

THE IMPORTANCE OF HUMANISTIC APPROACH IN HUMAN RESOURCE MANAGEMENT EDUCATION

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Abstract. Human resource management (HRM) education is one of the key aspects in the development of successful organisations and enterprises. HRM involves planning, developing, directing, and managing human resources so that they can contribute effectively to the achievement of organisational goals. The purpose of this study is to examine the importance of humanistic approach in HRM education. This research is a literature review that uses a qualitative method approach, which means it will analyse and interpret data by relying on information and text from various sources. The results of the study show that the humanistic approach in human resource management (HRM) education has a very important and significant role in creating an empowered, inclusive, and productive work environment. This approach recognises human values, individual uniqueness, and the importance of mental well-being in an organisational context.

Keywords: Humanistic, Education, HRM

Abstrak Pendidikan manajemen sumber daya manusia (MSDM) adalah salah satu aspek kunci dalam pengembangan organisasi dan perusahaan yang sukses. MSDM melibatkan perencanaan, pengembangan, pengarahan, dan pengelolaan sumber daya manusia agar dapat berkontribusi secara efektif terhadap pencapaian tujuan organisasi. Tujuan studi ini untuk menelaah pentingnya pendekatan humanistik dalam pendidikan MSDM. Penelitian ini merupakan kajian literatur yang menggunakan pendekatan metode kualitatif, yang berarti akan menganalisis dan menginterpretasikan data dengan mengandalkan informasi dan teks dari berbagai sumber. Hasil studi menunjukkan bahwa pendekatan humanistik dalam pendidikan manajemen sumber daya manusia (SDM) memiliki peran yang sangat penting dan signifikan dalam menciptakan lingkungan kerja yang berdaya manusia, inklusif, dan produktif. Pendekatan ini mengakui nilai-nilai manusiawi, keunikan individu, dan pentingnya kesejahteraan mental dalam konteks organisasi.

Kata Kunci: Humanistik, Pendidikan, MSDM

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INTRODUCTION

The education of Human Resource Management (HRM) plays a crucial part in solidifying the structure and accomplishments of thriving firms (Gadzali, Ausat, et al., 2023). Human Resource Management encompasses a wide range of activities, including strategic planning, skill development, effective leadership, and coordinated management of human resources, all aimed at accomplishing organisational objectives (Wahyoedi et al., 2023). The strategies and

tactics utilised in the HRM learning process hold significant influence in shaping the organisation and development of individual team members.

In the past, the prevailing approach to HRM education has predominantly focused on technical aspects, prioritising elements such as quantifiable staff planning, precise selection processes, systematic training programmes, and objective performance evaluations (Prastyaningtyas, Ausat, et al., 2023). In recent times, there has been a notable transformation in the perception of HRM, characterised by an increased recognition of the intrinsic human element within the field of human resource management (Kamar et al., 2022). The aforementioned phenomenon is not just a mere alteration, but also a progression that signifies a significant shift in human resource management (HRM) methodologies, which are now characterised by greater inclusivity and a fundamental focus on human welfare. This shift is occurring due to an increasing comprehension and profound recognition of the beneficial effects that can be produced by an approach that prioritises, comprehends, and acknowledges the human element in all facets of human resource management. Consequently, this shift has created ample opportunities for the development of approaches that specifically concentrate on the humanistic dimensions of HRM.

The humanistic approach encompasses a philosophical perspective that places significant importance on and acknowledges the inherent values and requirements within the human realm, particularly within the ever-evolving and intricate world of employment (Diawati, Gadzali, Abd Aziz, et al., 2023). The holistic perspective acknowledges that individuals possess an inherent capacity for growth, development, and exceptional contributions. This perspective emphasises the need of creating a work environment that fosters such growth and provides opportunities for individuals to realise their potential. The humanistic approach posits that each individual possesses significant untapped potential that may be realised through placement in a work environment that provides extensive support, prioritises employee pleasure, and fosters continual personal empowerment (Mustofa, 2022). Hence, the humanistic approach within the realm of HRM education entails a profound imperative to comprehend the psychological aspects that influence personality, the emotional aspects that propel motivation, and the social aspects that shape employee relationships inside the workplace (Rasim, 2008). Therefore, this methodology does not solely rely on technical skills for human resource management, but rather emphasises a comprehensive understanding of the intricate nature of individuals in the workplace. This understanding serves as the fundamental basis for implementing policies and practises that empower employees.

