

DESIGNING THE FRAMEWORK OF HUMAN RESOURCE DEPARTMENT ECOSYSTEM IN INDONESIA: A GROUNDED THEORY APPROACH

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Abstract: Over the past ten years, ecosystems have drawn more attention from management researchers. Recent business and innovation studies have given the ecosystem approach much attention as a thorough method of comprehending multi-aspect situations. To the best of our knowledge, none of the articles covered the dynamic interaction between the players and elements that affect how the HR function develops; additionally, in light of how challenging it is for the HR division to manage its resources and work together with other players to build a BP role. Thus, this study aims to design a human resource department ecosystem (HRDE) framework by exploring the essential actors and factors of the same to ensure the collaborative efforts of different stakeholders in developing HR business partner roles in consumer goods companies. This study adopted the grounded theory approach to designing a comprehensive human resource department ecosystem framework. This study indicated that the proposed framework comprised three interconnected layers representing the stakeholders' micro, meso, and macro layers. This study provides a framework for companies to build a human resource ecosystem in developing HR business partner roles. The proposed human resource department ecosystem framework is new to the literature and provides a fruitful avenue for future research.

Key words: human resource department ecosystem, ecosystem framework, grounded theory, collaboration

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Introduction

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Ecosystems have drawn more attention from management researchers over the past ten years (Adner, 2017; Jacobides et al., 2018; Shorey et al., 2015). Since Moore (1993) first proposed the business ecosystem concept, which was motivated by the idea of biological ecosystems, management academics have researched ecosystems. Recent business and innovation studies have given the ecosystem approach much attention as a thorough method of comprehending multi-aspect situations. The ecosystem model is a popular way to illustrate cross-organizational cooperation (Kapoor, 2018; Moore, 1993). An ecosystem is a group of species, their environment, and their interactions in a geographic area (Miller and Spoolman, 2011). The term has its roots in ecology and biology. It is a self-organizing holarchic open system in natural or humanistic situations (Kay et al., 1999). Business, innovation, and entrepreneurship are among the most beneficial and successful approaches to studying and understanding numerous socioeconomic domains (Gobble, 2014).

Changes in human resource management (HRM) procedures call for internal organisational processes of mutual adjustment that aim to deal with these changes appropriately, resolve conflicts, and meet strategic needs (Ludwikowska, 2021; Seková and Ďuríková, 2016). It is a necessity to develop a human resource (HR) role as a business partner (BP) for the organisation to function strategically (Ulrich, 1996). Additionally, HR must be creative, departing from the established model of being restricted to people administration. Recognizing its limited resources, the HR department could not define a strategic HR function alone. As a result, to effectively manage organisational complexity and dynamics, it is necessary to recognise collaboration with multiple stakeholders beyond organisational boundaries (Snell and Morris, 2021).

Today's climate encourages collaboration more than ever because employees must work together across company borders (Morris et al., 2019). Relationships, partnerships, networks, alliances, and collaborations are essential, especially for prospering in this fast-changing world, and HR departments need to investigate sustaining as many of these as possible (Moore, 1993). The network's limits in this study's ecosystem might be the internal environment of the HR department, the interior of the company, or the external world outside the company.

Most of the studies examined elements that influence the HR role (Kim et al., 2017; Zhao et al., 2019), while other works discussed how the HR position influences HRM effectiveness (Yusliza et al., 2019) and organisational performance (Kuipers and Giurge, 2017). Of these, none of the articles covered the dynamic interaction between the players and elements that affect how the HR function develops and how challenging it is for the HR division to manage its resources and work with other players to build a BP role. This study suggests using the ecosystem idea to create the HRD ecosystem. Each ecosystem consists of several players working together to accomplish the ecosystem's objective.

Thus, from a holistic perspective, an ecosystem approach enables us to identify the internal and external actors and elements in building an HR position. It also explains

how actors collaborate and exchange services to achieve a common objective—forming an HR BP function. The actor-network concept developed by Ulrich and Dulebohn (2015) is further expanded in this study, highlighting various stakeholders as a part of the link between HR and the business. Using the grounded theory (GT) methodology, this paper attempts to fill the vacuum of earlier investigations. The study also aimed to define the framework of the human resource department ecosystem (HRDE) in consumer goods companies in Indonesia. The following section reviews existing literature related to the human resource department ecosystem. In the next section, the principles of the GT method are briefly explained, and the exact process of the current research is defined in detail. The analysis of actors, activities, and interactions is presented. In the last section, discussions, the study provides theoretical and operational implications.

