conceptual Framework

Based on Figure 1 above, Organizational Development, Remuneration Management and Organizational Sustainability are related to the Human Resource Management Concept. However, in addition to the variables of Organizational Development, Remuneration Management and Organizational Sustainability that influence the Human Resource Management Concept, there are other variables that influence, including:

- 1) HR Competence: (Widodo, 2021), (Susanto, Sawitri, et al., 2024), (AR, Muhammad Thamrin Saribanon et al., 2023), (Susanto, Setiawan, et al., 2024).
- 2) Training: (Jumawan et al., 2023), (Widjanarko et al., 2023), (Susanto, Soehaditama, & Benned, 2023).
- 3) Leadership Style: (Lutfi, A. R., & Widodo, 2018), (Saputra, 2021), (Sudiantini & Saputra, 2022).

CONCLUSION

Based on the formulation of the problem, the results and discussion above, the conclusion of this study is that:

1. Organizational Development relates to the Human Resource Management Concept;
2. Remuneration Management relates to the Human Resource Management Concept; and
3. Organizational Sustainability relates to the Human Resource Management Concept.

REFERENCES

- Ali, H., & Limakrisna, N. (2013). Metodologi Penelitian (Petunjuk Praktis Untuk Pemecahan Masalah Bisnis, Penyusunan Skripsi (Doctoral dissertation, Tesis, dan Disertasi. In *In Deppublish: Yogyakarta*.
- Aprianti, D. I., Suyanto, S., Pratama, E. R., & Asmarullah, F. (2024). Manajemen Sumber Daya Manusia Ramah Lingkungan Dalam Konteks Keberlanjutan Organisasi: Tinjauan Literature. *Jurnal GeoEkonomi*, 15(1.2024), 91–100.
- AR, Muhammad Thamrin Saribanon, E., Rahmawati, A., Sucipto, Y. D., & Susanto, P. C. (2023). Determinant Job Satisfication and Performance Employee: Analysis Competence, Training, Job Experince. *International Journal of Artificial Intelligence Research*, 6(1.2).
- Aziz, I. N., Widodo, D. S., & Subagja, I. K. (2021). Effect of Training and HR Development on Employee Performance with Motivation as an Intervening Variable in PT. Rekasis Gigitama. *Global Journal of Engineering and Technology Advances*, 6(2), 169–181.