Nevertheless, despite the considerable potential inherent in the humanistic approach to significantly enhance employee well-being and enhance overall performance within the organisational structure, it is noteworthy that its implementation in the field of HRM education remains inconsistent and not fully widespread (Wikansari et al., 2023). This observation highlights the persistent reluctance of numerous organisations to deviate from traditional methodologies that prioritise technical aspects, often neglecting the significant impact of human values in shaping crucial factors such as intrinsic motivation, profound dedication, and employee satisfaction. These elements are integral to the principles of humanistic human resource management. The core idea is a request for a deeper and more comprehensive change in the fundamental framework, altering established ways of thinking and actions, with the aim of achieving a substantial reformation in the integration and functioning of HRM (Kruk et al., 2018).

Within the aforementioned framework, it is evident that there is a pressing need to undertake comprehensive study on the humanistic approach within the context of HRM education. It is widely acknowledged that incorporating humanistic elements into the curriculum of HRM education holds significant value in fostering a comprehensive comprehension of its importance. Furthermore, the effective implementation of this approach can yield favourable outcomes on various levels, encompassing the individuals within the workforce as well as the overall dynamics of the organisation (Muhamad et al., 2023). This research is anticipated to provide insights into the maximum potential that can be attained through the inclusion of humanistic elements in HRM education. It aims to uncover the underlying factors that have led to the growing urgency in adopting this approach. Additionally, it aims to provide concrete examples of how the integration of humanistic elements in HRM practises can foster favourable changes in employee attitudes, commitment, and performance. These changes, in turn, have a significant influence on the overall well-being of the organisation.

At first glance, it becomes evident that adopting a humanistic approach plays a crucial role in fostering the well-being of employees. This phenomenon emerges as a result of a profound acknowledgement of the psychological and emotional aspects that underlie fundamental human wants. When employees experience a sense of value and empowerment through this particular technique, it not only cultivates a heightened level of dedication towards their responsibilities and the overall organisation, but also establishes a robust framework for their overall well-being within the context of progressively intricate work dynamics (Setyawati et al., 2023).

Another issue of equal importance is the substantial influence on employee motivation and satisfaction. By conducting a more comprehensive exploration of the desires, ambitions, and aspirations of employees within the organisational context, companies not only foster profound intrinsic motivation but also facilitate the attainment of elevated levels of pleasure (Li et al., 2019). What is the significance of this? Due to the fact that elevated degrees of pleasure and enduring motivation possess a direct influence on productivity and the general effectiveness of a corporation. Moreover, the adoption of a humanistic approach holds the capacity to stimulate the personal and professional growth of personnel (Scholl et al., 2014). In addition to providing individuals with the chance to enhance their skills and progress professionally, this practise also fosters heightened commitment and longevity among employees inside the firm. Consequently, the company may achieve a heightened level of sustainability and productivity within its operational dynamics.

It is noteworthy that the humanistic approach holds considerable advantages for the prospective development of leadership. In the realm of HRM education, there is a specific emphasis placed on the cultivation of empathetic and proficient leadership abilities for individuals striving to become managers and leaders (Azzaakiyyah et al., 2023; Said Ahmad et al., 2023). This phenomenon facilitates the emergence of a cohort of individuals who possess heightened consciousness, enhanced adaptability, and increased agency when confronted with the constantly evolving complexities of the professional sphere. Nevertheless, the ramifications extend beyond the scope of individuals and leaders (Karneli, 2023). Through the implementation of a humanistic approach, the company can undergo a transformative culture transformation that yields positive outcomes across its entirety. The central focus of this transformation is the cultivation of a culture that prioritises inclusivity, collaboration, and the well-being of employees (Aisyah et al., 2023). The use of this strategy appears to foster an environment conducive to the growth and development of every individual.

The intricate global context cannot be disregarded. In the contemporary period characterised by global interconnectedness and the presence of diverse workforces and cultures, the adoption of a humanistic approach emerges as an essential strategy for enterprises to effectively address and overcome these complex difficulties (Dwivedi et al., 2022). Organisations enhance their ability to navigate global viewpoints by acquiring an awareness of cultural differences, demonstrating respect for employee beliefs, and effectively managing diversity (Rustiawan, Ausat, et al., 2023). This study underscores the necessity of a paradigm shift towards a more compassionate approach in the field of Human Resource Management (HRM) education. An in-depth examination of the successful integration of humanistic

components in human resource management (HRM) holds immense possibilities for the development of more empowered, inclusive, and sustainable companies. This research aims to explore the significance of incorporating a humanistic approach in HRM education. It is anticipated that the findings of this study will offer valuable insights and practical suggestions for organisations seeking to embrace this approach. The ultimate goal is to enhance employee performance and well-being, as well as foster an inclusive and sustainable organisational culture.