Literature Review

Scholars have long argued about HR's strategic role in aligning a company's business objectives (Kim et al., 2017) and that HR should be considered a business partner (Bainbridge, 2015). In 1996, Ulrich introduced an HR BP role comprised of strategic partners, administrative experts, employee champions and change agents. Each function's focus and unique expertise cannot be separated. HR is advised to execute a BP role to deliver value to stakeholders (Ulrich et al., 2008). As a partner, HR must have a vision or strategy to prioritize people's work and investments within goal achievement (Ulrich et al., 2008). Furthermore, HR's strategic role is apparent through its involvement in decision-making (Zhao et al., 2019). HR should develop its roles and execute its strategies and policies by collaborating with stakeholders to achieve this goal.

Previous studies found several internal and external factors influencing HR roles within a company. The most widely discussed internal company factor influencing HR roles is top management support (Antila and Kakkonen, 2008) that; their perception of HR furthers the company's objectives, demonstrating its trust, and delegates implementation (Brandl and Pohler, 2010). Another study concludes that HR and line managers (LM) assume responsibility for the strategic imperative and traditional executor role. LM involvement increases responsibility for and participation in shaping the HR role (Hassan et al., 2015). The relationship between adopting an HR information technology (IT) system and HC roles could be found in the study of Fenech et al. (2019), that the use of an IT system is related to strategic HR involvement and impacts day-to-day HR practices. Intarakumnerd (2017) emphasizes the importance of company culture to receptivity towards new ideas and knowledge in developing strategic HR roles. Ulrich and Dulebohn (2015) have analyzed the external environment of customers, investors, competitors, communities, universities and the government, considering these to be HR's external stakeholders to be collaborated with. Intarakumnerd (2017) emphasizes collaboration with universities in attracting local talent. Applying institutional and

contingency theory, Kim et al. (2017) find HR departments are more involved in strategic activities when they have numerous external networks.

The shift toward a strategic BP emphasizes HR's importance in supporting a company's competitive advantage (Ananthram and Nankervis, 2013), leading to its enhanced performance. To execute the company's BP role, the HC department must implement changes (Francis and Baum, 2018), which implies that it should adapt and innovate. Several challenges involve balancing a company's routine administrative tasks with commercial strategy initiatives (Ananthram and Nankervis, 2013) and aligning HR staff's capacity, enabling them to meet strategic requirements (Caldwell, 2008). To meet the requirements of a complex environment and given its limited resources, the HR department is most likely to increase its strategic complexity (Snell and Morris, 2021) by developing interdependencies with other parties to manage its activities as a strategic BP. The HC department should reorganize its internal structure to match its proposed role (Ulrich et al., 2008) while considering its HR competency (Ulrich et al., 2013).

A biological system composed of all the species found in a specific physical environment, interacting with it and each other, is how the term "ecosystem" is defined. Similarly, complicated systems are also extensively used (Shea and Chesson, 2002). According to the definition, the multi-stakeholder organisational structure that materialises a shared value proposition is what is meant by the term "ecosystem" (Adner, 2017; Jacobides et al., 2018; Kapoor, 2018). Compared to other collaborative conceptions, ecosystems differ in two ways: complementarity and interdependence coexist, and the system is not entirely hierarchically controlled (Jacobides et al., 2018; Kapoor, 2018). Additionally, scientists have begun investigating the variety of ecosystem targets by classifying them into many categories, such as commercial goals intended to create competitive advantage, innovation, or economic advantage (Scaringella and Radziwon, 2018). According to Moore (1993), a business system is analogous to a biological system in that it involves the interaction and existence of enterprises looking for new ideas in a business environment. A range of individuals interacting closely inside and outside the cluster can make up an ecosystem. Furthermore, just like a specific species does in a biological ecosystem, every member of the ecosystem ultimately shares in the fate of the network (Iansiti and Levien, 2004). Aarikka-Stenroos and Ritala (2017) emphasize the co-evolution of competition and collaboration in business ecosystems, while Kapoor (2018) also emphasizes the coexistence of interdependence and complementarity among actors.

