A Review on Human Resource Management based on Local Wisdom

by Nur Wening

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Abstract

The critical discourse in management studies has begun to emerge and received serious attention from experts with different scientific backgrounds. Human resource management (HRM) as one of the focuses in management studies has now been reviewed from a variety of critical perspectives which involve multidisciplinary approaches. This article aims to review previous works on social capital and local wisdom in various fields of study, which are then analyzed more specifically from the perspective of HRM. In order to bring local wisdom as a new discourse in HRM, this article presents a depth review on related articles that are relevant to the topic. The reviewed articles are collected from various sources were critically identified in terms of the methods/models, benefits, and limitations. After the collection and identification, mapping of the review results was conducted to find a gap which would serve as an opportunity for researchers who are concerned with critical management studies, especially related to the use of social capital sourced from local wisdom in the maintenance of human resources. Local wisdom-based HRM is the revitalization of local and traditional values that are commonly found in various regions in Indonesia that could be the beginning or inspiration for researchers to explore social capital in corporate contexts in the future. This article also provides new insights to be developed by HRM researchers in the future, that local wisdom can be an alternative in human resource management in line with the strengthening of critical management study.

Keywords
Social capital; Human capital management; Human resource management; Local wisdom.

1. Introduction

Along with the development of global political economy, there is a shift in perception in observing human existence and function in organizations. Humans are no longer positioned as a part of an alienated and subordinated production tool in production processes. Such shift has made human resources an important capital in determining the value of a company. Although technology is developing more rapidly that it replaces the role of humans in the operations of a company, humans with their intellectual capital still become the source of company's innovation. Thus, research on human resource management (HRM) in organizations always becomes a strategic and actual issue. Regarding this strategic value of human capital, various aspects related to human resources are always crucial to be taken into account and capitalized by companies in terms of maintaining their human resources. The ability of the management to meet complex and multidimensional human needs will determine the performance of this vital resource. Awareness of humans' strategic position in development has begun since 1960s. This started when Schultz, (1961) considered that humans serve as an important capital in corporate investment. Given that humans are a part of social structure that are involved in social interaction, other researchers such as Coleman (1988) also emphasizes that social capital serves as a dimension that could improve individual performance in a company.

Along with global development and the development of discourse in post-modernism, Bourdieu (1986), assumes that social capital and cultural capital become strategic and crucial capitals that are an integral part of organizations' external environment. Therefore, a company shall include the community and environment where the company is located in the company's strategic policies. Policies regarding meeting the needs of human as a production actor is also strengthened by Maslow's hierarchy of needs, as explained by McLeod (2018), in which one of the most important human needs is recognition and self-actualization. In meeting these needs, local wisdom-based cultural expressions require special attention to create social cohesion in it.

The idea that local wisdom serves as the basis of HRM has encouraged the researcher to conduct a review of a number of journals discussing similar topics. There are at least two arguments why the researcher reviewed local wisdom, namely: First, there is limited or even there are no studies

on local wisdom in HRM found in a number of published articles, making this topic unique, distinct and novel in the study of HRM. Second, bringing up local wisdom in HRM studies is an attempt to criticize the mainstream of modern management studies that tend to be positivism and disregard local values. Capitalizing local wisdom as a part of social capital in human resource management is an example of the perspective of critical management studies, as pioneered by Bourdieu and a number of other post-modernism philosophers.

The objectives of this review are:

- To map the discourses in human resource management studies in order to find out the position and novelty of local wisdom-based HRM studies among various previous studies;
- To critisize the mainstream of HRM studies in the midst of globalization;
- To revitalize local wisdom in HRM studies so as to enrich management studies.

The rest of this paper is organized as follows: Section 2 presents rudimentary of HRM; Section 3 presents a review of social capital and human capital management as well a review of human resource management based on local wisdom; Section 4 presents open research problems; Finally, Section 5 concludes this work.

2. Rudimentary

The HRM discourse contains a variety of theories, concepts, and perspectives from experts and observers. This review is based on several critical theories proposed by experts, including: First, classical theory of alienation proposed in Axelos, *et al*. (1976). This theory explains that the industrial production process emerging under capitalism made workers lose control over their lives because they no longer had control over their works. These workers never became autonomous, i.e. humans who express themselves in their own sense, but they express themselves through a way desired by the bourgeoisie. Alienation in a capitalist society occurs because in work, each person contributes to shared prosperity. However, they can only express the social aspects of individuality through a production system that is not socially or publicly owned. However, this also applies to privately owned companies, where each individual serve as an instrument, instead of a social creature.

Marx attributed four types of alienation to workers under capitalism, namely (1) humans alienated from the nature; (2) humans alienated from themselves and from their own activities; (3) humans alienated from species-being (from his-being-as a member of human-species); and (4) humans alienated from other humans.

Marx's analysis faced various challenges and it was difficult to realize in liberal western countries. However, the spirit to respect human position in modern management was practically translated by Schultz (1961) by proposing Human Capital theory. This theory explains that both knowledge and skills are the manifestation of capital that can be used as investments. Before proposing this theory, he studied the condition in western countries where national output was achieved as a result of human capital investment. In his opinion, education, training and health are the forms of investment which may lead to opportunities and choices that should be available to many individuals. In the processes, Schultz compared the acquisition of knowledge and skills to obtain production tools.