METHOD

This research is a literature review that adopts a qualitative approach, which means it will analyse and interpret data by relying on information and texts from various sources. The main focus of a qualitative literature review is to collate, evaluate and integrate existing knowledge on the topic under study, namely the importance of humanistic approach in HRM education. In this research, data will be collected from various sources relevant to the topic under study, such as scientific journals, books, research reports, and other articles. The data period covers the time from 2004 to 2023, which allows the researcher to see developments, trends, and changes that have occurred during this period.

The qualitative approach in the literature review allows researchers to describe and characterise complex and multidimensional issues in greater depth (Elo et al., 2014). In addition, this method makes it possible to involve multiple sources of information and cover a range of different viewpoints, thus enriching the analysis and strengthening the validity of the findings. The data collection process will involve meticulous text analysis, searching for information, and categorising relevant data for the research topic. Subsequently, the author will collate this information in a structured format, compare and synthesise findings from multiple sources, and identify patterns, themes and trends that emerge from the collected data.

One of the advantages of a qualitative literature review is its flexibility in understanding and explaining complex phenomena, as it is not limited by numerical or statistical constraints (Rahman, 2016). This method also allows researchers to gain deep insights into how the topic under study has evolved over time, as well as how concepts and understandings of the topic have changed over the years. In this research, it is important to scrutinise the reliability and credibility of the sources used, as well as critically analyse the information collected. With a qualitative approach, the researcher must be able to present findings objectively and reflectively, provide clear and accurate interpretations, and recognise the limitations of the methods and data used (Bradshaw et al., 2017). The conclusion of this research will hopefully

provide a comprehensive picture of the development of the topic under study over the 2004 to 2023 time period, and may also provide recommendations for further research that can broaden the understanding of issues related to the topic.

RESULTS

The field of Human Resource Management (HRM) education holds a pivotal and indispensable position within the ever-evolving and intricate realm of enterprises and organisations. Individuals, being the fundamental constituents of an organization's ability to maintain long-term viability and expand, assume the role of a representation of prosperity with the capacity to influence forthcoming trajectories and achievements (Farida & Setiawan, 2022). In a climate characterised by rapid and extensive transformations and a growing diversity, the significance of HR education becomes increasingly significant and evident (Kromydas, 2017). Within the domain of education that prioritises Human Capital, the humanistic approach undeniably assumes a pivotal role. This method serves as the foundation for a more comprehensive and profound comprehension of the various facets that encompass the human element within the work environment. The humanistic approach is not merely a framework, but rather a comprehensive exploration of the values that influence human identity (Werder, 2019). It seeks to uncover latent potentials that can be realised and comprehend the intricate nature of social interactions that contribute to the equilibrium within an organisational setting.

Therefore, this methodology establishes a connection between the technical aspects of human resource management and the profound human nature that constitutes the unique work experiences of individuals. This not only establishes a robust basis for personal and professional development, but also fosters a stable framework of overall welfare for the individuals comprising the labour force. By adopting this method, companies can attain greater sustainability and prosperity, all the while maintaining their commitment to values that foster diversity, inclusivity, and empowerment. The integration of scientific knowledge with a focus on the human element characterises human resources (HR) education with a humanistic perspective, surpassing traditional limitations and forming a cohesive entity (Hamadamin & Atan, 2019). There is a need to cultivate future leaders who not only possess extensive technical knowledge, but also have an awareness of the intricate emotional dynamics and social relationships that define the contemporary professional setting (Khan et al., 2020). Therefore, it facilitates profound transformation and enhanced significance in the manner in which businesses perceive, oversee, and appreciate their most crucial resource: the individuals comprising their workforce.