The rise of the ecosystem approach has recently impacted the field of human resource management. Some studies apply the ecosystem approach in various contexts (Garavan et al., 2019; McLeod and Nite, 2019; Meijerink and Keegan, 2019). For example, Meijerink and Keegan (2019) argue that the ecosystem is essential in HRM practises in the gig economy. Garavan et al. (2019) consider the interdependencies in international HR development among its actors through meta-synthesis analysis. McLeod and Nite (2019) argue that the rugby market is a human

capital ecosystem with many actors responsible for producing aspirational value. Some of the few studies that discussed the ecosystem theme as the emergence approach in viewing a more complex human resource management are those by Snell and Morris (2021) and Roundy and Burke-Smalley (2022). Snell and Morris (2021) advocated for HR to be viewed as a more complex ecosystem, claiming we must frame HR as more complex to address alignment challenges in modern organisations. Roundy and Burke-Smalley (2022) proposed an entrepreneurial ecosystem model in human resource management (HRM) activities such as talent acquisition, learning and development, performance management and rewards, and retention. Due to the HC department's limitations in achieving the business partner role, which aligns with the business ecosystem concept where "no single firm has all of the required specialised knowledge and managerial resources necessary for the entire system". Moore (2006), the ecosystem theory is appropriate for application in developing HC roles. Furthermore, the HC department is viewed as a complex system in which many stakeholders cooperate, collaborate, and influence its roles, which could be conceptualised as an ecosystem.

Valkokari (2015) added that system boundaries are established to limit the ecosystem's analysis scope. It can be established by geographic extent, time scale, etc. Furthermore, understanding the overall dynamics of complex systems requires an ecosystem approach to see how resources are integrated considering different system layers (micro, meso, macro) (Beirão et al., 2017). Chandler and Vargo (2011) proposed three layers of a multi-layer context perspective in the service ecosystem: micro, meso, and macro. The microlayer represents individual actor interactions, the meso layer represents a network of relationships, and the macro layer represents the broader institutional context (Ciasullo et al., 2020). Organizational levels are divided into the multi-level theory to create the micro-level, meso-level, and macro-level perspectives in addressing such phenomena (Kozlowski and Klein, 2000). Intra-individual, individual, unit, organization, and outside are the levels of organization mentioned (Renkema et al., 2017).

A study of ecological theory by Bronfenbrenner (1981) explained that different environmental systems influence human development, namely microsystem, mesosystem, exosystem and macrosystem. In identifying network boundaries in developing HR-BP roles, this study took environmental layers and used organizational boundaries to define each ecosystem boundary. Here, the micro-tier boundary is within the HR department, the meso-tier boundaries are inside the organization, and the macro-tier boundaries are outside the company. Additionally, when (Adner, 2017) and Kapoor (2018) are combined, the business ecosystem has three characteristics, namely: 1) activities: particular tasks performed by the actors in developing value proposition; 2) actors: people or things who carry out activities; and 3) interactions: interactions between actors in the ecosystem. Each micro, meso, and macro ecosystem layer contains these characteristics. To capture the interdependencies, coordination and alignment that emerged at each layer, the

ecosystem view aids in the identification of activities, actors and interactions in the development of HR roles.

Materials and Methods

This study uses grounded theory as a specific data collection and analysis method or a theory based on a data set (Saunders et al., 2009). "A systematic, inductive and comparative approach for conducting an inquiry to construct theory," according to Bryant and Charmaz's definition of grounded theory in 2007. This method is beneficial when few or no theories are available to explain a particular phenomenon (Creswell, 2012). As previously stated, there are gaps in the theories and frameworks that human resource departments must address as they develop HR roles. As a result, studying, illuminating and developing theories about these ecosystems can be accomplished using the grounded theory approach. The authors are directed to create a comprehensive and original HRDE framework based on grounded theory's goals, features and characteristics.

The data has been collected from ten HC directors and managers as informants. Table 1 provides an overview of the demographic information of the research participants. This study employed the convenience sampling method, which entails gathering information from members of the population who are readily available to provide preliminary information in a timely and cost-effective manner (Bougie and Sekaran, 2019). Participants from different backgrounds and businesses were selected to understand the actors involved in developing HC roles. Convenience sampling was chosen to assess the experiences and opinions of HC professionals with in-depth knowledge and practical experience. Nevertheless, participants must meet the main criterion of being HC professionals and occupying management positions in manufacturing companies.