- Calvin, O. Y. (2017). The impact of remuneration on employees' performance (a study of Abdul Gusau Polytechnic, Talata-Mafara and state college of education Maru, Zamfara State). *Arabian Journal of Business and Management Review (Nigerian Chapter)*, 4(2), 34–43.
- Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, & H. A. (2017). Organizational Performance : Analysis of Transformational Leadership Style and Organizational Learning. *Saudi Journal of Humanities and Social Sciences*. <https://doi.org/10.21276/sjhss.2017.2.3.9>
- Febrian, W. D., Apriani, A., & Abdullah, M. A. F. (2023). Analisis Kepemimpinan Transaksional, Remunerasi, Sistem Informasi Manajemen dan Komitmen Organisasi. *Prosiding Seminar SeNTIK*, 7(1), 98–103.
- Ghafar, A., Perwitasari, E. P., Susanto, P. C., Krisnawat, S., & Pahala, Y. (2024). analisis pengembangan karir: pelatihan, kompetensi dan motivasi karyawan sektor perusahaan kargo. *jimmu*, 9(1), 14–26.
- Jawhari, A. J. (2022). Pengembangan Organisasi Dalam Manajemen Sumber Daya Manusia. *cermin: Jurnal Manajemen Dan Pendidikan Berbasis Islam Nusantara*, 2(1), 16–22.
- Joniaková, Z., Míkle, L., Blštáková, J., & Taha, V. A. (2022). Remuneration of Employees as a Tool of Strategic Management of Human Resources. *THE POPRAD ECONOMIC AND MANAGEMENT*, 10, 85.
- Jumawan, J., Saputra, F., & Prabowo, P. B. (2023). Determinasi Pelatihan Florist dan Kualitas Pelayanan Kewirausahaan Pada Kejutbypugo Kota Bekasi. *OPTIMAL: Jurnal Ekonomi Dan Manajemen*, 3(4), 216–227.
- Kahfi, D. S., Wibowo, I., & Widodo, D. S. (2022). The Effect of Organizational Culture and Transformational Leadership On Organizational Performance Through Employee Motivation as A Mediation Variable at Mercubuana University. *Journal of Humanities and Social Science Research*, 1(1), 1–9.
- Kibambila, V., & Ismail, I. (2021). The role of remuneration on employee work engagement in Tanzania. *East Africa Journal of Social and Applied Sciences (EAJ-SAS)*, 3(1).
- Latuconsina, A. S., Widodo, D. S., & Siswandoko, T. (2019). Effect Of Compensation And Work Environment To Employee Performance Through Job Satisfaction As A Variable Of Mediation In PT METISKA FARMA. *International Journal of Humanities and Applied Social Science*, 1–10.
- Lutfi, A. R., & Widodo, D. S. (2018). Effect Of Work Discipline And Leadership Style On The Performance Of Employees Motivation As Variable Mediation In Office Ministry Of Justice And Human Rights Bangka Belitung Indonesia. *The International Journal of Engineering and Science*, 7(7).
- Mahaputra, M. R., & Saputra, F. (2021). Application Of Business Ethics And Business Law On Economic Democracy That Impacts Business Sustainability. *Journal of Law Politic and Humanities*, 1(3), 115–125.
- Nasution, D. A. D. (2019). Pengaruh Remunerasi Dan Semangat Kerja Terhadap Kinerja Pegawai Pada Kantor Kejaksaan Negeri Medan. *JURNAL AKUNTANSI DAN BISNIS : Jurnal Program Studi Akuntansi*, 5(1), 71. <https://doi.org/10.31289/jab.v5i1.2441>
- Nuraeni, Nuruly, S., Harun, S. H., & Susanto, P. C. (2022). Organization Development Projection: Analysis Of Leadership Style, Teamwork, Competence Employee And Recruitment Process. *Journal of Economics, Management, Entrepreneur, and Business*, 2(2), 139–145.
- Putra, N. P., Siolemba, S. P., & Fauzi, A. (2023). Remuneration and Work Environment Analysis on Job Satisfaction and Performance of Soldiers Kri Bung Tomo-357. *Journal of World Science*, 2(1), 117–129.