At Schultz's era, economists lacked confidence to make investments in humans and considered such investments as unprofitable. Workers no longer depended on the mercy of others, but on increasing their productivity and income. With an increase in productivity, the ability of production tool (workers) will also increase.

Schultz's theory of human capital was developing and received more supports in terms of HRM strategies in various parts of the world, including Armstrong (2006), added that the development of Human Capital Theory cannot be separated from three aspects, namely: intellectual capital, social capital, and investment capital.

The efforts to implement human capital require social systems facilitate the implementation. This is where social capital plays a role. The integration between human capital and social capital will complement each other, in addition to showing the presence of interdisciplinary collaborative research. If the concept of human capital is the result of economists' thoughts, social capital on the other hand is a contribution from social scientists. Social capital also complements the autonomous individual approach which is the main character of economics in seeing humans.

In Social Capital theory, Bourdieu (1986) broke down three types of capital, namely money, social capital, and cultural capital, and these types of capital will be more effectively used if there are social interactions or social relations among the three of them. Social capital can be used for all objectives. However, if social capital does not come with physical resources and cultural knowledge, it will be difficult for individuals to establish social relations. In fact, a strong social relationship could be built if the three elements exist. In the theory of social capital, Coleman (1988) added that social capital as a structure of relationships among individuals allows them to create new values.

The next theory used as a reference in this review is Maslow's Hierarchy of Needs theory as described by McLeod (2018). In this theory, every human being has five basic needs which are described as a hierarchy, illustrating the hierarchical level of need. There are five levels of basic needs, namely: physiological needs, the need for safety, the need for belonging and love, the need for esteem, and the need for self-actualization. Maslow hypothesized that after an individual has satisfied the lowest level of need, he/she will satisfy the needs higher up. If one has reached the highest level of need but his/her basic needs are not yet satisfied, then he/she can return to the needs lower down. According to Maslow, there are two types of motivation that drive the efforts to satisfy these needs, namely deficiency motivation and growth motivation. Deficiency motivation aims to overcome human tension-related problems due to various deficiencies that exist. On the other hand, growth

motivation is based on the capacity of every human being to grow and develop. Such capacity is the nature of every human being.

The local wisdom raised in this article assumes that the need for cultural expression is a manifestation of the need for esteem and self-actualization in Maslow's theory. To explore the meaning of cultural expression, the original theory proposed by Clifford Geertz can be referred to. Geertz (1973), explained that humans are creatures trapped in webs of meanings that they make themselves. In this context, culture serves as the webs. From this opinion, Geertz then tried to elaborate the definition of culture as a pattern of meaning which is inherited historically and stored in symbols by which humans communicate, behave, and see the life.

Geertz also argues that to understand the world of human which is full of meaning, it is not sufficient to only rely on logical positivism, but shall also involve interpretation of the creator's motivation and various components that contribute to the web of meaning where the creator is an integral part of his/her community. Based on such thought, it is not surprising that Geertz's analysis of culture and humans does not seek to find laws as those in natural sciences, but it is an interpretive study to find meaning. Although anthropologists have many definitions of culture, the actual keyword is "meaning" or "significance". Even

Geertz also mentioned that "a cultural analysis is not an experimental study that seeks a rule, but an interpretative study that seeks "meaning".

3. A Review on Human Resource Management based on Local Wisdom

The method or flow used in this review is: (1) conducting an inventory of previous studies published in reputable journals related to the topics of social capital, human capital, and local wisdom; (2) mapping the taxonomy of the collected articles to identify the models or methods, advantages and limitations; (3) finding opportunities or gaps for future research to fill the gaps found from the results of the review; (4) revitalizing local wisdom in the discourse of human resource management. To get credible and reputable data sources, this review refers to international indexed publication sources, such as: Google Scholar, Scopus, Science Direct, Emerald, Elsevier, IGI Global, etc. By referring to such journals, it is assumed that they are publicly acknowledged journals and have a good quality standard. In addition to these journals, review or literature study of several textbooks written by those proposing the theories used for the analysis of this paper was also performed. The Figure 1 below is the review model scheme used in this paper.
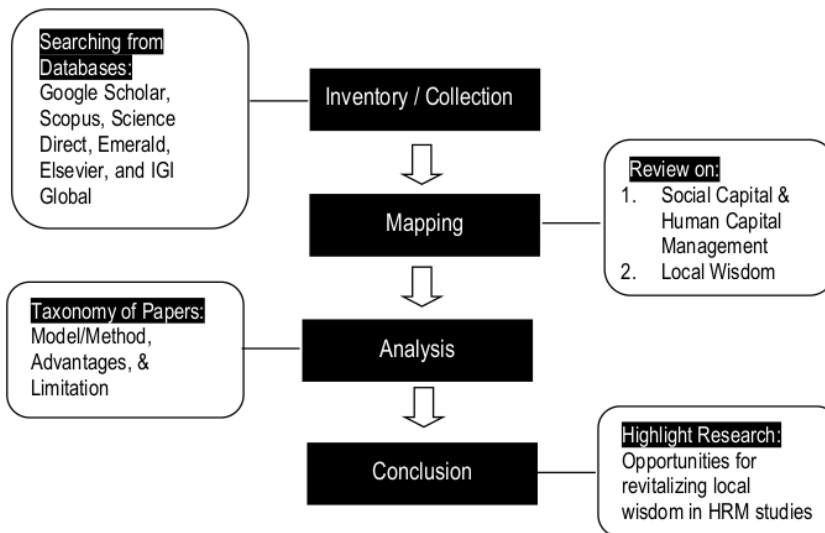