Each interview lasted between one and one and a half hours. The conversation was audio recorded and subsequently transcribed verbatim. The written text, audio recording, and observation of body language and nonverbal cues during the interview helped interpret the meaning. Due to the pandemic situation of COVID-19 and the need for data saturation, the data has been collected in two phases, the first phase is between August 2020 and September 2020, and the second phase is from January 2021 to May 2021. Based on the grounded paradigm theory, the analysis was started from the data, then reflection on the perceptions of value and the participants' feelings regarding the development of HC in consumer goods firms (Charmaz, 1996).

Table 1. Overview of informants

Feature	Participants (n=10)	Number	Percentage
Job position	Director	4	40%
	Manager	6	60%
Age group	31 - 40 years	4	40%
	41 - 50 years	5	50%
	> 50 years	1	10%
Gender	Female	5	50%
	Male	5	50%
Working Experience	6 - 10 years	4	40%
	11 - 20 years	4	40%
	21 - 30 years	2	20%

Data Analysis

The data has been analysed using multiple analysis phases from the individual interviews, including open coding or compilation, axial coding or disassembly, and selective coding or reassembling (Corbin and Strauss, 1990). Open coding is dissecting, analysing, contrasting, classifying, and understanding the data. Using an iterative approach, axial coding entails describing and classifying the data into analytical categories and themes. Creating the tale, reviewing the categories again, and figuring out how the categories relate to one another are all steps in the selective coding process (Corbin and Strauss, 1990). The topics were reorganised into categories with similar ideas, concepts, or themes after the transcripts were sorted into groups with the same code. To enable data interpretation and improve the validity of the analytic procedure, each category was thoroughly discussed among the researchers. After multiple stages of deduction and analysis, axial coding was utilised to uncover three main themes. Finally, selective coding provides guidance for interpretation and meaning, justifications, deductions, inferences, links, and handling competing justifications. Finally, key themes-related representative and illustrative excerpts were picked. Although there may be discrepancies among the organisations evaluated, the findings about the study's specific aims were comparatively similar.

Research Results

As previously indicated, the researchers categorise the data into an ecosystem's micro, meso, and macro limits. At the macro level, the study highlights the individuals and variables that, like other business endeavours, promote the growth of the HR business partner function. The players, variables, and complexity of the relationships that affect how the HR position develops within the organisation are represented by the meso layer. The HR department's actors and elements are at the

micro level. Additionally, the findings were divided into actors, activities, and interactions at each system tier to reflect better the nature of involvement with the HC department (see Figure 1).

Macro-Layer of the Ecosystem

Partnering with outsourcing firms and vendors (OV) is necessary to support strategic and administrative HR roles. Interviewees said that HR works closely with OV on most administrative activities, while there were times when external specialists, like consultants for strategy planning, were needed. Administrative tasks like hiring and payrolling are frequently outsourced, as will be explained below:

"(We use) payroll vendors, training vendors, consultants, Organization Development consultants, and manpower outsourcing vendors who collaborate with us."

HR also works with other professionals, such as consultants, lawyers, and other external partners, to complete strategic responsibilities. Interviewees emphasised the value of internal staff training programmes for employee growth, although external mentoring is seen as adding to expertise. The benefit of learning from experts partially explains that training providers are HR partners in building employee capacity. HR's everyday operations are supported by various vendors, including those in the recruitment, IT, and content and design industries. An external consultant supports the strategic HR position in organisational development, employee performance evaluation, talent management, and culture design implementation.

Also, HR works in partnership with companies and professional groups to better fulfil BP's role to learn more about business acumen-related competencies and HR-related issues. Business associations help HR professionals by strengthening their competencies and boosting their access to information about business acumen, making them more competent BP. Members of professional associations, primarily HR practitioners from different firms, contribute to advancing HR-related knowledge, including HR competencies and governmental requirements.

The neighbourhood residents who are socially impacted by the company's presence are community members. The company supports the neighbourhood by recruiting persons with the necessary talents while fostering a mutually beneficial working environment to reach a mutually beneficial balance of interests. HR aids in the company's operation as a type of BP by encouraging and upholding successful community cooperation. HR frequently participates in company events like corporate social responsibility (CSR) programmes or marketing fairs to increase local community engagement with the business.