The incorporation of the humanistic approach in the realm of Human Resource Management (HRM) education serves as a fundamental basis that prioritises individuals as the focal point in all commercial and organisational strategies and decisions (Abdillah, 2022; Ausat, Risdwiyanto, et al., 2023). This perspective extends beyond the notion that individuals are a mere asset to be controlled and leveraged. This perspective encourages a comprehensive examination, acknowledging the multifaceted nature of humans, encompassing intricate requirements, varied objectives, emotions that shape behaviour, and untapped potential that may not have been fully realised. The educational curriculum in HR management that incorporates a humanistic perspective aims to cultivate a comprehensive comprehension of the various elements that influence the psychological, social, and emotional aspects of individuals within the workplace setting (Septianti et al., 2023; Tuhuteru et al., 2023). The examination encompasses not only the practical implementation of theoretical concepts, but also a comprehensive investigation into the impact of these factors on individual employee performance and satisfaction in a more personalised and significant manner (Kraugusteeliana et al., 2022; Subagja et al., 2022). This technique enables future leaders and management professionals to develop the ability to discern nuanced indicators in behaviours and interactions, hence influencing the development of more flexible, situation-specific, and human-centered strategies.

The implementation of this method in HRM education, which prioritises a humanistic perspective, holds the potential to cultivate more knowledgeable leaders and foster a more profound comprehension of the intricate nature of individuals within a constantly evolving business environment (Stankevičiūtė & Savanevičienė, 2018). These leaders will serve as facilitators of personal development, encompassing not only technical proficiency but also the exploration of creative and emotional capacities. In essence, the humanistic approach surpasses traditional limitations, promoting the embrace of a broader culture and facilitating more significant transformations within the company (Fahlevi, 2020). The educational framework for HR management, grounded in a humanistic approach, extends beyond the mere transmission of tools and techniques (Melé, 2016). It aims to cultivate a deeper understanding and proficiency that is attuned to the intricate human aspects within the realm of employment. By acknowledging and appreciating the varied requirements and capabilities of every individual, this methodology has the capacity to facilitate a significant overhaul in the management of human resources, resulting in extensive advantages for both employees and the entire company.

The humanistic approach chosen places significant importance on the personal and professional development of employees (Gabriel et al., 2014; Sutrisno, Ausat, et al., 2023). This technique goes beyond mere everyday chores, as it delves into the exploration of latent potential inside each individual, conducts analysis of profound interests, and formulates significant professional objectives. This approach encourages us to perceive each individual as a distinct creature possessing untapped talents and potentials. When human resource management incorporates a humanistic approach, it encompasses more than simply acknowledging the personal and professional requirements of individuals (Latemore et al., 2020). Instead, the focus lies on upholding the principles of every individual team member, thereby cultivating significant development. By using this strategy, human resource management is able to derive the benefit of creating comprehensive training and development programmes that align with the unique preferences and objectives of individuals. The outcome entails an unavoidable augmentation of motivation, since each endeavour for progress resonates with the intrinsic desires and thoughts of the personnel (Woolley & Fishbach, 2018).

It is imperative to acknowledge that the outcomes of this methodology extend beyond enhancing individual performance, encompassing a broader sphere of positive influence. Employees who experience a sense of recognition and empowerment, enabling them to cultivate their complete capabilities, typically exhibit heightened levels of engagement with their work and the overall business (Salamah, 2023). Individuals who have a profound sense of alignment between their personal aspirations and professional advancement are inclined to exhibit heightened engagement, resulting in a cascading impact on team efficacy and the overall organisational sustainability (Sutrisno, Sitinjak, et al., 2023; Tarigan et al., 2023). Therefore, the humanistic approach, which incorporates both personal and professional development, can be considered a comprehensive undertaking that transcends the traditional confines of human resource management. The objective is to establish a conducive setting wherever each person has a sense of acknowledgement, worth, and motivation to achieve their utmost capabilities. When such occurrences transpire, it is not alone the individual who experiences personal development (Kjellsdotter et al., 2020), but also the organisation which attains an elevated degree of accomplishment and expansion.