Figure 1. The review model scheme used in this paper

3.1. Review on Social Capital and Human Capital Management

Table 1 below presents a review on social capital and human capital management. The results of the review of social capital in HRM can be mapped into two perspectives, namely critical structural perspective and cultural perspective. In the critical structural perspective, social capital is a part of social interaction and relationships. Post-modernism philosophers such as Bourdieu, Foucault and Habermas, insisted that social capital always interacts and is related to other complex factors, especially power. The

legitimacy of cultural capital as something crucial is related to its effectiveness as a source of power. This way, awareness of the urgency of social capital shall be placed in the context of its complex and interrelated structure. However, there has not been any study in this field which focuses on raising local wisdom as a dimension to create such social cohesion.

In the cultural perspective on the other hand, social capital acknowledges the role of individuals in their social structures. Therefore, social capital will largely depend on how individuals actualize themselves, and local wisdom serves as an expression of self-actualization needs. According to Maslo's theory, self-actualization need is higher than physiological, safety, belongingness/love, and esteem needs. Thus, in a study that brings up the urgency of cultural dimension, there have not been any facts originating from a local case taking place in a particular region. In fact, the uniqueness of such local case serves as the evidence that HCM shall respect such specificity.

Table 1. Review on Social Capital and Human Capital Management

No	Ref	Model/Method	Advantages	Limitations
1	Anheier *et al.* (1995)	1. Examine Social network among all the writers in metropolitan area. 2. The social network among writers was measured in four dimensions or types of ties, using an "aided-recall" method by presenting subjects with the complete listing of the 222 writers living in or near Cologne. 3. Conduct personal interviews with 150 of the 222 writers by administering a semi-standardized questionnaire. 4. To analyzed the data used blockmodeling procedures.	This article is able to assert the key assumptions of Bourdieu's theory of culture field, where actor is positioned in a topography according to economic, social and cultural capital supports.	This article only presents the validity of Bourdieu's cultural theory related to capital and social topography in culture field.
2	O'Donnell *et al.* (2007)	This is only a descriptive-qualitative article and theoretical framework, without any research methodology.	1. This article is able to examine social capital in a critical perspective of social science. 2. This article is able to frame various possibilities related to critical management studies in HRD theory, both theoretically and practically. 3. This article correlates management studies with Habermas and Foucault's social theories. 4. This article uses Alvesson and Deetz's work on critical research methodology.	This article does not have a research method because it is descriptive qualitative, but it is still important to show the relationship between organizational management study and critical social theory.
3	Pournader, *et al.* (2015)	1. The proposed Framework is being validated by an exploratory study 2. Guidelines of the design cycle for justifying the use of the framework 3. Survey is conducted on the collected data from 110 iranian expert in te construction industry. 4. Using Partial Least Squares for analyzing data.	1. the substantial impact of 'Quality Assessment' on the constructs included the HR-planning framework 2. 'Networking Management', 'Delegating', and 'Reward/Compensation' are prioritized as the subsequent influential constructs for effective HR management practices	1. The experts participating in quantitative evaluation of the framework are mainly concerned with construction projects 2. HRM instructions provided by other renowned project management standards (e.g. PSA, ISO, NSCPM, PRINCE) could be referred to and included when discussing HR-related issues in projects. 3. in order to be able report unambiguously on the project-based performance of an organization using the HR-planning framework, a longitudinal study could help evaluating the outcomes of implementing the framework in a rather extended timespan and on several instances within multiple organizations.
4	Stone & Deadrick (2015)	Descriptive-qualitative	1. New challenges and opportunities will affect the future of HR. 2. Economic transformation, globalization, domestic diversity, and	4. The validity is more at theoretical level, so its validity could only be