To assist these institutions' designed initiatives, such as recent graduate recruiting, internships, guest lecturers, and expert-led consultancies aimed to boost company branding and campus engagement, HR departments have also worked with them. Through activities like job fairs, HR establishes relationships with specific colleges to entice new talent to meet certain criteria. Such collaboration's training initiatives and research aim to advance academic knowledge. Additionally, HC practitioners

value academics' insights into HR theories that businesses may apply, strengthening industry-academic collaboration and enhancing business practises. As a result of this win-win cooperation, HR becomes a strategic business partner for the organisation. The government manages labour-related or employee-related concerns and is the ultimate actor. The majority involve labour relations, part of HR's responsibility as an employee champion focusing on workers' interests. Industrial relations that the government governs are essential to the manufacturing industry because they control how organisations and employees interact with trade unions and HR as a business partner. HR collaborates with attorneys in industrial relations to analyse documentation required by the government. Supporting the government's provision of apprenticeships is another joint endeavour.

Meso-Layer of the Ecosystem

The top management helps and delegates HC-related matters to HR, whose support and trust of HR leaders are important for HR to implement its initiatives and activities and attain individuals' business-related agendas. When TM wants to extend its product line or target markets, TM is faced with novel work concepts that require HR to act as a change agent and go-between between employers and employees. Thus, HR must provide advice on pertinent topics and analysis to support its decisions. The growth of HR's function as a business partner and change agent for a firm depends on this cooperation.

The LM, the second actor, describes the executives in charge of various duties. Effective communication and cooperation with other corporate leaders are necessary to establish an HR BP. The LM needs HR to be an authority on personnel matters and a proactive collaborator in talks about people-related business decisions. HR needs the LM to be completely accountable for the individuals under his or her supervision. This need is met by the Human Resource Business Partner (HRBP) job. HRBP aids business executives in maintaining good communication between HR and LM by acting as an HR representative for each department. HR becomes a strategic BP when HR and business leaders work together to allow HR to participate in business decisions through each commercial function.

The company culture and the deployment of the HR IT system serve as supporting aspects for the HR position. Many HR-related tasks are facilitated by digitalization to be carried out more quickly and easily. By incorporating data analysis into the decision-making process for business decisions relating to HR, adopting this digital HR enhances the supply of administrative services to employees and makes HR more strategic. By reducing the administrative burden and allowing HR to concentrate more on its strategic function, an HR information technology system, or HRIS, is adopted. Participating organisations tend to make substantial use of digital HR records in the form of HRIS, and chatbots on other digital platforms make it easier for HR to provide feedback on employees' common issues.

The next contributing aspect is the current corporate culture. Where the business culture, which was initially moulded by TM and afterwards spread by the HR change agent, complements HR's job, it can be well-developed. The company's perspective

on the significance of its employees' agendas must be considered when discussing HR's strategic position as a business partner. This situation includes how a company views the value of human resources, how its organisational structure is determined, how its leader participates in business decisions as a board representative, and, finally, how the employees' goals align with business objectives to become a part of the company culture. As evidenced by the earlier discussion of HR leaders' involvement in board meetings and the decision-making process, the latter is crucial in determining HR's function. An HR representative's participation on the board is part of how the company develops its HR structure. Instead of just performing administrative duties, HR can play a strategic role in a company's commercial success.

Micro-Layer

The HR leader's responsibility as a board representative is to escalate HR issues connected to corporate strategy. The HR leader and TM have a direct communication channel and work together to ensure that HR has an equal voice to other functions in resolving any business-related issues. HR is involved in business strategy decisions due to the interaction and collaboration between HR leaders and TM. The HR leader escalates and discusses HR issues affecting the organisation to assist TM in making business decisions. The following informant's opinion reflects how the HC issue is integrated into business strategy and decision-making:

"In every discussion about the company strategy, I am always involved, and there is always a strategy regarding people, organization, capability, and culture. Therefore, it is impossible; our chairman never discusses a strategy without an HC representative present. There always will be, and HC will always be part of the strategy".

Relevant skills, abilities and HR structure play supporting roles in determining HR jobs. The competencies of HR business credibility, HR knowledge and general competency are among those listed. It is stated that HR business credibility is a crucial ability to develop and that HR should be the business' SP in this area. Due to their business credibility, HR can have productive dialogues with other business functions about making people-focused business decisions on an equal footing with other business leaders. To offer business leaders solutions from HR's perspective, HR must also understand HR expertise competencies. HR should be proficient in all critical disciplines, from hiring, salary, benefits, and employee development through firing. When business leaders request feedback on any HR-related subject, HR can deliver it thanks to competency mastery. HR must have strong communication skills to convey the significance of individuals' commercial ambitions.

