# Review of the Human Resources Synthesis Psychology for Management of Business Organizations

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*Abstract:*
In this paper, there is to study the literature on the research related to human resource work in psychology which has an implication on the importance of working in an organization through many contexts of works. The objective of study is to understand the operation of the organization by using psychology which is benefits of working by means of study based on the  method of surveying synthetic content from researches on human resource psychology that is involved to compile the contents from various works that will benefit and bring to use in the management of an organization. The result of the study shows the implication of the content will be able to understand how the innovation from researches is important to help enhance the quality of human resource management to be useful and a good vision for an organization to work in the future.

*Keywords:* Psychology, Human resources, Organization Management, Business Innovation

## 1. INTRODUCTION

This article examines the human resource operations which deal with the collaborative foundation of an organization. art of working with people, emotional intelligence and psychology in negotiations, waiting to be solved such as solutions to internal communication problems, conflict of interest in the top, middle bottom management department level and level of offices in different branches (Hope, Farndale, & Truss, 2005). Some organizations are ineffective in managing the problems of knowledge transfer and administrative decentralization. The psychology is considered an art that can be used to create significant administrative benefits. Human resource management is not only management goal of the organization but it illustrates how psychological perspectives contribute to research in human resource management. (Suazo, Martínez, & Sandoval, 2011)

In the context of literature, it is considered a bridge to Human Resource Management (HRM) in the past 30 years. In doing so, the authors still ask a new question from a new perspective. The academicians always questions raised by organizations, classrooms, workplaces, or those interested in human nature of working altogether,(Nadarajah, 2012) participation of researchers and current practitioners for a human resource management research. (Hidegh, & Csillag, 2013) The direct view on the organization is the development of project writing to answer all problems. Therefore, psychology can be the most useful part in human resource management research when it is integrated with the multidisciplinary levels. Prioritization, working with people, living with other cultures, working with people of different experiences and different ages, are the problems that should be understood.   The analysis should be expanded on the research problems about human resource management. It depends on the view for how HRM can be effectively developed. With the above method to make the researches on human

resource management flourish (Shih, & Chiang, 2005). We must understand the problems and questions raised by the practitioners. In an organization or company, there are specify more or less people depending on the size of the company including the area that is the root of the problem. People try to approach the problems from the research to reach the door of innovation. Although some issues have not been resolved, the research-related outline shows the characteristics of psychological research and presents both potential and challenges of psychological research integration in the present time ( Huang, Chen, Du & Huang, 2012).

## 2. Literature Human Resources Innovation Access

The industrial and organizational psychologists' knowledge and concepts to "allow people to work efficiently leading to the success of organization. Psychology is the study of feelings and spirits to read one's mind. (Aycan,2000) The psychologists' textbooks in USA, Europe, and Asia that "A study on science and engineering is related to the work and the application of science to workplace problems encountered by the individuals, businesses and societies. This involves a large human experience (Chapman, 2000). A human work provides strengths which are important and focusing target, it should be in a strong position to make a significant contribution to human resource management research. (Khilji, & Wang, 2006)

2.1 Efforts to understand the people who are working in an HRM organization understanding in innovation perspectives would be useless (Röling, 2009). If these problems are not resolved or no way is found to avoid, they will lead to not understanding, the gap between experiences, discrimination, and emotional control health and safety at work. (Bjerkan, 2010) "Human resource management is the process by which management creates employees experience and tries to create the human performance that the organization wants."

The human resource research is like a new innovation collaborative that needs to be gained. It is comparable to the screenplay and actors (Pitts, 2013) to pair in an organization. It cannot be separated from each other. For the consequences, when considering from a broad commitment, many psychological views directly affect the criteria of human resources. The views are in terms of disciplines, principles, theories, (Colbert,2004)and various sciences such as the relationship of principles of social sciences, economics, and business organizations  If we have reviewed the research works in the past, HRM literature can have an impact on innovation creatively and systematically.( Seeck, & Diehl., 2017) It is identified with the stories and contents that influence the researches and writing works related to human resource management. These explanations are the strategies in almost sectors of every organization. HRM practices relationship of employment, role of international-related jobs,  (Jaekwon, & Walter, 2013) and evaluation on recruiting people must be in line with the company's culture in order to be most responsive. In making decisions about the working roles, the opinion of employees is important for researchers and workers and give the view that the relations of industry were initially changed in the ASEAN countries. It is the concern about strategic appropriateness (Cheng & Humphreys, 2012). The study is what linked the competitive strategy with internal needs included the types of people and behaviors needed to achieve strategic goals. On the other hand, some people with appropriate strategic image behaviors are available as the perspective in using the company's resources. (Jian Michael, & Stefanone, 2013)