			technology could develop new approaches to HR.	examined when practiced in a specific research. 5. The is a need for additional discussion or research related to the future of HR.
5	Marchington (2015)	This is only a review related to the topic, so it is not descriptive-qualitative.	1. Criticizing HR Management that is too busy with short-term performance goals, that it ignores long-term sustainability of HRM. 2. There is a gap between top talent position and subordinates which is found not only in developing countries, but also in developed countries. 3. HRM shall create established and long-term contributions related to inclusiveness, instead of only focusing on profit sharing. 4. There are three roles of personnel: conformist innovators, deviant innovators, and problem solvers.	6. This article is only a review of Human Resource Management (HRM), so it is basically more of a theoretical description. 7. The is a need for validation through specific research.
6.	Pelinescu (2015)	This article uses a broad set of methodologies from Solow's model, expanded by MRW model (Mankiw, Rommer and Weil).	1. This paper highlighted the importance of human capital in ensuring economic growth expressed as gross domestic product per capita. 2. The model revealed a positive relationship, statistically significant between GDP percapita and innovative capacity of human capital and qualification of employees as expected according to economic theory.	1. The model showed negative influence both the economic crisis and differences deriving from specific countries. 2. This model shall use alternative variables on human capital
7	Diaz-Fernandez, et al. (2017).	1. Using quantitative method so that there are dependent and independent variables with hypothesis. 2. A sample of 50 workers registered in the Spanish SABI database. 3. Cluster analysis and ANOVA to identify differences in company performance.	This study shows ambidexterity structure in companies and the existence of coordination mechanism. Particularly related to exploitative learning associated with production units and exploratory learning associated with marketing units. The differences of these learnings come from differences in activity.	1. The selection of population only focuses on innovative activity sector, thus raising bias. 2. The coordination mechanism may require more in-depth analysis and attention, which in this paper only helps explain the roles of various variables reviewed in this study. 3. There is a need to consider other HRM practices.
8	Habir & Larasati (1999)	Descriptive-qualitative without any research methods	1. Successfully showing the strategy of Indonesian companies in dealing with economic turbulence by facing a very competitive future due to globalization. 2. There are different strategic models among the three cases raised, i.e. Sinar Mas Group, ASTRA, and Rekayasa Industri.	The cases being raised do not represent a general trend because this article only analyzes three companies, although this article discusses the Indonesian perspective regarding HRM in the midst of a competitive situation.
9	Adler & Kwon (2002)	Without any method, descriptive-theoretical, aiming to synthesize various theoretical studies of social capital from various disciplines and develop a conceptual framework in identifying the sources, benefits, risks, and uncertainties of social capital.	1. Discussing social capital and its prospects using new concepts. 2. Understanding the significance of social capital, various sources consisting of opportunities, motivations, and abilities, in order to identify the benefits and risks.	Only theoretical description related to social capital. There is a lack of empirical and applicable field data.
10	Brooks & Muyia Nafukho (2006)	The literature search included the following: a computerized search of accessible and available material using the key words "human resource development", "emotional intelligence", "social capital", "human capital", "organizational productivity", "productivity", and "organizational performance".	1. The literature review provides evidence that it is logical to assume that the relationship among HRD, social capital, emotional and organization productivity is highly integrated. 2. This finding influenced the authors to conceptualize an integrated model that illustrates the interconnectivity of HRD, social capital, emotional intelligence and organizational	The integrated model conceptualizing the dynamic relationship among HRD, social capital, emotional intelligence and organization productivity is based primarily on the review of the literature.

			[9] productivity with internal and [24] rnal environmental factors.	
11	O'Donell et al. (2007)	Descriptive theoretical	1. Initiates a critical management studies evaluation of social capital in an HRD context by drawing on insights from Foucault and [24] ermas. 2. Suggest some alternative, albeit critical and at times provocative, interpretations of social capital in a human resource development (HRD) context.	Only theoretical study that explains critical management studies through the description of Faucault and Habermas's theory.
12	Brook & McLachlan (2008)	An analysis of literatures written in 25 [58] s throughout the world by assessing 360 journals and evaluating 12 leading ecological and conservation journals in the world.	1. Embracing local knowledge 2. Communities as research collaborators	Only an analysis of literature related to Local Ecological Knowledge (LEK).
13	Hung et al. (2009)	Descriptive-theoretical method	1. Assessing the [22] relationship between dynamic capabilities and company [22] ormance. 2. From the dynamic capability perspective, process alignment, knowledge management, and organizational performance are Positively related , especially in situations of environmental [22] ulence 3. Knowledge management processes managing learning and knowledge thus can provide a foundation for enhancing dynamic capability and conseq [38] y influence performance.	Only a theoretical study which requires validation through its application in research
14	Smith (2010)	Only a descriptive-theoretical review of articles.	There are three mechanisms for enhancing employability in this context: identity work, training and networking, and laboring in unpaid and marginal pa [34] sitions.	Only a theoretical study which requires validation through its application in research.
15	Raymond et al. (2010)	1. [6] Used both qualitative and quantitative [6] thods to generate data 2. using a survey containing questions focusing on the various aspects of a master weaver's operation and details of his social [6] work. 3. Using The two regression models, resource mobilization and opportunity recognition	1. Human capital such as experience, professional skills and language skills, has a direct and a mediated effect on the resource acquisition and opp [6] nity recognition. 2. The negative effect of experience on opportunity recognition is fully mediated by network constraint, implying that the direct effect of experience on opportunity recog [6] n vanishes. 3. There is the negative effect of skills [52] esource mobilization.	The [55] main limitations of this study is that the data is cross-sectional in nature.
16	Andrews (2010)	1. Case studies 2. [56] Comparative studies about local and scientific knowledge at three [56] ronmental management projects: United Kingdom, Solomon Islands and Australia	1. Evaluates the processes and mechanisms available for integrating different types of knowledge for [26] ronmental management 2. Integrating different types of knowledge is inherently complex e classification of knowledge is arbitrary and knowledge integration perspectives are qualitatively very [27] rent.	There is [26] limitation but propose implications for the way in which researchers and environmental managers undertake and evaluate knowledge integration projects.
17	Carmona-Lavado et al (2010).	1. Using panel data on the performance of over 100 organizations between 2002 and 2005 2. Model regresi OLS (Ordinary Least Squares) 3. Statistical analysis	1. Cognitive and relational dimensions of social capital are positively related to performance , but that the structural dimension of social capital is unrelated to service outcomes. 2. Organizational structure has complex and contradictory effects on the impact of each dimension of social capital.	[23] 1. Although the analysis is carried out at the organizational level, such an aggregative exercise inevitably obscures aspects of the relation between individual social capital and [23] nizational performance. 2. This analysis has examined a particular group of public organizations during a specific time period.