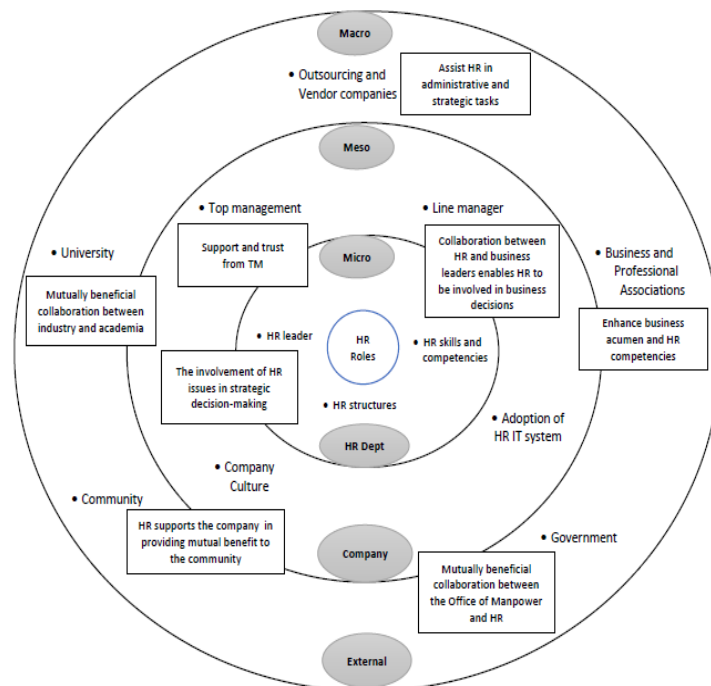


Figure 1: The Human Resource Department Ecosystem

Discussion

On the basis of open coding, axis coding and selective coding, the category of influencing actors and factors in building human resource roles is extracted based on the ecosystem theory. Afterwards, the influencing factors of the human resource role and its framework are built in Figure 1. The final structure was composed of three interconnected layers: the microlayer, which is located inside the human resources division; the meso layer, which is located inside the business; and the macro layer, which is located outside the business. A similar finding was reported by Bronfenbrenner (1981). He explained that different environmental systems influence human development, microsystem, mesosystem, exosystem and macrosystem. In identifying network boundaries in developing HR-BP roles, the researcher took environmental layers and used organizational boundaries to define each ecosystem boundary. The micro-tier boundary is within the HR department, the meso-tier boundaries are inside the organization, and the macro-tier boundaries are outside the company.

Additionally, Adner (2017) and Kapoor (2018) combined the business ecosystem has three characteristics, namely: (i) activities: particular tasks performed by the actors in developing value proposition; (ii) actors: people or things who carry out activities; and (iii) interactions: interactions between actors in the ecosystem. Each micro, meso and macro ecosystem layer contains these characteristics. Also, for

capturing the interdependencies, coordination, and alignment that emerged at each layer, the ecosystem view aids in the identification of activities, actors, and interactions in the development of HR roles.

Besides that, Beirão et al. (2017) integrated considering different system layers (micro, meso, macro) to understand the overall dynamics of complex systems requires an ecosystem approach. Also, Chandler and Vargo (2011) proposed three layers of a multi-layer context perspective in the service ecosystem: micro, meso, and macro. They added that the microlayer represents individual actor interactions, the meso layer represents a network of relationships, and the macro layer represents the broader institutional context (Ciasullo et al., 2020). Kozłowski and Klein (2000) divided organizational levels in the multi-level theory to create the micro-level, meso-level, and macro-level perspectives in addressing such phenomena. (Renkema et al. (2017) also mentioned that intra-individual, individual, unit, organization and outside are the levels of an organization.

Conclusion

In conclusion, the HR department has become a crucial strategic business partner in consumer goods corporations. Despite its drawbacks, the ecosystem approach helps understand the multifaceted phenomenon and creates the human resource role. It is vital to perform theory-building research to advance the associated knowledge because this technique is becoming increasingly common in more diverse domains, such as business and innovation. The researchers created the ecosystem framework for the human resources department using the grounded theory method and its unique constructivist approach. With the help of the grounded theory methodology, this study successfully designed the ecosystem's framework for the human resource department, which had not been extensively researched and defined.

