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The Role of Human Resource Management in Improving Employee Work Productivity in Modern Organizations

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Abstract

This study analyzes the role of Human Resource Management (HRM) in improving employee work productivity. Using a qualitative library research approach, this study examines secondary data from academic books, peer-reviewed journal articles, and relevant scholarly publications on HRM practices, performance management, training and development, employee engagement, and digital HRM. The data were collected through documentary study and analyzed using qualitative content analysis with thematic interpretation. The findings show that HRM contributes to productivity through strategic recruitment and selection, continuous training and development, fair performance appraisal, appropriate compensation, employee engagement, career development, and a supportive work environment. Digital HRM further strengthens these practices by improving administrative efficiency, supporting data-based decision-making, facilitating online training, and enabling more effective performance monitoring. The contribution of this study lies in its integrated synthesis of conventional HRM practices and digital HRM as complementary mechanisms for enhancing employee ability, motivation, and opportunities to contribute. The study recommends that organizations position HRM as a strategic function that directly supports employee productivity, competitiveness, and long-term organizational performance.

Keywords: human resource management; employee productivity; modern organizations; digital hrm; work performance.

1. Introduction

In modern organizations, employee work productivity has become one of the most important indicators of organizational competitiveness, sustainability, and long-term performance. Organizations are no longer able to rely only on technology, capital, or physical resources; they also need competent, motivated, adaptive, and engaged human resources. In this context, Human Resource Management (HRM) plays a strategic role in managing employees through recruitment and selection, training and development,



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performance appraisal, compensation, career management, employee engagement, and the creation of a supportive work environment. Previous research has shown that HRM practices can influence employee outcomes and organizational performance. Huselid (1995) for example, found that high-performance work practices had significant effects on employee turnover, productivity, and corporate financial performance. Similarly, Jiang et al., (2012), explained through a meta-analytic study that HRM systems affect organizational outcomes through employee skills, motivation, and opportunities to contribute.

The development of modern organizations has also changed the way HRM contributes to productivity. In the digital era, HRM is increasingly expected to become more strategic, data-driven, and employee-centered. Digital HR strategy integrates HR processes with digital technologies and has been empirically linked to improved organizational performance (Ruiz et al., 2024). Recent literature also indicates that digital technology and HR practices are closely connected, particularly in supporting competitive advantage and improving the effectiveness of HR functions (Shiferaw & Birbirsa, 2025). Therefore, HRM in modern organizations is not only administrative but also strategic, because it helps organizations develop employee capability, strengthen motivation, improve engagement, and create work systems that support higher productivity.

Although many studies have examined the relationship between HRM and performance, a research gap remains. Much of the previous literature focuses on organizational performance in general, financial performance, or high-performance work systems, while fewer studies specifically discuss how HRM improves employee work productivity in the context of modern organizations that face digital transformation, changing work patterns, employee well-being issues, and increasing demands for flexibility. In addition, existing studies often examine HRM practices separately, such as training, compensation, or performance appraisal, rather than integrating them into a comprehensive discussion of how HRM functions collectively contribute to employee productivity. This gap is important because productivity in modern organizations is not only determined by employees' technical skills, but also by motivation, engagement, leadership support, organizational culture, digital readiness, and opportunities for continuous development.

The urgency of this study lies in the increasing need for organizations to manage employees more effectively in a rapidly changing business environment. Modern organizations face challenges such as digital transformation, competition for talent, hybrid work systems, rapid technological change, and the need to maintain employee performance without neglecting well-being. Recent research on HR digital transformation shows that organizations must develop digital HR competencies, knowledge management, and technology-based HR systems to improve efficiency, employee experience, and organizational performance. Therefore, studying the role of



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HRM in improving employee work productivity is relevant not only for academic development but also for practical organizational decision-making.

Several previous studies provide an important foundation for this research. Huselid (1995) demonstrated that HRM practices, especially high-performance work practices, contribute to productivity and financial performance. Combs et al., (2006) found through meta-analysis that high-performance work practices have a positive relationship with organizational performance. Jiang et al., (2012) further explained that HRM influences outcomes through the ability-motivation-opportunity framework, where HRM practices improve employee skills, motivation, and opportunities to perform. In the context of digital transformation, Ruiz et al., (2024) argued that digital HR strategy improves firm performance by integrating HR processes and digital technologies. Meanwhile, Shiferaw & Birbirs, (2025) emphasized that digital technology and HR practices are essential for strengthening organizational competitiveness in the digital era.

