



Effectiveness Of Human Resource Management Practices In Improving Employee Satisfaction

Efektivitas Praktik Manajemen Sumber Daya Manusia Dalam Meningkatkan Kepuasan Karyawan

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Abstrak

Penelitian ini bertujuan untuk menganalisis efektivitas praktik manajemen sumber daya manusia (SDM) dalam meningkatkan kepuasan karyawan melalui identifikasi peran rekrutmen berbasis kompetensi, pelatihan berkelanjutan, manajemen kinerja yang objektif, kompensasi yang adil, serta lingkungan kerja suportif. Metode yang digunakan adalah Systematic Literature Review (SLR) dengan menelaah 20 jurnal terindeks Sinta, DOAJ, Google Scholar, dan Scopus yang diterbitkan pada periode 2015–2025. Artikel dipilih berdasarkan kesesuaian topik, kualitas metodologis, dan ketersediaan data lengkap. Hasil penelitian menunjukkan bahwa praktik SDM yang efektif secara konsisten berpengaruh positif terhadap kepuasan, motivasi, dan kinerja karyawan. Pelatihan yang terstruktur, kepemimpinan transformasional, serta sistem kompensasi yang kompetitif terbukti menjadi faktor dominan dalam meningkatkan kepuasan kerja. Selain itu, kepuasan kerja berperan sebagai variabel mediasi kuat dalam hubungan antara praktik SDM dan kinerja organisasi. Temuan ini menegaskan bahwa pengelolaan SDM yang holistik dan berkelanjutan menjadi kunci untuk menciptakan tenaga kerja yang produktif, loyal, dan berkinerja tinggi.

Kata Kunci : efektivitas SDM, kepuasan kerja, pelatihan

Abstract

This study aims to analyze the effectiveness of human resource management (HRM) practices in improving employee satisfaction by identifying the role of competency-based recruitment, continuous training, objective performance management, fair compensation, and a supportive work environment. The method used is a Systematic Literature Review (SLR) by examining 20 journals indexed by Sinta, DOAJ, Google Scholar, and Scopus published in the period 2015–2025. Articles were selected based on topic suitability, methodological quality, and the availability of complete data. The results of the study indicate that effective HRM practices consistently have a positive effect on employee satisfaction, motivation, and performance. Structured training, transformational leadership, and a competitive compensation system have been proven to be dominant factors in increasing job satisfaction. In addition, job satisfaction acts as a strong mediating variable in the relationship between HRM practices and organizational performance. These findings confirm that holistic and sustainable HRM management is key to creating a productive, loyal, and high-performing workforce.

Keywords : HR effectiveness, job satisfaction, training



PENDAHULUAN

Human resources (HR) are a strategic asset that determines an organization's success. In an increasingly competitive business environment, companies are not only required to master technology and capital, but also to effectively manage employees to maintain productivity and achieve high levels of job satisfaction. Effective HR practices are key to creating a conducive work environment, increasing motivation, and fostering employee engagement and satisfaction in carrying out their duties. Puspita & Ferlis (2025) emphasize that operational HR management, which includes competency-based recruitment, structured training, KPI-based performance management, compensation systems, and coaching, significantly contributes to increasing employee motivation and loyalty (Puspita & Ferlis, 2025). Human Resource (HR) management is a key element in enhancing organizational effectiveness and competitiveness. In an increasingly competitive and dynamic business environment, companies are required to optimize the entire HR management process, from planning and recruitment to training and performance appraisals to career development. However, various studies indicate that many organizations still face various obstacles in effectively managing HR. Putri and Amiranto (2024) found that retail companies often operate without a formal management structure, with minimal documentation of HR processes, and unstandardized compensation and safety policies. These conditions contribute to low employee productivity and satisfaction.

Similar research findings were presented by Qoyum et al. (2023), who explained that several HR functions, such as workforce planning, training and development, and performance appraisal, were not yet effective. The lack of a structured training system and the absence of performance evaluation standards made it difficult for companies to map competencies and determine employee development strategies. Furthermore, the absence of programs to improve job satisfaction and career management contributed to low employee motivation and productivity.