2.2 The final influence to human resource management is what humans call it as industrial and organizational psychology and Asians. There is some advanced knowledge on human resources practices such as in recruiting, training, and evaluation. The researches often look at the results for individuals with experiences in human resource

management such as job satisfaction, participation, stress, and labor rotation. It is difficult to draw scopes in the researchers conducted under the framework of organizational psychology and human resource management as everyone can focus on the attitudes and behaviors of employees.( Kehoe, & Wright, 2013) However, as the criticisms often focus on psychological research, human resource management, and extensive organizational settings, the psychologists approach researches in human resource management from different perspectives. Many literatures have made us aware that human resource management researches are conducted in developed countries many times with several views.

They focus on the outcomes of the entrepreneur's interests which are even more curious to the researchers for findings. In the differences of management between Asia or Europe and USA, (Gürhan, 2009) the attitude towards pluralism has a great influence on research and there is a topic that researchers are creating more and more research problems. The psychologists are interested in international human resource management, drawing attention to national difference, and the need to look farther in order to create quality and competitive organizations based on HRM that can be linked. (App, Merk,& Büttgen, 2012)

## 3. Human resource research affecting psychological development

For the Psychological HRM researches, it is also important to realize that in the separation of researches on human resource management in psychology for criticism with other related fields particularly, labor economics is open to some critiques discussed below. It is an attempt to categorize critiques on the roles of psychology in researching the risk in human resource management. In scoping this, there is discussion on the criticisms of psychological researches in human resource management (Snell, 2017; Siriattakul, Sawasdee, Kalawong, & Jermsittiparsert, 2019; Sriviboon & Jermsittiparsert, 2019).

These are the learnings in terms of research quality that is outstanding and the management on individualistic pluralism, and separation of emotions as well as psychological perspectives on workers (Shultz,& Wang,2011) and positive attitudes related to quantitative researches. The first two critiques are more extensive and widespread beneficial for collecting information from the interviews in various tactics of research tool builders (Novick, 2008).

3.1 Use of creative psychology for the perfect of organizational behaviors

Another interesting analysis of the researches on human resource management in general and psychologists (Anderson, 2015) related to organizational behaviors in human resource management. The companies often use unit methods, concepts, organizational concepts and stakeholders as the sources of benefits for the organizations. The researchers acknowledge that human resource management researches by organizational behavioral psychologists' beliefs, and behaviors of different stakeholders (Prinbeck, Lach & Chan., 2011). There are also many examples of researches using psychological concepts and pluralism with HRM and unions in extensive work by the psychologists using exchange theories to study employment relations. In addition, surveying, negotiating, and researching social dialogues on topics such as the impact of human resource policies on temporary contract experience and job insecurity generally use the pluralism and the researches are defined in the context of wider economic and institutional factors. (Nathan, 2014)

It demands regular benefits training development and improvement of training activities. Training is a way to clearly develop anti unionism. Psychological researches on various topics in the context of organizations and the role of policy development, researches related to human resource management by psychologists are considered the new ways of thinking that can respond the organization's work efficiently. (Mudor ,2011) However, what the organizations concern whether

directly or indirectly is the worker's experience in human resource management and their wellness. In summary, although the psychological researches on practices may be useful for manager (Schlomer, Bauman,& Card, 2010). HR researches conducted by psychologists can support the benefits of management. This does not lead to psychological researches on HRM in general unit or antiunion. There are views that psychological researches focus on analysis at a personal level and decontextualizes (Whooley,2014) by ignoring the broader institutional context. For example, the modeling of structural equations cannot compensate for the serious lack of structure of carried out on HR practices at work. Since this is not the intention behind the statistical techniques that some psychologists reflect in the researches. In fact, the main stream of research explores the organizational atmosphere that can influence human resource management activities and the psychologists are also supported in technology, society, and open system that try to combine external context with behavior analysis in the organizations (Slocum, et al, 2014)