The novelty of this study is its focus on synthesizing the role of HRM in improving employee work productivity specifically within modern organizations. Unlike previous studies that mainly discuss HRM and organizational performance broadly, this study emphasizes employee work productivity as the central outcome and connects it with contemporary organizational conditions, including digitalization, employee development, motivation, engagement, performance management, and adaptive work systems. This study is expected to provide a more integrated understanding of how HRM can be designed and implemented to increase employee productivity in modern organizational settings.

Based on the background above, this study aims to analyze the role of Human Resource Management in improving employee work productivity in modern organizations. Specifically, this study seeks to explain the HRM practices that contribute to productivity, identify the mechanisms through which HRM influences employee performance, and describe the relevance of HRM in responding to modern organizational challenges. Theoretically, this study is expected to enrich the literature on HRM and employee productivity, particularly in the context of modern and digitally transforming organizations. Practically, the study can provide insights for managers, HR practitioners, and organizational leaders in designing HRM strategies that improve employee competence, motivation, engagement, and overall work productivity.

2. Literature Review

2.1. Human Resource Management in Modern Organizations

Human Resource Management (HRM) is a strategic organizational function that focuses on managing, developing, and optimizing employees in order to achieve organizational goals. In modern organizations, HRM is no longer understood merely as an administrative activity, but as a strategic approach that contributes to employee performance, productivity, and organizational competitiveness. HRM includes several



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important practices, such as recruitment and selection, training and development, performance appraisal, compensation, career management, employee engagement, and the creation of a supportive work environment.

The strategic role of HRM becomes increasingly important because modern organizations face rapid technological change, intense competition, and changing work patterns. Organizations need employees who are competent, motivated, adaptive, and engaged. Huselid (1995) states that high-performance work practices have a significant effect on employee turnover, productivity, and corporate financial performance. This shows that effective HRM practices can improve both individual and organizational outcomes. In addition, Motyka (2018) explain that human resources can become a source of sustained competitive advantage when they are valuable, rare, difficult to imitate, and well organized.

2.2. HRM Practices and Employee Work Productivity

Employee work productivity refers to the ability of employees to complete work effectively and efficiently while producing quality outcomes. Productivity is not only related to the amount of work completed, but also to the quality, accuracy, timeliness, and contribution of employees to organizational objectives. In this context, HRM plays an important role in ensuring that employees have the skills, motivation, support, and opportunities needed to perform productively.

Jiang et al. (2012) explain that HRM influences organizational outcomes through three main mechanisms: ability, motivation, and opportunity. This means that HRM practices can improve productivity when they increase employee competence, strengthen employee motivation, and provide opportunities for employees to contribute to organizational goals. Combs et al. (2006) also found that high-performance work practices have a positive relationship with organizational performance. Therefore, HRM practices should be implemented as an integrated system, rather than as separate activities, so that they can produce stronger effects on employee productivity.

2.3. Training and Development as Drivers of Employee Competence

Training and development are important HRM practices that contribute directly to employee productivity. Training helps employees improve their knowledge, technical skills, and work-related abilities, while development prepares employees for future responsibilities and career advancement. In modern organizations, training and development are increasingly important because employees must adapt to technological changes, new work systems, and complex organizational demands.

Koo et al. (2024) explain that employee training and development have an impact on employee productivity because they improve employee capability and work effectiveness. Employees who receive appropriate training tend to work more efficiently, reduce errors, and produce better work outcomes. Khan et al. (2024) also state that human resource development strategies can improve employee productivity and



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organizational effectiveness. Furthermore, found that training and development, career development, and organizational commitment can influence work performance. This indicates that training and development not only improve technical competence, but also strengthen employee commitment and productivity.

2.4. Performance Management and Reward Systems

Performance management is one of the HRM practices that helps organizations direct, evaluate, and improve employee performance. A good performance management system provides clear work targets, measurable performance standards, regular feedback, and fair evaluation. Through performance appraisal, employees can understand their strengths and weaknesses and improve their work productivity. Performance appraisal also becomes the basis for promotion, compensation, recognition, and employee development.