Furthermore, it is imperative to underscore that the humanistic approach places significance on fostering efficient communication between management and employees within an organisational context. Within this framework, the establishment of communication in an open and transparent manner transcends its basic function of information sharing. The aforementioned atmosphere fosters the belief that each individual's perspective holds

significance, hence cultivating a sense of appreciation and empowerment among employees (Raza et al., 2020). This, in turn, enables them to actively contribute to the long-term viability of the company. The significance of communication within a humanistic framework extends beyond the mere transmission of messages, encompassing instead profound exchanges that cultivate genuine relationships between management and employees (Sudirjo, Ausat, et al., 2023). Within this particular context, each and every employee experiences a sense of significance within the decision-making framework, possesses a strong alignment with the overarching vision and mission of the company, and is duly acknowledged as an indispensable component of a broader entity. Effective communication plays a crucial role in mitigating ambiguity and doubt, resolving possible disputes, and fostering trust among individuals at various organisational hierarchies (Ramadhini & Manafe, 2022). Consequently, the use of this method will lead to companies achieving an improved equilibrium between technical and human dimensions. Within a humanistic framework, the implementation of effective communication facilitates a more profound comprehension of the expectations, requirements, and goals of individuals across various levels of the organisational structure. By engaging in open and inclusive discourse, it becomes possible to accommodate divergent perspectives, so facilitating the emergence of sustainable solutions (Mensah, 2019). In essence, the establishment of robust interconnections among various tiers inside the organisation will serve as a durable cornerstone for reciprocal advancement, efficiency, and welfare.

In an environment characterised by growing complexity and dynamism, the field of human resource management (HRM) in education assumes a broader objective by embracing a humanistic perspective. This objective entails the instruction and promotion of leadership skills that prioritise the empowerment of individuals. Leadership in the humanistic approach goes beyond mere management, as it emphasises the role of leaders as growth facilitators (Basir et al., 2023). This approach fosters an environment wherein employees are regarded as participants in the pursuit of corporate objectives.

Leaders within the humanistic approach assume a more profound and influential position. Not only do they possess decision-making authority, but they also have a compassionate inclination towards providing help. They assume the responsibility of a mentor, offering guidance to employees through motivational guidance and offering proactive assistance as employees strive towards their objectives (Cahyono et al., 2023; Ismaya et al., 2023). This approach refrains from constraining the leader solely as a designer of tasks, but rather positions them as a facilitator of an atmosphere that incentivizes creativity and nurtures the development of innovative ideas. In the dynamic landscape of contemporary labour, the significance of

leaders who are committed to fostering employee empowerment is of paramount importance (Vu, 2020). The implementation of a humanistic approach fosters a sense of empowerment and recognition among employees, acknowledging their intrinsic value as persons. When employees are provided with adequate support to achieve their maximum capabilities, they experience a heightened sense of responsibility in contributing to the organization's value creation (Curado et al., 2022). This fosters an atmosphere conducive to the development of novel ideas and the emergence of unanticipated solutions. Therefore, the incorporation of a humanistic approach in HR management education not only imparts knowledge of management principles, but also cultivates the ability to effectively lead with empathy and sensitivity. This serves as the fundamental basis for a substantial transformation in organisational culture, because empowerment transcends being merely a theoretical construct and becomes intrinsic to every interaction and decision-making process. In conclusion, this particular strategy fosters a more profound connection between employees and the organisation, so exerting a favourable influence on the organization's performance and long-term viability.

In the dynamic realm of commerce, perpetual transformation is a prevailing characteristic. The use of the humanistic approach in HR management education additionally provides employees with the necessary abilities of adaptation and flexibility (Do et al., 2016). Individuals are instructed to approach change with a receptive mindset, surmount obstacles, and consistently acquire new skills necessary for adapting to a dynamic professional milieu.

The significance of including a humanistic approach in HR management education is underscored by the acknowledgment of individual variation. Each employee contributes their own individual background, ideals, and personal attributes to the work environment (Vo et al., 2022). This method promotes the cultivation of inclusivity and the cultivation of respect for diversity, fostering an environment in which each individual is embraced and esteemed, irrespective of their personal history or characteristics. In general, the adoption of a humanistic approach within the realm of HR management education yields several benefits, including enhanced organisational performance, increased employee happiness, and the cultivation of a favourable corporate reputation. Organisations may foster a healthy, collaborative, and inventive work culture by placing importance on the human component and recognising employees as valued individuals. This phenomenon not only yields immediate achievements but also establishes a robust framework for enduring expansion in the future.

DISCUSSION

The humanistic approach has made a significant contribution to the field of human resource management (HRM) education by exerting a profound impact on the development of work settings that place a high priority on the mental and emotional well-being of individuals (Lu et al., 2023). Within the context of a competitive company environment characterised by a focus on maximising output and adhering to stringent deadlines, the welfare of employees frequently becomes a secondary concern. Nevertheless, the humanistic approach arises as an illuminating resolution, offering a more comprehensive and holistic outlook on the significance of fostering the psychological and emotional aspects of employee well-being (Kozlowski & Ilgen, 2006).