3.2    Discourse on the researchers analyzed and related to the work in the organizations is concerned that "the pattern of standardized human resource management in many narrow areas is from the fact  that the current researches have increased the imbalance in focusing on specific factors of psychology    (Linley,Joseph,Harrington,& Wood, 2006). However, there are some criticisms from within psychology and working in organizations that have been recorded and helped to promote neo-liberal  ideology reflected in the growing interest in individualized research (Bal,& Dóci, 2018)topics such as personal agreements, employment, and job creation which the organizations by emphasizing. They are actively involved in supporting the ideology of contemporary work. Focusing on workers, their attitudes and behaviors as the starting point for human resource management researches at least often involves workers 'concerns. Some researchers are conducted at the organizational and

institutional level with the goal to the mistakes that are unclear and credible. It is the connection of the individuality of economic rationality and neoliberal politics (Thomas 2005)   with a focus on working in an organization of psychologists to individual behaviors. (Weiss, & Rupp,2011)

## 4.    Psychological perspectives that affect employees

The additional criticism is that psychologists' employees as puppets controlled by the "management" through HRM training. (Luis., et al 2012) There are "significant continuation of the team (managing the 'insides' of employees rather than external behaviors) and mechanisms." These include what are related to human resource management, (Aycan, 2005) for example, induction, training, and promotion procedures. Therefore, it seems that the systematic psychological methodology in an organization with HRM is misunderstood by some people while looking at employees as workers who will be molded using human resource management methods. This criticism causes the great decline to psychologists with working in the organizations. The academicians deny that people enter the workplace with heart, extraordinary spirit, and operate mechanically to process data in accordance with human resource policies and practices. (Maharjan, &Sekiguchi, 2016) By psychologists, the importance of previous science in a broader social, educational and economic context such as creating career satisfaction and responding to actions in management. Likewise, the developmental psychology is applied to work settings focusing on some concepts such as career maturity, recognizing the importance of pre-school experience and learning self-decision theory (Caiman & Lundegård, 2014)

## 5. Factors that confirm the research critique between psychologists and practitioners in the organizations

The psychologist presenting the causal pattern that links management policies to results by targeting to work (Epstein, 2008) which suggests that the results of the focus on precision. The quantitative analysis is one of the most respected methods in developing HRM knowledge, behavior, and classroom management. In any case, the uses of analytical scientific methods or case studies that target the group are not the only ways that psychologists try to develop theories, knowledge, and other researches. More survey studies with quality studies also lead to more theory development, theory testing, and distillation of human behavior and things from policy (Maguire., Ball & Braun, 2010)

## 6. Analysis on confirmation elements and structural factors in human resource psychology research

The research methods of human resource psychologists criticized because of too much qualitative or too much quantitative judgment. The concepts such as improved well-being both quantitative and qualitative researches. (Patulny, & Svendsen,2007) There are a variety of research methods and psychologists as same as other fields with various values and goals. Therefore, it is not surprising to find that some people involved in human resource management research are sensitive to the criticisms outlined above. Many people do not use it equally. The lies in conducting all psychological researches with the same pattern. (Kraut, et al, 2004) In the distribution of HRM research**, t**he researchers believe that psychological researches have been conducted and still support at least four main types of human resource management. The first issue involves the development of effective human resource practices and psychologists for decades as follows:

6.1 The researchers are conducted on practices such as selection, training, and evaluations which will help us understand the best tools.

Sometimes, researches results help improve management decisions. (Kazdin, 2008)

6.2 The second part is to improve our understanding in our results. This is very different from the focus on human resource management researches on the performance of psychologists. emphasizes a range of employee-centered outcomes recognizing employees as key stakeholders in human resource management organizational performance: a test of a mediating which is partly negative outcomes such as absence from work and stress. Meanwhile, others are more positive such as job satisfaction physical, mental, and social satisfaction (Anastasia, Katou Pawan, & Budhwar, 2006).

6.3 The third support is the development and application of psychological HRM theory which has influenced at the individual level, the theories of motivation, personality, decision making, learning and training, self-assessment, well-being, emotions, wellness, stress and coping, job design, social awareness, participation and employment (Bakker,& Demerouti, 2014) are all widely used. At the group level, the theories of social identity, consistency, communication and independent work groups are used and at the organizational level, leadership theories, organizational climate, (Wang& Rode,2010) are better examples. Some of these theories contain valuable information from other fields. However, they emphasize the expansion of contribution of psychological theories to contemporary human resource management researches. (Aspridis, Kazantzi, & Kyriakou, 2013)

6.4 The fourth part of psychology on human resource management researches is a broader set of values. For example, focusing on human resource management strategies can sometimes blind us to impact employees. For a psychologist, it is the primary goal. The outstanding level of analysis points out the consideration on the influence of other factors. This is one of the outstanding contributions of research psychology to human resource management. Psychological researches can present

the methods of managing labor effectively and implications for effective leadership.