18	Ellinger *et al.* (2011).	1. Study population is composed of 1041 companies that fulfil all these requirements. 2. The data collection procedure is the survey, addressed to R&D managers,	1. There is a clear positive influence of social capital on product innovation, and, as expected, this relationship is stronger under radical innovations 2. Organizational capital has a positive influence on social capital. 3. Organizational capital has not, per se, a direct influence on product innovation.	1. Limitation found in this research derives from the size and composition of the sample itself, which was composed of 90 industrial innovative companies. 2. There is therefore no guarantee that the results obtained can be generalised to other contexts.
19	Augusto Felício *et al* (2014)	1. Multi-stage analysis 2. Stage 1: reviewed by three SMEs — one academician, one graduate student, and one full-time practitioner manager. 3. Stage 2: used survey instrument 4. Stage 3: used survey instrumen	1. Describes the development and validation of a measure of organizational investments in social capital (OISC) 2. The OISC measure is a concise, unidimensional scale that has the potential for significant usage in the development and testing of theory, as well as practical application in retail and other service provision contexts.	1. Additional examinations are required to further replicate the results obtained in this study and to evaluate statistical norms for the new measure. 2. Assessments such as test–retest reliability should be conducted in future studies to assess the stability of employees' perceptions of their organizations' investments in social capital over time.
20	Hollenbeck *et al* (2015)	The structural modeling approach was applied to a sample of 199 small and medium-sized companies aged between 3 and 15 years, from five different sectors of activity.	1. Human capital affects social capital, and that experience and cognitive ability influence personal relations and complicity. 2. Organizational performance is strongly influenced by human capital through the cognitive ability of the manager. 3. Proves that the greater experience of managers in leadership and conducting businesses contributes to the development of improved personal relationships with organizations and institutions.	The failure to confirm the third hypothesis contradicts the literature, which opens up an opportunity to pursue further research in this field.
21	Pret *et al.* (2016).	Descriptive theoretical in three parts: (1) a brief history of social network analysis and review of several techniques used in other other disciplines and in management field. (2) introduction of key terms in social network (3) specific ways of how companies can use social framework analysis to improve their understanding of organizational networks.	1. Social network analysis also provides management and human capital researchers with a valuable yet underutilized tool for developing more thorough theory and knowledge. 2. Organizations will be able to develop efficient social network analysis systems, and companies that understand the social and knowledge networks driving their human capital will have a clear advantage over their competitors.	1. In an organization that values and rewards (explicitly or implicitly) network connectedness (or other network positions and skills), one may see employees (including managers) engaging in increased social interactions. 2. The collection of sensitive data on who interacts with whom (how often, how long, when, where, and why) can produce information that can be subject to abusive or unethical use by the company, company managers, and those who have access to it.
22	Halsall *et al* (2016)	1. Participants who can be classified as craft entrepreneurs 2. Collecting data is with interview 3. Used principles of interpretative phenomenological analysis	1. Craft entrepreneurs seem to give no primacy to economic capital when converting their varied capitals. 2. Emphasises the importance of symbolic capital for entrepreneurs in the creative industries. 3. Craft entrepreneurs were willing to share their non-financial capital with peers in order tosupport one another and advance the industry as whole	1. the absence of inhibitors in our study might be an effect of our case selection and the context our study investigates. 2. The traditional philanthropic conversion of economic to symbolic capital (by giving money to increase one's reputation) was not found in this study
23	Manuti *et al.* (2017).	1. provides a conceptual review focussing on the key literature in the field	1. This paper have examined the voluntary sector in three contrasting case studies: the United States, the United Kingdom and China	This paper not explore further the linkages and relationships between voluntarism, state and capital in different countries.