In an era characterised by heightened competitiveness and increasing demands, the humanistic approach asserts that the consideration of mental and emotional well-being is vital and cannot be disregarded (Hanley et al., 2020). Instead, it serves as the fundamental basis for attaining optimal performance. By recognising the significance of maintaining a sound mental and emotional well-being as a fundamental basis for long-lasting productivity, this method sets the stage for transformative shifts in organisational culture. The focus of this initiative is to establish a work environment that prioritises not just productivity and performance, but also places significant emphasis on the safety and overall well-being of employees, recognising it as a fundamental value.

Organisations undergo a paradigm change in their perception of success by embracing a humanistic approach (Dierksmeier, 2016). From this perspective, the attainment of optimal performance is no longer considered as distinct from the well-being of the individual. Organisations can foster an environment in which employees feel acknowledged as multifaceted individuals by prioritising and providing extensive attention and support to their psychological and emotional well-being (Wakefield et al., 2021). This phenomenon is associated with a reduction in stress levels, enhancement of interaction quality, and facilitation of ongoing personal growth. Hence, the incorporation of a humanistic approach within HR management education provides a comprehensive framework that extends beyond the mere acquisition of managerial knowledge and abilities (Cardon & Stevens, 2004). The establishment of a comprehensive foundation for sustainable organisational expansion is facilitated, wherein the acknowledgment of employees' mental and emotional well-being is regarded as a fundamental component of genuine achievement. From a broader standpoint, the focus extends beyond mere productivity enhancement to encompass the long-term viability of

the organisation and a more meaningful and beneficial influence on the individuals comprising it.

Within this domain, the field of human resource management (HRM) education will assume a more comprehensive role by adopting a humanistic perspective. This approach will encompass many efforts that collectively build an ecosystem aimed at fostering the overall well-being of employees. By developing a more comprehensive comprehension of the intricacy of individual requirements, this methodology facilitates the implementation of initiatives and tactics that foster holistic welfare (Fallah Shayan et al., 2022).

The adoption of a humanistic approach in HR management education gives the opportunity to establish a more comprehensive and diverse employee wellbeing support programme (Cooke et al., 2022). In a more interconnected and rapidly evolving global landscape, these initiatives serve as platforms where organisational leadership can develop customised interventions to effectively address the mental and emotional obstacles that may emerge along an employee's professional trajectory. The range of programmes offered, including counselling support and stress management training, exemplify the organization's dedication to promoting the overall well-being of its team members (Wu et al., 2021). Furthermore, the humanistic approach places emphasis on the significance of incorporating flexibility into a well-rounded work environment. Acknowledging the intricate nature of individual requirements, human resource management that embraces this perspective promotes the establishment of a milieu wherein job flexibility transcends mere terminology. The focus of this study is to develop a system that facilitates a harmonious integration of employees' personal lives and work performance, hence eliminating the need for them to make sacrifices in either domain. In the present setting, the attribute of flexibility serves not only as a means to mitigate burnout, but also as a catalyst for employees to attain an improved equilibrium.

By implementing a humanistic approach in the realm of human resources management, organisational leadership assumes the role of a catalyst in fostering a work environment characterised by enhanced harmony and well-being (Sakarina et al., 2023). The acknowledgment of the beneficial effects of work-life balance has led management to assume a crucial role in building a work environment that fosters the well-being of employees. The impacts encompass enhanced production over an extended period, mitigated chance of detrimental burnout, and fortified connections between personnel and the organisation (Bakker et al., 2014). Therefore, this particular strategy presents a significantly wider and more comprehensive resolution to the various difficulties associated with the overall welfare of employees within the contemporary work environment.

Furthermore, the humanistic approach encompasses a more profound aspect of collaboration and ownership inside the organisational framework. The acknowledgement of each individual as a valuable entity establishes the basis for fostering supportive connections and fostering close collaboration among employees (Barker Scott & Manning, 2022). The objective is to create an inclusive environment where every team member is recognised for their own strengths and contributions, and is actively involved in pursuing the organization's goals and objectives. The use of a humanistic approach, which acknowledges and values the unique contributions of each individual, fosters heightened levels of intrinsic motivation among employees. Employees who perceive themselves as acknowledged and appreciated as unique individuals exhibit a heightened motivation to actively participate, offer creative input, and foster innovation within the context of organisational endeavours (Inam et al., 2021). Individuals see that their contributions and concepts are accorded significant value, hence enhancing their motivation to consistently deliver optimal performance.