Meanwhile, Zaky (2022) emphasized that organizational effectiveness is significantly influenced by the implementation of competency-based HR management. This approach requires organizations to systematically identify, develop, and assess employee competencies. Implementing competency-based HR management has been proven to improve individual performance, strengthen organizational adaptability, and reduce employee turnover. However, the success of this approach depends heavily on the organization's readiness to implement structured, measurable, and documented HR processes.

Based on these three studies, it can be concluded that effective HR management requires a comprehensive audit and the implementation of a competency-based system to identify weaknesses, improve processes, and enhance organizational performance. Therefore, it is crucial for companies to implement HR management audits as a strategic step to increase productivity, job satisfaction, and organizational effectiveness on an ongoing basis. The effectiveness of HR practices is inseparable from the implementation of a fair and objective performance management system. Transparent performance appraisals, real-time feedback, and the formulation of clear work goals are elements proven to increase motivation and job satisfaction. A good performance system



makes employees feel valued because their achievements are measured objectively and linked to appropriate rewards. This aligns with the findings of Krismayanti et al. (2024), who stated that performance management practices including goal setting, continuous feedback, and assessment technology help improve employee engagement and well-being. .

Furthermore, job satisfaction is significantly influenced by the quality of training and development provided by an organization. Employees who have the opportunity to improve their competencies tend to experience higher levels of satisfaction because they feel valued as individuals and as an important part of the organization. In the context of civil servants (ASN), ongoing training has been shown to increase employee motivation and morale, ultimately contributing to increased job satisfaction and productivity (Aisyah et al., 2024).

Fair compensation and performance-based rewards are also essential components of effective HR practices. A competitive and timely compensation system can increase extrinsic motivation and strengthen employee satisfaction. (Puspita & Ferlis, 2025) also emphasized that appropriate compensation and non-financial rewards have a direct impact on employee loyalty and pride in their work.

HR practices, in addition to extrinsic factors, also need to consider psychological aspects, such as the work environment and leadership. Aisyah et al. (2024) showed that a conducive work environment and inspiring leadership can increase employees' intrinsic motivation, which in turn positively impacts their job satisfaction. When employees feel valued, well-led, and work in a supportive environment, they are more motivated, productive, and highly committed to the organization.

Based on various previous findings, it appears that the effectiveness of human resource (HR) practices plays a significant role in increasing employee satisfaction. Practices such as competency-based recruitment, ongoing training, objective performance management systems, fair compensation, and the creation of a supportive work environment have proven to be important foundations for building satisfied, productive, and loyal employees. However, although these findings have been widely described in the literature, further research is needed to understand how these practices work comprehensively in different organizational contexts. Furthermore, the development of modern work dynamics demands that organizations integrate more holistic and adaptive HR strategies. This need underpins the importance of conducting research on the effectiveness of HR practices in increasing employee satisfaction.

This study aims to analyze in depth how the effectiveness of HR practices contributes to increased employee satisfaction. Specifically, this study aims to identify the role of competency-based recruitment, ongoing training, objective performance management, fair compensation, and a supportive work environment in creating a satisfied and productive workforce. Furthermore, this study also aims to provide a comprehensive overview of the comprehensive and holistic HR strategies that organizations need to implement to support the sustainable achievement of corporate goals.



METODE PENELITIAN

This study uses the Systematic Literature Review (SLR) method to comprehensively analyze research developments on the effectiveness of human resource management (HRM) practices in improving employee satisfaction and performance. The SLR was conducted through the systematic and structured stages of identification, selection, evaluation, and synthesis of relevant literature. Data sources were obtained from reputable national and international journals published between 2015 and 2025, with the aim of capturing the latest research trends over the past decade. Inclusion criteria included: Empirical research articles and literature reviews focusing on HR practices, job satisfaction, employee performance, and organizational effectiveness; Articles published in journals indexed by Sinta, DOAJ, Google Scholar, or Scopus are available in full text and in Indonesian or English.

The search process was conducted using keywords such as human resource management practices, job satisfaction, employee performance, training effectiveness, and organizational effectiveness. Articles that met the criteria were then analyzed using thematic synthesis techniques to identify patterns, key findings, and research gaps. Through this SLR method, the research is expected to provide a deeper and more structured understanding of the most effective HR strategies for improving employee satisfaction and performance.