Bititci et al. (2021) explain that HRM has an important role in the performance measurement and management domain because effective performance systems can support organizational performance. Kusriani et al. (2024) also state that innovative performance appraisal systems can strengthen organizational culture and productivity. Therefore, performance management should not only function as an administrative evaluation tool, but also as a developmental mechanism that encourages continuous improvement. In addition, fair compensation and reward systems are needed to strengthen employee motivation and encourage employees to maintain high productivity.

2.5. Employee Engagement, Motivation, and Work Environment

Employee engagement and motivation are important factors that influence employee productivity. Employees who are motivated tend to show greater effort, responsibility, persistence, and commitment in completing their work. Meanwhile, engaged employees usually show enthusiasm, dedication, and emotional attachment to their jobs. HRM can strengthen engagement and motivation through recognition, fair compensation, career opportunities, supportive leadership, meaningful work, and effective organizational communication.

Motyka (2018) explains that employee engagement is closely related to employee performance. This means that employees who are more engaged are more likely to contribute positively to organizational productivity. AlHamad et al. (2023) also found that work engagement, management support, learning culture, work environment, and organizational commitment are important factors in developing employee productivity and performance. Therefore, productivity is not only influenced by employee skills, but also by psychological and organizational factors that support employees in performing their work effectively.



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2.6. Digital HRM in the Digital Era

Digital transformation has changed the way HRM is implemented in modern organizations. Digital HRM refers to the use of digital technologies in HR processes, such as recruitment, training, performance appraisal, employee data management, communication, and decision-making. In modern organizations, digital HRM can support productivity by improving HR efficiency, enabling data-based decision-making, facilitating online training, and strengthening performance monitoring.

Ruiz et al. (2024) explain that digital HR strategy integrates HR processes with digital technologies and can improve organizational performance. Shiferaw & Birbirsa (2025) also emphasize that digital technology and HR practices are closely connected in supporting competitive advantage and improving the effectiveness of HR functions. However, digital HRM should not replace the human-centered role of HRM. Instead, technology should support better decision-making, communication, employee development, and performance management so that organizations can improve productivity while maintaining employee well-being.

2.7. Research Position

Based on the literature reviewed, previous studies show that HRM practices have an important influence on employee productivity, work performance, organizational effectiveness, and competitiveness. Huselid (1995) emphasize the importance of HRM practices and high-performance work systems in improving productivity and organizational outcomes. Meanwhile, Khan et al. (2024), show that training, performance management, engagement, work environment, and organizational support contribute to employee productivity.

This study positions itself as a literature-based analysis that synthesizes the role of HRM in improving employee work productivity in modern organizations. Unlike previous studies that often focus on HRM practices separately, this article emphasizes HRM as an integrated system consisting of training and development, performance management, reward systems, employee engagement, work environment, and digital HRM. Therefore, this study provides a comprehensive understanding of how HRM improves employee productivity through ability development, motivation enhancement, opportunity creation, and adaptation to digital transformation.

3. Research Method

This study uses a qualitative research approach with a library research or literature study design. The library research method was selected because this article aims to examine, interpret, and synthesize existing academic knowledge related to the role of Human Resource Management (HRM) in improving employee work productivity in modern organizations. A literature-based qualitative approach is appropriate when the researcher seeks to develop conceptual understanding, identify patterns in previous



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studies, and construct arguments based on existing scholarly sources rather than collecting primary field data. Literature review can function as a research methodology when it is conducted systematically, transparently, and critically to map existing knowledge and identify theoretical contributions (Snyder, 2019).

The data sources in this study consist of secondary data obtained from academic journal articles, books, research reports, and other scholarly publications relevant to Human Resource Management, employee productivity, organizational performance, employee motivation, training and development, performance management, and modern organizational practices. The main data sources are peer-reviewed journal articles indexed in reputable academic databases such as ScienceDirect, Emerald, Sage Journals, SpringerLink, and Google Scholar. In library research, documents and published texts can be used as valid qualitative data sources because they contain information, arguments, concepts, and empirical findings that can be analyzed systematically (Bowen, 2009).