## 7. What do psychologists in the human resources field have to do?

The researchers believe that it is necessary to research advanced human resource management. There are many branches, many levels of stakeholders and integration in the methodology. Therefore, necessary framework for the future research agenda proposed in HRM. However, in identifying certain research topics, the remarkable thing about our approach is the effort to emphasize, (Sandberg, & Alvesson,2011). Especially the possible support of working psychology in an organization. While setting up in the context of other perspectives involved in HRM research in a thorough description of the four criteria, we illustrate what we have in mind by offering some guidelines for management researches in human resources. We believe that working psychology in an organization can contribute value together with other fields. We have chosen the topics which are divided into two broad categories as follows.

7.1 For the importance of researches in mainstream human resource management and in each case, we have chosen a topic that has the potential for significant support from psychologists working in the organizations. However, there are also policy implications for human resource management that extends beyond the traditional scope.

7.2 Many HRM research questions require an interdisciplinary perspective. We call for multidisciplinary research in human resource management reflecting a longer call for guidance. ( Kiessling, & Harvey, 2005)

7.3 Considering multidisciplinary in management researches, there are arguments that we must be careful of being dedicated to excellence, from the focus of responsibility in business to the system that can lead us to the ego in other helpful perspectives. Interaction is beneficial but we have to

be careful in using as it possibly leads management researchers to grow through a combination of relevant perspectives and examining multi-faceted issues through a variety of lenses. It is important to understand current and emerging HRM innovation topics that are complex human innovations. (Srinivasan & Chandwani, 2014) There is one emerging topic that should always be addressed, especially with interdisciplinary HRM research through the impact of artificial intelligence. Advances increasing in number towards career change and employment growth in replacement of traditional employment. The organizations will give priority to employees and artificial intelligence as this tends to affect jobs at many different levels. For example, most jobs in the offices such as accounting, insurance, and law may be outdated due to digital entering these duties. The replacement of man may become true. (Prensky, 2009)

This raises challenging questions for HRM regarding the selection, training, and every human career path of those entering these professions. In studying the effects of technology seriously, human resource management has a clear role for researchers in the fields of labor economics, information, and microeconomics. HRM and power relationship changes can research changes in selection, training and education for job design and employee career patterns.

## 8. Contextual advice from academicians and researchers for future arrangements

8.1 First of all, the future human resource management researches are to move outside the discipline. There are important research issues that focus on interdisciplinary researches and this applies to psychology of knowledge as much as other fields. Additional issues that may have a wider meaning for the policies and practices should be considered.

8.2 Multi-level researches in human resource management are requested for operations at other mental and strategic levels within psychology. For example, explain about praises the benefits of cross-

level researches. There are strong cases for psychologists to embrace multi-level perspectives, especially in the areas of human resource management researches which are sometimes neglected by psychologists working in organizations such as international HRM. (Shore,2004)

8.3 We illustrate our case with two areas of researches related to human resource management that we believe will be enriched by adopting a multi-level perspective which the psychologists working in the organizations can have outstanding participation. The first topic is the gap between the intended and implemented HR practices. This reflects the call for greater readiness in the HR process. Numerous researches have explored the concept of strong HR system which requires a multi-level framework to manage failure in creating the proposed size measurement.

## 9. New ways of thinking must be supported

Initially, from qualitative researches, the psychologists who are not involved in this topic use attribution theory and signaling theory to explore how employees perceive the motivation behind HR practices. Despite the initial assumption that human resources policies may be caused by external and internal factors (Alfes, Truss, & Soane,2013). External factors divided into 4 types as follows.

9.1 The multi-level approach taking into account all the institutional factors such as legislation on human resource operations will increase researches in this way. There is also a little research on the role of resistance when performing certain HR practices that may involve performance management. (Retha, Banham &Heather,2007) Further development of human resource theory is guaranteed. We know little about the process of introducing and discontinuing human resource operations by organizations and the role of institutional factors as compared to human action on the part of the HR department or other managers.

9.2 Psychology of working in the organizations can present in-person and group-level

insights. The advances in knowledge will benefit greatly by addressing them within a multi-level framework. (Sharifirad, 2016)

9.3 Some business administration academicians pay attention to workplaces and others while psychologists are interested in well-being and job design. However, recent researches have consistently shown that effective actions must be continually supported by higher levels. Therefore, the introduction of multi-level analysis of power relations and pressures for change reflect the interest in the human resource system.