HASIL DAN PEMBAHASAN

Twenty journals were selected based on relevance, year of publication, methodological quality, and direct relevance to the research variables. The selection process was conducted through a systematic search of national and international databases, then filtered using inclusion criteria such as topic relevance, data completeness, and source credibility. These twenty selected journals were analyzed to identify key themes, research gaps, and empirical findings that support the theoretical construction of the study. The following table shows the 20 journals that met the criteria and were used in the analysis.

Table 1 Systematic Literature Review of Journals (2015-2025)

No	Research Title	Author (Year)	Research methods	Research result
1	<i>Efektivitas Program Pelatihan dan Pengembangan SDM dalam Meningkatkan Kompetensi dan Produktivitas Karyawan</i>	Damas Elvianto, Syahwatul Khalda, Ahmad Gunawan (2025)	Literature review	Structured and relevant training improves employees' knowledge, skills, and abilities, both technical and interpersonal. Critical success factors include appropriate materials, instructor quality, training methods, evaluation, and management support. Effective training improves organizational productivity and performance.
2	<i>Redefinisi Kepemimpinan dalam</i>	Haetami, Yudiyanto Joko	Bibliometric analysis	Transformational leadership and emotional intelligence



	<i>MSDM: Studi Bibliometrik Mendalam tentang Kepemimpinan Transformasional, Kecerdasan Emosional, dan Efektivitas Organisasi</i>	Purnomo, Rabiyatul Jasyah, Ita Soegiarto, Soni Suharmono (2025)		play a significant role in organizational effectiveness. New leadership models, such as agile and inclusive, are emerging. Effective leadership increases motivation, innovation, and synergy across disciplines.
3	<i>Optimalisasi Kinerja Organisasi melalui Gaya Kepemimpinan yang Efektif untuk Mencapai Kepuasan Kerja: Sebuah Studi Literatur</i>	Frendy Wibowo, Heru Kurnianto Tjahjono (2023/2024)	Literature review (compare, contrast, criticize)	Effective leadership influences organizational performance and job satisfaction. A leader's social competence and emotional intelligence increase motivation, enabling employees to maintain optimal performance despite organizational conflict.
4	<i>Manajemen Kinerja SDM: Strategi Meningkatkan Efektivitas Organisasi</i>	Rifky Kholik Rosdiawan, Chaerudin (2025)	Comparative quantitative and qualitative analysis	Implementing HR strategies improves productivity, service quality, and operational efficiency. Customer satisfaction increases, complaints decrease, and employee innovation and engagement increase.
5	<i>Strategi Peningkatan Kinerja Perusahaan melalui Pengelolaan SDM dan Kepuasan Kerja serta Dampaknya terhadap Produktivitas Karyawan</i>	Dhany Iskandar (2020-an)	Survey using questionnaire → company performance analysis	Human resource quality and job satisfaction impact productivity. Recruitment, performance management, and employee motivation play a crucial role in increasing company productivity.
6	<i>Peran Rekrutmen, Pelatihan & Pengembangan dan Motivasi dalam Pengelolaan Kinerja Karyawan di PT Alfa Goldland Realty</i>	Simon Seprianus Zai (2023)	Management policy & practice analysis study (descriptive)	Strengthening recruitment, analyzing workforce needs, training, and motivation improves employee performance and productivity. Appropriate HR practices help companies achieve long-term success.
7	<i>Praktik Pengelolaan SDM terhadap Kinerja Pelayanan melalui Kepuasan Kerja pada Maskapai Penerbangan Komersial di Indonesia</i>	Deddy Wibowo Adhinugroho (2010)	Survey → SEM (Structural Equation Model)	Training, empowerment, customer service orientation, and rewards positively influence service performance through job satisfaction. Job satisfaction is a key mediator of performance improvement.