The data collection technique used in this study is documentary study, carried out through several stages. First, the researcher identifies relevant keywords, such as human resource management, employee productivity, work productivity, modern organizations, HRM practices, training and development, performance management, and employee performance. Second, the researcher searches for literature through academic databases and digital libraries. Third, the researcher selects sources based on relevance, credibility, publication quality, and their contribution to the research topic. Fourth, the selected literature is read, classified, and organized according to major themes related to HRM practices and employee productivity. Systematic literature review procedures emphasize the importance of clear search strategies, transparent selection processes, and rigorous evaluation of sources to improve the quality and reliability of review-based research (Tranfield et al., 2003).

The data analysis method used in this study is qualitative content analysis with thematic interpretation. The analysis begins by reading the selected literature carefully, identifying key concepts, comparing findings from previous studies, and grouping the information into relevant themes. These themes include HRM planning, recruitment and selection, training and development, compensation, performance appraisal, employee engagement, leadership support, organizational culture, and digital HR practices. Thematic analysis is suitable for qualitative research because it enables researchers to identify, analyze, and report patterns or themes within data (Braun & Clarke, 2006).

The analytical process is conducted through four main stages. First, the researcher reduces the data by selecting literature that directly relates to the role of HRM in improving employee productivity. Second, the researcher displays the data by organizing the literature into thematic categories. Third, the researcher interprets the relationship between HRM practices and employee productivity based on previous findings. Fourth, the researcher draws conclusions by synthesizing theoretical and empirical insights from the reviewed literature. To maintain the trustworthiness of the analysis, this study applies source triangulation by comparing findings from different authors, journals, and



research contexts. Trustworthiness in thematic analysis can be strengthened through systematic coding, careful theme development, and transparent presentation of analytical procedures (Nowell et al., 2017).

Through this method, the study is expected to provide a comprehensive conceptual understanding of how Human Resource Management contributes to employee work productivity in modern organizations. The use of library research allows the study to integrate various theoretical perspectives and empirical findings, so the discussion can offer both academic and practical contributions for researchers, HR practitioners, and organizational leaders.

4. Result

The results of the literature analysis show that HRM contributes to employee productivity through several interconnected mechanisms. The reviewed studies indicate that productivity is not influenced by a single HR practice, but by an integrated system that improves employee ability, motivation, opportunity to contribute, work engagement, and adaptability to organizational change. The findings are synthesized into five main themes: strategic HRM, training and development, performance management and rewards, employee motivation and work environment, and digital HRM.

Table 1. Synthesis of HRM Practices and Employee Productivity Mechanisms

HRM Practice / Theme	Productivity Mechanism	Supporting Studies	Main Implication
Strategic HRM	Aligns employee competence, motivation, and performance with organizational goals	Huselid (1995); Jiang et al. (2012)	HRM should be implemented as an integrated strategic system, not only as an administrative function
Training and development	Improves skills, knowledge, confidence, adaptability, and organizational commitment	Koo et al. (2024); Khan et al. (2024)	Organizations should treat training as a long-term investment in sustainable productivity
Performance management and rewards	Clarifies goals, provides feedback, supports fair evaluation, and	Bititci et al. (2021); Kusrini et al. (2024)	Performance systems should emphasize transparency, coaching, and



	links performance with recognition		continuous improvement
Motivation, engagement, and work environment	Strengthens effort, responsibility, job satisfaction, collaboration, and psychological attachment to work	Motyka (2018); AlHamad et al. (2023)	HRM should support both employee performance and well-being
Digital HRM	Improves HR efficiency, data-based decision-making, online training, monitoring, and organizational agility	Ruiz et al. (2024)	Digital HRM should support human-centered HR practices and employee development

4.1 Strategic Human Resource Management as the Basis of Employee Productivity

The reviewed literature shows that strategic HRM forms the foundation of employee productivity by connecting HR practices with organizational goals. Rather than functioning only as an administrative unit, HRM supports productivity by ensuring that employees have the appropriate competencies, motivation, and opportunities to contribute. This finding indicates that recruitment, selection, training, performance appraisal, compensation, and career development should not be treated as separate practices, but as mutually reinforcing elements of one HRM system.

Huselid (1995) found that high-performance work practices significantly affect employee turnover, productivity, and corporate financial performance. This finding suggests that organizations with well-designed HRM systems are more likely to achieve higher employee productivity. Jiang et al. (2012) further explain that HRM affects organizational outcomes through three main mechanisms: ability, motivation, and opportunity. Based on these studies, the present analysis finds that HRM contributes to productivity most effectively when it strengthens these three mechanisms simultaneously.