No	Ref	Model/Method	Advantages	Limitations
		2. Literature review followed a systematic approach using four key steps. 3. Case study	2. Theorisation comes mainly via concepts of sociability and social capital.	
24	Richardson *et al.* (2017)	Only descriptive theoretical discussion without any empirical research	1. Communities of practice could be learning spaces, where individual and collective agency could find full expression, and where organizations could have a strategic tool to manage their most precious capital, that is knowledge. 2. It is very important that communities could perceive themselves as part of the organizational whole	Only a descriptive theoretical study, so the discussion needs to be tested through an empirical study.
25	Resnawaty *et al.* (2017)	A qualitative study comprising interviews with 73 arts managers in Australia.	1. While answering an occupational calling and having a sense of passion for the arts is a key driver to embark upon a career in arts management it is social capital that is essential for both objective and subjective career success and thus for career sustainability. 2. We also identify the value of education, global experience and well-honed soft skills for building social capital.	Study is located in Australia – arts management in other national contexts and industries may be different.
26	Santos *et al.* (2018)	The research approach used in this research is qualitative approach with case study.	1. The social capital of the Cipacing villagers is a factor that gives the Cipacing Village craftsmen the strength to survive in today's global economic situation. 2. Local values of mutual training provide strengthening and skill nhancement to all of artisans.	This study focuses on workers in Cipacing Village, so that the social capital in this study would certainly be different from those in other locations.

3.2. Review on Social Capital and Human Capital Management based on Local Wisdom

Analyzing local wisdom is certainly inseparable from the cultural position in the life of a community. In terms of value structure, cultural position occupies the highest hierarchy in people's lives. Culture is the center in a community's value system, including in economic activities. Therefore, cultural factor affects performance, motivation, loyalty, self-development, etc. In a company, culture is a part of the aspect of human capital maintenance function. Performance management will determine how a company is able to capitalize the culture which exists in its workers' community environment and transform it into the company's strategic management policies. Table 2 below presents review on social capital and human capital management based on local wisdom.

Table 2. Review on Social Capital and Human Capital Management based on Local Wisdom

No	Ref	Model/Method	Advantages	Limitations
1	Jabbour *et al.* (2016)	1. The paper opted for a large-scale survey research design. The sample consists of employees in several occupations who had formal contracts with companies from the public and private sector in Brazil. 2. The measurement instrument is developed and tested by using data collected among 369 valid respondents in 2016. 3. methods applied include exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) through partial least squares (PLS) estimation.	1. There is a significant simultaneous positive effect of cultural, social and psychological capital on individual job performance. 2. The research indicate that cultural, psychological and social capitals together were able to explain 57% of the respondents' individual job performance, with psychological capital being the dominant driver. 3. Cultural capital is at least as important as driver of individual jo performance as social capital.	Because of the chosen research approach, the research results may have limited generalizability and may suffer from potential bias in terms of social desirability. Therefore, researchers are encouraged to test the propositions in different country contexts using different research methods.
2	Adhi (2016)	This study is conceptual, and its main goal is to integrate two emerging subjects in organizational sustainability: GHRM and GSCM.	This study has link two subjects that are considered hot subjects in their areas of origin (operations and human resources) but that have not yet been completely integrated: GSCM and GHRM.	There is lack of exploration of literatures related to the relationship between GSCM and GHRM with a discussion

				framework of how the relationship is more sustainable.
3	Pauluzzo, *et al.* (2018)	1. Utilizing a type of development research paradigm Prototipycal Studies combined with Reflective analysis method, namely RRA and PRA (rapid rural appraisal and rapid appraisal Participant) 2. The data were collected by using the techniques of participant observation, interviews, questionnaires, study documents, and Focus Groups Discussions (FGD)	1. The cultural poverty is caused by the cultural values of communities which are difficult to be alleviated, such as, resigned to fate, family circumstances which were indeed from the beginning has been poor hereditary, low education level, the profit of the tourism sector that is distributed unequally as the result of weak bargaining power and political [31] cess to the local government, 2. Cultural poverty alleviation strategy is conducted by carrying out activity programs through the functionalization of social institutions and the local culture, government, private sector, and the poor community in synergy, 3. Strategy and direction of the implementation are improving the fulfillment of basic needs of the poor community, improving access, the fulfillment of safety, expanding employment opportunities and ensuring gender equality, 4. The strategy applies continuously within the principles of togetherness can develop positive charracter building to [19] e out of poverty.	This paper has no limitation because it contains strategies that are specifically practiced for Balinese society, especially in the area of Mount Batur.
4	Vermander (2011)	[20] 1. The paper is a qualitative case study. 2. Data are gathered through interviews, documents, and field observations in four subsidiaries of an Italian insurance multinational corporation and were analyzed according to the three parameters, i.e., situation, context, and time	[20] 1. Integration and learning from seemingly opposite cultures and sets of values lead the organization and individuals to balancing cultural paradox and managing cultural dilemma effectively 2. Both organizations and customers choose the most relevant value(s) to take advantage of specific events or circumstances, and that different value [20] ntations can coexist. 3. Organizations can adapt their values either through suppression and/or [14] romotion	It focuses on a limited number of subsidiaries of a single insurance MNC.
5	Hussain & Endut (2018)	[14] It does so by critically deconstructing the question of the "relevance" of Chinese wisdom for managerial practices, by assessing the way contemporary Sinology understands and interprets the concept of "Chinese wisdom", and by designing a strategy for applying these insights to managerial education.	[14] It thus shows that only historical contextualization and textual studies can ground an understanding of Chinese tradition applicable to managerial education.	This study specifically analyzes the concept of wisdom in Chinese society, so this study is novel related to cultural capital.
6	Aswita (2018)	1. The study utilized a survey research design and used a five-point Likert type questionnaire to investigate the research questions. 2. Each construct of the scale has its corresponding items, which were measured specifically. 3. To analyze the latent variables, partial least square (PLS)–structural equation modelling with Smart PLS application [1] s used.	[47] 1. Social dialogue and stability and security of enterprise have the most significant effects in ensuring work–life balance of an enterprise. 2. "social dialogue" has a very good effect on fair treatment at the workplace, which in turn has a very good effect on the "stability and security of enterprise"	This study only conducted surveys in various small companies in Bangladesh, so the results are of course different from those in other locations, even these may be different if conducted in large companies in Bangladesh.
7	Kusumasari & Alam (2012)	1. This study is a literature study. 2. Data were obtained from articles and books related to environmental education and ecotourism 3. They were analyzed using qualitative descriptive analysis techniques.	[1] 1. Ecotourism and environmental education are inseparable and must be mutually supportive. Ecotourism development requires environmental education as the base, as much as a tourist area can be used as a source for learning about environment for everyone. 2. Environmental education is intended to improve knowledge about environment which encourages attitude and pro-	This is a literature study which examines the relationship between ecotourism and environmental education. This is of course not appropriate and the validity is still questioned.