8	<i>Efektivitas Pelatihan terhadap Kepuasan Kerja dan Komitmen Organisasional serta Kinerja Karyawan Bank</i>	Rizky Fauzan (2015)	Explanatory research, survei, path analysis	Training effectiveness significantly impacts job satisfaction and organizational commitment. Job satisfaction and commitment significantly impact performance. However, training does not directly impact employee performance.
9	<i>Mengungkap Peran Vital Kepemimpinan dalam Manajemen SDM: Produktivitas, Kepuasan Kerja, dan Retensi Tenaga Kerja Berkualitas</i>	Ahmad Mukhtar, Ardan Saputra, dkk. (2024)	Qualitative descriptive & literature review	Leadership influences productivity, job satisfaction, and retention. Leaders who provide clear direction, support, and career development create high levels of satisfaction and engagement, and reduce turnover.
10	<i>Pengaruh Praktik Manajemen SDM terhadap Efektivitas Kinerja Karyawan</i>	Bambang Sunatar (2023)	Quantitative, survey (51 respondents), SPSS	Human resource management practices (selective recruitment, ongoing training, and human resource retention) have a positive and significant impact on employee performance effectiveness. Improved human resource practices increase productivity and work quality.
11	<i>Organizational Citizenship Behaviour: Meningkatkan Efektivitas dalam Organisasi secara Menyeluruh</i>	Hilda Zen Ersianti & Erisa Aprilia Wicaksari (2024/2025 – Book Chapter MSDM Jilid 1)	Literature review	OCB has a direct influence on job satisfaction, employee performance, organizational commitment, and organizational effectiveness. OCB factors: job satisfaction, commitment, organizational justice, interpersonal relationships. OCB dimensions: altruism, conscientiousness, sportsmanship, courtesy, civic virtue.
12	<i>Dampak Kompensasi terhadap Kinerja Karyawan: Perspektif Teori dan Praktik</i>	Tondo Widodo & Ahmad Zaenuri (2024/2025 – Book Chapter MSDM Jilid 1)	Telaah literatur sistematis	Financial and non-financial compensation have a significant positive effect on performance. The effects are mediated by motivation and job satisfaction. Compensation effectiveness is influenced by working conditions and employment status.
13	<i>Mengoptimalkan Potensi: Pendekatan</i>	Chaerul Rizky, Ibnu Hajar,	Literature review (qualitative)	Integrating HRM theory and practice improves the



	<i>Teoritis dan Praktis dalam Manajemen SDM dan Karyawan</i>	Muhammad Fahri, Raihan Faturrahman (2024)		effectiveness of HR strategies. Key aspects include motivation, leadership, career development, and performance measurement. HR optimization increases organizational competitiveness.
14	<i>Analisis Efektivitas Penerapan Kebijakan SDM pada Kinerja Karyawan</i>	Wina Widiyanti & Atep Kustiwa (2025)	Qualitative – descriptive, data triangulation	HR policies (recruitment, training, performance, compensation, labor relations, and OHS) improve performance. Factors influencing effectiveness include organizational characteristics, the environment, workers, and management practices.
15	<i>Efektivitas Manajemen SDM dalam Meningkatkan Produktivitas Karyawan PT Toyota Kalla</i>	Riskayani, Agussalim HR, Dg Maklassa (2025)	Qualitative – interviews, observation, documentation	HR practices are quite effective in increasing productivity. Supporting factors include ongoing training, open communication, adequate work facilities, employee development, and technology integration.
16	<i>Pengaruh Praktik MSDM terhadap Kinerja Karyawan dengan Keterlibatan & Kepuasan Kerja sebagai Pemediasi</i>	Satria Yudha Pratama & Jati Waskito (2025)	Quantitative – SEM PLS (114 respondents)	HR practices significantly influence engagement, satisfaction, and performance. Job satisfaction is a significant mediator, while engagement is insignificant. Focusing on satisfaction significantly improves performance.
17	<i>Pengaruh Praktik MSDM terhadap Efektivitas Kinerja Karyawan</i>	Bambang Sunatar (2023)	Quantitative – random sampling, SPSS (51 respondents)	Human Resources (HRM) practices have a significant positive impact on performance effectiveness. Selective recruitment, ongoing training, and human resource retention improve productivity and work quality.
18	<i>Evaluasi Efektivitas Program Kesejahteraan Karyawan terhadap Kinerja & Kepuasan Kerja</i>	Febri Pramudya Wardani, Verry A.J.M Silalahi, dkk. (2024)	Literature review & factor analysis	Well-being programs (health, emotional stability, work-life balance, career) improve performance and satisfaction. Effectiveness is influenced by program design, communication, employee needs, and management support.