4.2 Training and Development as Drivers of Employee Competence

The literature also shows that training and development improve productivity by increasing employee competence, adaptability, and confidence. Employees who receive relevant training are better able to complete tasks efficiently, reduce work errors, and respond to technological and organizational changes. Development programs also prepare employees for broader responsibilities and support long-term performance improvement.



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Koo et al. (2024) explain that training, development, and career development can improve work performance through stronger organizational commitment. Khan et al. (2024) also emphasize that human resource development strategies contribute to employee productivity and organizational effectiveness. The synthesis of these studies indicates that training affects productivity not only by improving technical skills, but also by strengthening employee commitment and readiness for future challenges.

4.3 Performance Management and Reward Systems in Enhancing Productivity

The reviewed sources indicate that performance management and reward systems contribute to productivity by clarifying expectations, measuring achievement, and encouraging continuous improvement. A well-designed performance management system helps employees understand work targets, receive constructive feedback, and identify areas for development. When performance appraisal is linked with fair compensation, recognition, and career opportunities, employees are more likely to improve their performance.

However, the analysis also shows that performance management can support productivity only when it is perceived as fair, transparent, and developmental. If appraisal is viewed as subjective or merely administrative, it may reduce motivation and create dissatisfaction. Bititci et al. (2021) state that HRM plays an important role in developing performance measurement and management systems that support organizational performance. Kusriani et al. (2024) also explain that innovative performance appraisal systems can strengthen organizational culture and productivity. These findings imply that performance management should emphasize continuous feedback, coaching, transparency, and employee development.

4.4 Employee Motivation, Engagement, and Work Environment

The literature analysis finds that employee productivity is also shaped by psychological and organizational conditions, particularly motivation, engagement, and the work environment. Motivation encourages employees to invest greater effort and responsibility in their work, while engagement creates enthusiasm, dedication, and emotional attachment to organizational goals. A supportive work environment also improves productivity by reducing stress, strengthening collaboration, and increasing job satisfaction.

Motyka (2018) explains that employee engagement is closely related to employee performance. AlHamad et al. (2023) show that work engagement, management support, learning culture, and organizational commitment are important predictors of productivity and performance. These findings show that productivity is not determined only by employee skills, but also by the extent to which employees feel supported, valued, and involved in the organization. Therefore, HRM should create conditions that support both performance and employee well-being.



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4.5 Digital HRM in Modern Organizations

The results further show that digital HRM strengthens the relationship between HRM practices and productivity by improving efficiency, access to information, decision-making, and employee development. Digital HR systems, online recruitment, e-learning platforms, people analytics, attendance systems, and performance dashboards help organizations manage HR processes more effectively. These tools also allow employees to access training, feedback, and administrative services more easily.

Ruiz et al. (2024) explain that digital HR strategy integrates HR processes with digital technologies and can improve organizational performance. Based on the reviewed literature, digital HRM contributes to productivity through faster HR services, data-based decision-making, better monitoring of performance, and more flexible learning opportunities. However, the findings also indicate that digital HRM should be supported by digital literacy, employee readiness, ethical data management, and human-centered leadership. Therefore, technology should not replace the human role in HRM, but should support more effective decision-making, communication, and employee development.

4.6 Synthesis of Findings

Overall, the results show that HRM improves employee productivity through an integrated set of practices that develop employee ability, strengthen motivation, provide opportunities to contribute, and support adaptability in digital work environments. Strategic HRM provides the organizational foundation, training and development improve competence, performance management and rewards encourage achievement, engagement and work environment support psychological readiness, and digital HRM enhances efficiency and responsiveness.

Thus, the main finding of this study is that employee productivity is not only an individual outcome, but also the result of organizational systems created through effective HRM. HRM contributes most strongly to productivity when conventional HRM practices and digital HRM are combined into a coherent, fair, and employee-centered system.