			environmental behaviors, as well as having a positive attitude towards ecotourism and environmental conservation.	
8	Wijayanto (2015)	1. an exploratory case study which concentrates on the Bantul district. 2. Data were gathered in two categories: primary data and secondary data. 3. Primary data were collected through in-depth interviews. Secondary data were collected from related document such as articles, books, web sites or government and NGO reports.	1. The recovery efforts paid due respect to the high quality of existing local cultures and popular wisdom. 2. Principally, it is the people themselves who should decide how to rebuild their houses. Local government has only provided assistance for earthquake-resistant houses and has supported basic housing needs.	There is no significant limitation because this is only a paper discussing local wisdom-based disaster recovery models, so this is also novel.
9	Yanti, et al. (2018)	Literature study without empirical research	1. Research on local wisdom from the perspective of business economy might be important. 2. Thinking globally and acting locally are is a philosophy adopted by multinational companies.	This is only a literature study without any empirical research on the importance of local wisdom in certain contexts.
10	Subramony, et al. (2018)	Case study and field research.	1. The ecologic benefits of the forest for the community of Nagari Koto Malintang are: liberating the community from the threats of flood and galodo, providing sufficient water availability, providing good air quality and maintain and preserve flora and fauna. 2. This research was conducted to obtain complete description of how indigenous people of Nagari Koto Malintang community build communications and disseminate information related to wisdom, thus giving rise to common awareness in the sustainable forest management and ultimately bringing up a model of forest management communication.	This is a case study which later became a communication model in forest management. Thus, the results will certainly be different if brought to different locations.
11	Budiyanto (2012)	1. Descriptive quantitative study based on hypotheses 2. The data for this study were collected in November 2014 using an online survey	1. There are significant relationships between two related but distinct bundles of LDPs, differentiation LDPs and integration LDPs, and two forms of organization-level intangible assets, human capital and social capital. 2. Integration LDPs focusing on providing leaders with a broad based understanding of the organization and utilizing social and relational networks (e.g., job rotation, action learning, strategic challenges) are related to social capital, but not to human capital.	1. The study was still cross-sectional. Only if the study was longitudinal, the impact would certainly be broader 2. This paper employed a limited set of HRM practices from the areas of selection, performance appraisal, and compensation in this study to rule out influences within the organization that did not significantly overlap with training and development.
12	Chuenrudeemo, et al. (2012)	1. Qualitative research with phenomenological research design. 2. The research subjects were the Agriculture Service, Farmers, Community Leaders, Farmer Groups in Lumajang, Malang, and Blitar, East Java Province.	1. There is a diversity of profiles of banana production, distribution, consumption, and the role of local wisdom in Lumajang, Malang, and Blitar. 2. Optimizing the role of local wisdom can be used as the main focus in developing banana-based food security.	This research was conducted in certain locations so if the research was carried out in different locations, the effects would certainly be different in relation to local wisdom and food security.
13	Siswadi, et al. (2011)	1. participatory method 2. Participants design students and designers were grouped into three teams and worked with the local craftsmen and local children with each own team's strategy	1. Learning in social and cultural context is almost as important as the indigenous craft knowledge itself as it is the extensive learning towards real understanding of those local wisdoms. 2. Society can develop in sustainable way therefore their cultural identity can be retrieved, respected, valued, and even elevated.	Although the research model uses participatory methods, it focuses more on craft products, instead of focusing more on the roles of how local wisdom in production process.
14	Widodo (2012)	1. Descriptive qualitative method, using purposive sampling and snowball sampling. 2. Data were obtained through focus group discussions, in-depth interviews, field observations, and documentation.	There are local wisdoms of Purwogondo Village society in the forms of: knowledge, values, ethics and morals, and norms in the forms of advice, prohibitions, and sanctions, and expressions.	This is a normative study about what should be (das sollen) so that it is lacking for an empirical study and practical solutions in the field.