Moreover, this methodology establishes an environment in which cooperation transcends mere abstraction and manifests as a tangible experience in all interpersonal engagements. Individuals are encouraged to actively participate in a collaborative environment, fostering the exchange of knowledge and personal development. This facilitates the establishment of a network of interpersonal connections that contribute to mutual enrichment and motivation, ultimately leading to the attainment of optimal outcomes. Organisations may foster a sustained culture of innovation by promoting a sense of ownership among individuals and embracing the diversity of ideas (Diawati, Gadzali, Mahardhani, et al., 2023; Sutrisno, Kuraesin, et al., 2023). The humanistic method, at its core, is more than simply applying theoretical notions; it involves a profound transformation of the underlying culture within an organisation (Rustiawan, Gadzali, et al., 2023). The objective is to establish an environment whose collaboration is motivated not solely by commercial requirements, but also by the aspiration to engage in mutual sharing, development, and prosperity. Organisations can foster an environment that cultivates a feeling of inclusion, so facilitating the development of a creative and competitive atmosphere (Saputra et al., 2023). Within this context, each individual assumes a significant role in contributing to the creation of a prosperous future.

When incorporating a humanistic approach into the field of Human Resource Management (HRM) education, it is necessary to undergo a significant and ongoing transformation of organisational culture in order to align with practical realities. The implementation of such a shift is not a simple or immediate process, but rather entails a comprehensive and profound transformation that encompasses all facets of the business (Harahap, Sutrisno, et al., 2023;

Sudirjo, Diantoro, et al., 2023). Nevertheless, notwithstanding its intricacy, the invaluable good potential that can ensue is noteworthy. The implementation of a humanistic approach necessitates a transformation in organisational culture, which entails fostering an environment that encourages introspection and wholehearted dedication from leaders and managers at all hierarchical levels (Zen et al., 2023). The establishment of a cultural framework that places significance on the intrinsic worth of every individual and fosters their personal development necessitates an ongoing and collective endeavour. The crucial factor for achieving success in this transformation lies in recognising that the adoption of humanistic values necessitates a steadfast dedication from all parties engaged in the process.

Incorporating leadership and management into the adoption of a humanistic approach constitutes a crucial undertaking within this process. The focus is not solely on altering viewpoints, but also on equipping individuals with the essential resources and competencies to effectively implement humanistic concepts in their day-to-day engagements with personnel. This necessitates that organisations allocate resources towards the education and enhancement of their managerial staff, providing them with a comprehensive comprehension of techniques to empower their subordinates by means of humanistic concepts. Undoubtedly, this profound cultural metamorphosis is a protracted endeavour. Nevertheless, by cultivating a profound understanding, demonstrating unwavering dedication, and making appropriate investments in the development of human resources, businesses can effectively steer themselves towards a more favourable trajectory. In the pursuit of sustainable growth and long-term success, it is imperative to cultivate an organisational culture that places high value on the well-being, individuality, and potential of each member (Ausat, Al Bana, et al., 2023).

In contemporary society, there is an emerging inclination among individuals to recognise the significance of prioritising human elements within the realm of the corporate environment (Marjani, 2023). The conceptualization of employees has evolved from being perceived as simply "resources" to acknowledging their individuality and recognising their vital role in shaping an organization's structure. The relevance of the humanistic approach in human resource management (HRM) education is expanding in light of the intricate and dynamic nature of the global work environment (Harahap, Ausat, et al., 2023; Harini et al., 2023; Prastyaningtyas, Sutrisno, et al., 2023). The use of the humanistic approach in HR management education facilitates a more profound acknowledgment of the existence of paradigm shifts within the realm of the business world. The paradigm shift from perceiving employees as simple production components to recognising them as individuals with distinct potential and contributions has occurred (Lemon & Verhoef, 2016). Therefore, this approach acknowledges

the necessity of comprehending and appreciating the human element in all facets of organisational activities.