5. Discussion

The results show that Human Resource Management has a central role in improving employee work productivity in modern organizations. HRM contributes to productivity through the development of employee ability, motivation, and opportunity to participate in organizational processes. This finding is in line with the Ability-Motivation-Opportunity framework proposed by Jiang et al. (2012), which explains that HRM practices can improve organizational outcomes when they enhance employee competence, strengthen motivation, and provide opportunities for employees to contribute. Therefore, productivity cannot be achieved only by demanding employees to



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work harder, but must be supported by systematic HRM practices that enable employees to perform effectively.

In modern organizations, HRM must be strategically aligned with organizational goals. Recruitment and selection should ensure that the organization obtains employees with appropriate competencies. Training and development should be directed toward improving skills needed in the workplace. Performance management should guide employees toward clear targets, while compensation and rewards should motivate employees to maintain high performance. When these HRM practices are connected to one another, they create an integrated system that supports productivity. This is consistent with the findings of Huselid (1995), who showed that high-performance work practices have a significant effect on productivity and organizational performance.

The role of training and development is especially important in the digital era. Modern organizations face rapid technological change, new work systems, and higher demands for innovation. Employees need continuous learning opportunities to remain productive and relevant. Training improves technical competence, while development programs strengthen adaptability, leadership potential, and long-term career growth. Employees who feel that the organization invests in their development are more likely to show commitment and better work performance. This supports the view of Koo et al. (2024), who found that training, development, and career development influence work performance through organizational commitment.

Performance management and reward systems also have important implications for productivity. Employees need clear performance standards, regular feedback, and fair evaluation to understand how their work contributes to organizational goals. A constructive performance appraisal system can help employees improve weaknesses and strengthen their performance. However, if performance evaluation is perceived as unfair or unclear, it may reduce motivation and trust. Therefore, modern organizations should develop transparent, participative, and development-oriented performance management systems. Reward systems should also be designed fairly so that employees feel appreciated for their contributions.

Employee motivation and engagement are also essential in improving productivity. Productive employees are not only skilled but also motivated, committed, and emotionally connected to their work. HRM practices that support recognition, meaningful work, career opportunities, supportive leadership, and work-life balance can increase employee engagement. This is important because employees who are engaged tend to work with greater enthusiasm and responsibility. However, organizations must also pay attention to employee well-being. Excessive workload, stress, and digital fatigue can reduce productivity in the long term. Therefore, sustainable productivity must balance organizational performance with employee welfare.

Digital HRM offers new opportunities for improving productivity, especially through efficiency, data-based decision-making, online training, and real-time performance monitoring. However, technology should be understood as an enabler, not



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a replacement for human-centered management. Digital HRM will be effective only when it is supported by employee readiness, digital competence, ethical data use, and strong leadership. In this context, HR professionals must be able to combine technological innovation with empathy, fairness, and strategic thinking. Thus, HRM in modern organizations must be adaptive, integrated, and people-oriented in order to improve employee work productivity sustainably.

6. Conclusion

This study concludes that Human Resource Management plays a crucial role in improving employee work productivity in modern organizations. HRM contributes to productivity by ensuring that employees have the right competencies, motivation, support, and opportunities to perform effectively. Through strategic recruitment, continuous training and development, fair performance appraisal, appropriate compensation, employee engagement, and a supportive work environment, HRM helps organizations create productive and sustainable work systems. Therefore, employee productivity is not only determined by individual ability, but also by how effectively the organization manages, develops, and motivates its human resources.

The findings also show that in modern organizations, HRM must be adaptive to technological change and organizational dynamics. Digital HRM, data-based decision-making, online training, and performance management systems can support productivity when implemented alongside human-centered leadership and employee well-being. Thus, the role of HRM is not merely administrative, but strategic, because it directly supports organizational competitiveness, innovation, and long-term performance. In answering the research focus, HRM improves employee productivity by strengthening employee ability, increasing motivation, providing opportunities for participation, and creating a work environment that encourages optimal performance.

The implication of this study is that organizations need to position HRM as a strategic partner in achieving organizational goals. Managers and HR practitioners should design integrated HRM practices that connect recruitment, training, performance evaluation, reward systems, career development, and employee engagement. Organizations are also recommended to invest in employee development, improve digital HR capabilities, apply fair and transparent performance management, and maintain a balance between productivity demands and employee well-being. For future research, it is recommended to conduct empirical studies using quantitative, qualitative, or mixed-method approaches to examine how specific HRM practices influence employee productivity across different organizational sectors, sizes, and cultural contexts.

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