9.4 For HR function, moving forward with the new generation, changing work patterns and growth. Early research brings interdisciplinary perspectives and many fields including a focus on national policies and government-sponsored research centers recently calling for a revival of research on by focusing on topics such as work life balance, flexibility workplace and democracy in the workplace. (Lewis, Rapoport, & Gambles, 2003)

## 10. The research methodology should accurately reflect the characteristics of the research question being tested in theory.

With clear assumptions using long-term data and sometimes complex statistical analysis, the methods that psychologists often use as a valuable approach in human resource management research but there have some limitations. We believe that advances in human resource management theory and research require both quantitative and qualitative research methods. (Ridder,& Hoon, 2009)

In observing that, there is no information of HR operations then (Ngai, & Wat, 2006) human resource management research tends to progress using multi-party methods rather than the narrow insistence and superiority of specific methods. A recent examination found that leading journals in Asian countries are published on psychological researches. Human resource management and corporate journals are more diverse on psychologists' work in organizations. (Voskuijl, &

Evers, 2007) This article attempts to analyze the general criticism of psychological research in human resource management. Regarding this, we have acknowledged that some criticisms are at least reasonable. There seems to be a growing division among more researches in Southeast Asia, more units and management, pluralistic and multicultural perspectives. (Tsui, Nifadkar,& Yi, 2007).

There is explanation that the impression can be built from many psychological researches and we have defined what we believe is valuable work for HRM research. Like other branches that are interested in human resource management, we operate in the context of different countries including some that have strong pluralist institutions and values. (Siebert, Martin, Bozic,& Docherty, 2015)

Nevertheless, even in these countries, there is pressure for academics to produce researches that is accepted in standard academic journals. It has been argued that the articles appearing in HR and journals are more relevant to the psychological concept. If we accept this, human resource management has become at least partially psychologized and this reflects a large amount of credit in human psychological management researches. As already stated, it is criticized that other fields have less success in the development of in-depth theory and in-depth researches that attract human resource management researches more widely. Sometimes there is a tendency to offer important analysis of research often produced by psychologists. Therefore, we have established a framework for a more integrated approach in human resource management researches where psychology should be fully involved (Shannon & Alan, 2015).

We have first demonstrated the types of participation that we have in our mind of what we believe to be examples of emerging research topics such as the effects of Artificial Intelligence (AI). The first one is the similarity in work considering the context of growing economy. The second one is the emphasis on ongoing research topics close to the

question and study results of human resource management such as the link between human resource management, efficiency and well-being. The challenges in human resource operations and management on changing employment relationships in each of these areas find that psychology plays an important role. However, we have argued to do it as efficiently as possible. (Mark,2007) When it is set in a broader context of analysis, the instruments of modernization support this method in the knowledge (Daley, et al 2010). There is a lot of pressure and resistance in the organization to conduct researches on micro and regional topics using methods that are likely to be sought from journals in popular databases. (Arbaugh, 2010) It reflects the current management agenda. From accepting this, the researchers' excuse is what we may do is to ponder the researches so that even in the micro level and personal development topics, full consideration will be given to all of the criteria discussed. We set out to be an effective approach to HRM researches. There is a clear need to demonstrate the benefits of the challenging methods that we have described. (Meeker & Hong, 2014) In the meantime, we believe that support is needed to stimulate the strength and innovation needed. If researches on human resource management are flourishing and new policies emerge in academic events, the innovative researches in the category of psychology in organizations (Cummings, & Kiesler,2005) in Asia are ready to grow.

## 11. Conclusion of Recommendations

The content of the article is shared with the relevant Human Resources Development Committee, from the perspective of a psychologist, in an effort to understand the people to work with. The overall content is based on contemporary research that remains classic because it is a relevant definition to promote the organization's goals that affect the development and coping with the obstacles. Because psychology is one of the tasks that create a perfect fit in organizational behavior,

whether it is a private business organization or departments that bring psychology to use. Ability to focus on analysis at a personal level. The branch departments where psychology is still needed in all departments.

From the content, mention research results in all leading high-quality journals and processing for the benefit of this work as evidence of confirmation and as a way to create human resource development in the future related to the recruitment, training, equality, and suitability between human and work.

Internal strategies which are applying literature theory to modern era in order to understand that human resource and human resource academics are unable to be separated from each other in both tactics and operations. In order to create a way of thinking, reflecting the characteristics of questioning in a research, which the plaintiff and must solve reasonable in order to increase the efficiency of human resources to keep pace with the future.

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