- Reza Putra, M., & Gupron, G. (2020). Employee Performance Models: Competence, Compensation And Motivation (Human Resources Literature Review Study). *Dinasti International Journal of Education Management And Social Science*, 2(1). <https://doi.org/10.31933/dijemss.v2i1.629>
- Rony, Z., Yasin, M., Lubis, F., & Syarif, F. (2020). The Role of Active Constructive Feedback in Building Employee Performance (Case study at a private construction company in Indonesia 2018-2019). *International Journal of Psychosocial Rehabilitation*, 24(08), 9350–9359.
- Saputra, F. (2021). Leadership , Communication , And Work Motivation In Determining The Success Of Professional Organizations. *Journal of Law Politic and Humanities*, 1(2), 59–70.
- Saputra, F. (2022). The Role of Human Resources , Hardware , and Databases in Mass Media Companies. *International Journal of Advanced Multidisciplinary*, 1(1), 45–52.
- Sawitri, N. N., Susanto, P. C., & Suroso, S. (2023). Business Opportunity Human Resource Information System for a Human Resource Department to Create Career Path and Performance Evaluation. *East Asian Journal of Multidisciplinary Research (EAJMR)*, 2(4), 1505–1516. <https://doi.org/10.55927/eajmr.v2i4.3757>
- Silitonga, P. E. S., & Widodo, D. S. (2019). The effect of supply chain planning and operations on employee performance through employee job satisfaction. *International Journal of Supply Chain Management*, 8(6), 655–663.
- Silitonga, P. E. S., Widodo, D. S., & Ali, H. (2017). Analysis of the effect of organizational commitment on organizational performance in mediation of job satisfaction (Study on Bekasi City Government). *International Journal of Economic Research*.
- Sudiantini, D., & Saputra, F. (2022). Pengaruh Gaya Kepemimpinan: Kepuasan Kerja, Loyalitas Pegawai dan Komitmen di PT Lensa Potret Mandiri. *Formosa Journal of Sustainable Research (FJSR)*, 1(3), 467–478.
- Susanto, P. C. (2022). Employee Engagement Strategy: Analysis Of Organizational Commitment, Compensation, Career Development. In *International Conference Of Humanities And Social Science (Ichss)*, 96–103.
- Susanto, P. C., & Amanda, A. P. (2023). Analysis of Recruitment , Performance Evaluation , and Career Planning to Support Employee Performance. *Greenation International Journal of Law and Social Sciences*, 1(2), 81–90.
- Susanto, P. C., Arini, D. U., Yuntina, L., & Panatap, J. (2024). Konsep Penelitian Kuantitatif : Populasi , Sampel , dan Analisis Data (Sebuah Tinjauan Pustaka). *Jurnal Ilmu Manajemen*, 3(1), 1–12. <https://doi.org/10.38035/jim.v3i1>
- Susanto, P. C., Maharani, A., & Suroso, S. (2023). Determinasi Budaya Organisasi , Pengembangan Karir dan Kepuasan Kerja Terhadap Keterikatan Karyawan : Studi Empiris. *Jurnal Siber Multi Disiplin*, 1(2), 93–101.
- Susanto, P. C., Sawitri, N. N., Ali, H., & Rony, Z. T. (2023). Employee Performance and Talent Management Impact Increasing Construction Company Productivity. *International Journal of Psychology and Health Science*, 1(4), 144–152.
- Susanto, P. C., Sawitri, N. N., Ali, H., & Rony, Z. T. (2024). Analysis Of Competency And Job Satisfaction On The Performance Of Warehouse Staff In Logistics Companies In Jakarta. *International Conference on Humanity Education and Society (ICHES)*, 3(1).
- Susanto, P. C., Sawitri, N. N., Ali, H., & Suroso, Sugeng Istianingsih, S. (2023). Performance Management As a Mediation of Variable of Competence and Coaching Skills That Impacts Organization Sustainability. *Formosa Journal of Multidisciplinary Research*, 2(4).

- Susanto, P. C., Sawitri, N. N., & Suroso, S. (2023). Human Resource Business Partners : Recruitment , Coaching , and Leadership Development. *Internasional Journal of Integrative Sciences*, 2(4), 469–482. <https://doi.org/https://doi.org/10.55927/ijis.v2i4.3680>
- Susanto, P. C., Setiawan, H. A., & Yandi, A. (2024). Determinants of Self-Efficacy and Employee Performance in the Banking Industry. *Greenation International Journal of Economics and Accounting*, 1(4), 522–532.
- Susanto, P. C., Soehaditama, J. P., & Benned, M. (2023). *Determination of Motivation and Career Development : Analysis of Training , Competence*. 2, 275–281.
- Widjanarko, W., Hadita, H., Saputra, F., & Cahyanto, Y. A. D. (2023). Determinasi Kemudahan Akses Informasi Bagi Keputusan Investasi Gen Z. *Digital Bisnis: Jurnal Publikasi Ilmu Manajemen Dan E-Commerce*, 2(4), 248–264.
- Widodo, D. S. (2020). Manajemen Kinerja. Pdf. *Cipta Media Nusantara*.
- Widodo, D. S. (2021). Influence of managerial performance: work motivation, leadership style and work experience (literature review study). *Dinasti International Journal of Digital Business Management*, 2(6), 1079–1089.
- Widodo, D. S. (2023). The nexus of entrepreneurial orientation and knowledge management on business performance of smes in west java: Role of competitive advantage. *Journal of Law and Sustainable Development*, 11(7), e1364–e1364.
- Widodo, D. S., Silitonga, P. E. S., & Azahra, D. (2019). The influence of transactional leadership to employee job motivation and satisfaction in Jakarta stock exchange. *International Journal of Governmental Studies and Humanities*, 2(1), 38–46.
- Zainal, V. R., Widodo, D. S., & Subagja, I. K. (2019). Indonesia Islamic Banking Readiness in Facing the ASEAN Economic Community, in Terms of Islamic Banking Disclosure and Performance Indices. *Journal of Economics and Management Sciences*, 2(2), p25–p25.