The evolving nature of the global workforce necessitates adaptations in human resource management strategies, particularly with regards to work methodologies, interpersonal dynamics, and organisational values (Davidescu et al., 2020). The use of a humanistic approach is not solely a reactionary measure to adapt to change, but rather a proactive tactic to effectively address the challenges and prospects that emerge within a continuously shifting global context. In the context of advancing technology and expanding communication channels, adopting a humanistic approach is crucial in order to maintain a solid foundation that fosters recognition and value for employees within the framework of contemporary variety and complexity. The use of a humanistic approach in HR management education is not merely an alternative, but rather a must in the contemporary period (Fortier & Albert, 2015). This pertains to the appreciation of human potential, the acknowledgment of the distinct contributions made by each person, and the establishment of an organisational culture that supports both well-being and productivity. Therefore, when confronted with ongoing transformations in the corporate realm, the humanistic approach serves as a catalyst for a fundamental paradigm shift in our perception and administration of personnel.

The significance of humanistic methods in the field of human resource management education should not be disregarded while considering the ultimate stage of this discourse. By placing a significant emphasis on the well-being of employees, fostering empowerment via personal growth, promoting inclusivity across all dimensions, and using leadership practises grounded on empathy, firms may cultivate an environment that enables each individual to achieve their maximum capabilities. This method functions as an architecture for the construction of a work environment that matches the vision of the business with the well-being of the individual. The humanistic approach in the workplace extends beyond the mere pursuit of quantitative outcomes, instead emphasising the incorporation of qualitative values into all interactions and decision-making processes, so raising human dignity (Gadzali, Gazalin, et al., 2023). Therefore, as a result of this transformation, firms are able to effectively include employees and enhance the worth of each individual.

The enduring consequences of this approach extend beyond enhancing performance or fostering a more enduring employee-organization relationship. It delivers benefits that reach across all dimensions of the organisation, be it in terms of performance quality, employee development, or accomplishing corporate goals. Enhanced employee retention is a result of fostering an environment in which each member of the team perceives themselves as valued

and supported. This sets the foundation for sustainable productivity and organic growth. In conclusion, it is crucial to acknowledge that the incorporation of a humanistic perspective in the curriculum of HR management is a significant achievement towards attaining sustainable success and promoting ethical sustainability within the contemporary business environment. By incorporating human values into all facets of the business, we not only address current needs, but also establish a robust basis for a more compassionate future. This technique provides insight into our perception of organisations, labour, and the involvement of individuals inside them.

CONCLUSION

The humanistic approach plays a crucial and noteworthy role in fostering an empowered, inclusive, and productive work environment within the realm of human resource management (HRM) education. The framework acknowledges the significance of human values, the distinctiveness of individuals, and the relevance of mental well-being within an organisational setting. Organisations can foster an environment conducive to optimal employee development by placing emphasis on personal growth, proficient communication, empathic leadership, and acknowledgement of employee needs.

RECOMMENDATIONS

In view of all the above, this study arrives at a suggestion including: 1) Integration of Humanistic Approaches in the HR Education Curriculum: Schools and educational institutions offering HR programmes should ensure that humanistic approaches become an integral part of the curriculum. This can be achieved through teaching about psychological aspects, communication, leadership, and employee well-being. 2) Manager and Leader Training: Managers and leaders need to be provided with training that enables them to understand and implement humanistic approaches in the management of their teams. Skills in giving constructive feedback, listening with empathy, and motivating employees on a personal level are important. 3) Employee Welfare Support: Organisations need to adopt employee well-being programmes that accommodate their mental, physical and emotional needs. This can include psychological support, working time flexibility, and facilities and activities that enhance overall well-being. 4) Rewards and Recognition: Recognising and rewarding employees for their contributions is an important step in implementing a humanistic approach. It provides a sense of ownership, increases motivation, and creates a positive work culture. 5) Holistic Performance Measurement: In addition to measuring performance based on the

accomplishment of work tasks, consider performance measurements that include aspects such as collaboration, initiative, and contribution to a positive work culture. 6) Personalised Career Development: Pay attention to career development that matches employees' individual interests and strengths. This will increase their engagement in the long run and help build better competencies. 7) Evaluation and Adjustment: Conduct periodic evaluations of the implementation of the humanistic approach in the organisation. If needed, make adjustments to ensure that the approach remains relevant and effective. By integrating humanistic approaches in HR management education and applying them in organisational practice, we can shape a more humane, competitive and sustainable work environment. Employees who feel valued and supported will contribute to their full potential, creating a positive impact on overall organisational performance.

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