19	<i>Praktik Manajemen SDM dan Kepuasan Kerja</i>	Stefany Dinda Sukma Putri, Marsellia Salma, Iriani Ismail (2024)	Literature review	Effective HR practices (fair recruitment, training, competitive compensation, and clear communication) increase job satisfaction. Job satisfaction impacts productivity, loyalty, and lower turnover.
20	<i>Efektivitas Strategi SDM dalam Meningkatkan Kepuasan dan Loyalitas Karyawan</i>	Amran Manurung, Lukman Hakim Sangapan, Adler H. Manurung (2025)	Library research – content analysis	The most influential HR strategies: competency development, competitive compensation, positive culture, work-life balance, and recognition. Increase satisfaction by 12–20% and reduce turnover by up to 25%.

Source: Author's data processing, 2025

Various studies on human resource management show that effective HR practices play a fundamental role in improving employee competence, satisfaction, engagement, and productivity. Research by Elvianto et al. (2025) emphasizes the importance of structured, relevant training and development supported by qualified instructors to improve technical and interpersonal skills. This aligns with the findings of Fauzan (2015), who showed that training significantly influences job satisfaction and organizational commitment, although it does not directly improve performance without the support of other factors. Furthermore, Zai (2023) revealed that selective recruitment, workforce needs analysis, and motivation play a crucial role in boosting employee productivity. Proper training and strong motivation have been shown to improve performance and positively impact organizational performance.

From a leadership perspective, various studies confirm that effective leadership styles, particularly transformational and emotionally oriented, significantly influence motivation and job satisfaction. Haetami et al. (2025) identified the emergence of agile and inclusive leadership models capable of increasing organizational effectiveness through cross-disciplinary synergy. Meanwhile, Wibowo and Tjahjono (2024) emphasized that leaders' social competence and emotional intelligence can maintain optimal employee performance despite organizational conflict. Leadership also influences employee retention, as found by Mukhtar et al. (2024), who stated that clear direction, support, and career development opportunities create high engagement and reduce turnover. HR practices have been shown to comprehensively influence job performance and satisfaction. Bambang Sunatar (2023) demonstrated that selective recruitment, ongoing training, and HR maintenance significantly influence employee performance effectiveness. Similar findings were corroborated by Pratama & Waskito (2025) using PLS SEM, where HR practices significantly influenced engagement, satisfaction, and performance, with job satisfaction acting as a strong mediator. In addition, HR practices are also directly related to improved service through job satisfaction, as evidenced by Adhinugroho (2010).



Compensation, as a key element of HRM, also plays a significant role. Widodo & Zaenuri (2024/2025) emphasized that financial and non-financial compensation improves performance through motivation and job satisfaction. A comprehensive HR strategy, encompassing competency development, a positive culture, work-life balance, and a reward system, can even increase satisfaction by up to 20% and reduce turnover by up to 25% (Manurung et al., 2025).

Overall, this series of studies demonstrates that the effectiveness of HR practices depends on the integration of training, leadership, recruitment, compensation, and employee well-being strategies. Targeted and sustainable HR management contributes significantly to improving employee satisfaction, productivity, and overall organizational effectiveness.

KESIMPULAN

Based on a summary of various studies, it can be concluded that the effectiveness of human resource management (HRM) practices depends heavily on the integration of training, leadership, recruitment, compensation, and employee welfare strategies. Structured and relevant training, emotionally oriented transformational leadership, and selective recruitment have been shown to improve employee competence and productivity. Furthermore, fair compensation and an appropriate reward system play a crucial role in enhancing job satisfaction and loyalty. Job satisfaction itself is a powerful mediating factor in driving improved organizational performance and effectiveness. Therefore, comprehensive, adaptive, and aligned HRM management aligned with organizational needs is the primary foundation for achieving optimal organizational performance.

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