Research Implications

This study focuses on the collaborative value and coordination mechanism to understand the evolution of the human resource business partner position. It offers significant research value and is useful in helping businesses reach their human resource transformation goals. First, the findings enable the creation of a framework that will aid company executives in comprehending the implications resulting from stakeholder interdependencies in the multi-layer ecosystem perspective and how they will affect the strategies and performance outcomes of the HC department in performing business partner roles. Second, the researchers advise practitioners to concentrate on comprehending the ecosystem's exterior and internal environments. Understanding how external stakeholders, including the university, community, businesses, professional groups, and government, contribute to the ecosystem's performance is crucial for boosting its resilience. Understanding their responsibilities and effects helps ecosystem partners establish long-lasting, trust-based relationships. The ecosystem orchestrators and partners of the future should be educated. The present research advises businesses, governments and educational

institutions. As opposed to conventional (internally focused) corporate management, ecosystem orchestration and participation demand a distinct mentality.

Limitations and Recommendations for Future Research

Due to the qualitative nature, this study was only initially conducted in Indonesia's competitive consumer goods sector. Future researchers can improve the research findings by considering samples from various sectors. Also, surveys are required to experimentally assess and enhance the ecosystem model of the human resources department. To broaden this research stream, more studies are critically required.

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PROJEKTOWANIE RAM EKOSYSTEMU DZIAŁU ZASOBÓW LUDZKICH W INDONEZJI: UZIEMIŁONE PODEJŚCIE TEORII

Streszczenie: W ciągu ostatnich dziesięciu lat ekosystemy przyciągały coraz większą uwagę naukowców zajmujących się zarządzaniem. Ostatnie badania biznesu i innowacji poświęciły wiele uwagi podejściu ekosystemowemu jako gruntownej metodzie zrozumienia wieloaspektowych sytuacji. Zgodnie z naszą najlepszą wiedzą żaden z artykułów nie dotyczył dynamicznej interakcji między graczami i elementami wpływającymi na rozwój funkcji HR; dodatkowo, biorąc pod uwagę, jak trudne jest dla działu HR zarządzanie swoimi zasobami i współpraca z innymi graczami w celu zbudowania roli BP. Dlatego niniejsze badanie ma na celu zaprojektowanie ram ekosystemu działu zasobów ludzkich (Human Resource Department Ecosystem - HRDE) poprzez zbadanie jego podstawowych aktorów i czynników, aby zapewnić wspólne wysiłki różnych interesariuszy w rozwijaniu ról partnerów biznesowych HR w firmach zajmujących się dobrami konsumpcyjnymi. W tym badaniu przyjęto podejście teorii ugruntowanej do projektowania kompleksowych ram ekosystemu działu zasobów ludzkich. Badanie to wykazało, że proponowane ramy obejmowały trzy połączone ze sobą warstwy reprezentujące warstwy mikro, mezo i makro interesariuszy. To badanie zapewnia firmom ramy do budowania ekosystemu zasobów ludzkich w rozwijaniu ról partnerów biznesowych HR. Proponowane ramy ekosystemu działu zasobów ludzkich są nowością w literaturze i zapewniają owocną drogę do przyszłych badań.

Słowa kluczowe: ekosystem działu zasobów ludzkich, ramy ekosystemu, teoria ugruntowana, współpraca

印度尼西亚人力资源部门生态系统框架的设计：扎根理论方法

摘要：在过去的十年中，生态系统引起了管理研究人员的更多关注。最近商业和创新研究已经给予生态系统方法作为理解多方面情况的彻底方法的广泛关注。据我们所知，没有一篇文章涉及影响人力资源职能发展的参与者和要素之间的动态互动；此外，鉴于人力资源部门管理其资源并与其他参与者合作以建立BP角色的挑战性。因此，本研究旨在通过探索基本参与者和相同因素来设计人力资源部门生态系统(HRDE)框架，以确保不同利益相关者在发展消费品公司的HR业务合作伙伴角色方面的协作努力。本研究采用扎根理论方法设计了一个全面的人力资源部门生态系统框架。这项研究表明，拟议的框架包括三个相互关联的层，分别代表利益相关者的微观、中观和宏观层。本研究为公司在发展HR业务合作伙伴角色时构建人力资源生态系统提供了一个框架。拟议的人力资源部门生态系统框架是文献中的新内容，为未来的研究提供了富有成效的途径。

关键词: 人力资源部门生态系统, 生态系统框架, 扎根理论, 协作