15	Juniarta, *et al*. (2013)	Only a paper in a conference without any method	[25] Paper discusses various examples on different scale levels of urban environment and focuses on how we can learn from history, real experiences, and local wisdoms on tangible efforts to achieve environmental, cultural, and economic sustainability in holistic way.	Only a paper/article, without any empirical research. This paper is interesting for discourse discussion, but its validity is difficult because there is no adequate method.
16	Sudarmin *et al*. (2013)	Descriptive qualitative study using a case study approach in the field of ethnography of local wisdom	The management empowerment model can be applied if it refers to the local wisdom used as the basis.	This is only a study of the profile of local wisdom which motivates the empowerment of local wisdom but the technical explanation regarding the application in the field is not sufficient.
17	Limba *et al*. (2016).	[15] 1. Qualitative research related reconstruction of scientific knowledge based on culture and local wisdom 2. phenomenological qualitative research (etnosains)	[15] 1. Shows the value of conservation and local wisdom contained in the community and region 2. Publications are caring for and maintaining conservation values, and utilize biological resources, marine fish, marine life, seaweed, sea turtles, and a variety of coral reefs wisely.	This paper focuses more on environmental conservation efforts and its maintenance practices and its does not explore the local wisdom dimension as a basic value for environmental conservation.
18	Sibarani (2018)	[3] 1. a case study with a qualitative approach in kampong Huka"ea-La"ea, Bomb[3]a 2. The method used is descriptive qualitative through observation, in-depth interviews (in-depth interview) of Focus Group Discussion (FGD), and documentation.	The indigenous Moronene might not be separated from the agriculture system. This has been hereditary merged and become an identity of Moronene. Therefore, customary of "langa" is a symbol, and an identity of the Moronene who still upholds the values of local wisdom, particularly in the management and utilization of natural resources (forest).	Limited utilities value of the local wisdom being offered because it is very specific and bound by local agricultural context so that its application in other places is very limited and relative.
19	Syahputra (2018)	[50] 1. Qualitative research with four methods of data collection, namely in-depth openended interview, direct participatory observation, focus group discussion 2. a linguistic anthropology study.	Batak Toba society has terms for gotong royong (mutual cooperation). They are marsirimpa or marsirumpa (cohesive, in unison, and together). It means that the basic rule of gotong royong (mutual cooperation) in Batak Toba society is the cohesion, synchrony, and togetherness. In other words, gotong royong (mutu[43]l cooperation) in Batak Toba society is working cohesively, in unison, and together, which is practiced in the life cycles, livelihood cycles, and public works	The local wisdom being offered emphasizes the value of togetherness. This paper does not present any clear explanation about how the value of mutual cooperation was built within a social system that it successfully created social cohesion among Batak Toba society.
20	Tjoa *et al*. (2018).	1. a qualitative descriptive research paradigm 2. The interviews were conducted in six disaster-prone areas in Aceh, i.e. Simeulue, Central Aceh, Aceh Tamiang, Pidie Jaya, North Aceh and dan Pidie.	1. Majority of the people in Aceh, especially those who live in earthquake- and tsunami-prone areas still practice this form of knowledge, as they have already realized that it makes a significant contribution to emergency management 2. They typically used their traditional [48] knowledge to understand both the nature of local hazards and the risk reduction mechanism related to response mechanisms.	This paper is limited to promoting a sustained response to disasters and providing a perspective of the nature in disaster-prone areas, but the contribution of local wisdom is not quite detailed in technical disaster mitigation management.
21	Aswita *et al*. (2018)	1. The basic method [57]sed was descriptive research method is a method used to describe the status of a group human, a data object, or a certain condition. 2. using participant observation methods, open interviews, interviews with key informants and officials from [30]vant agencies	The local wisdom of the people in the Manusela Mountains was formed by the relationship between them and the surrounding ecosystem.	This descriptive paper only gives a cosmological perspective of the relationship between humans and their ecosystem.
22	Fatimah (2018)	1. uses rationalistic paradigm and qualitative research method. 2. The data that has been collected is analyzed descriptively.	[16] 1. Local wisdom and local knowledge have great potential in maintaining, preserving and sustainability of the environment used by communities to meet their living needs. 2. Ecological, social, and religious intelligence formed through local wisdom and local knowledge are the	The local wisdom being developed is based on the integration of ecology, social systems, and religiosity. However, such integration is not critically analyzed by the author, while

			functional aspects in maintaining environmental sustainability in order to build sustainable tourism on Sabang Island.	there are contradictions in the social facts.
23	Ignasius (2014)	Participatory Action Research with the perspective of environmental conservation. And its supported by observation, in depth interview, focus group discussion (FGD).	Local wisdom as the foundation of sustainable development in rural tourism which can be concluded from this paper is community participation.	The description does not show the employed method, i.e. Participatory Action Research, so that the local wisdom in tourism development and maintenance is not sufficiently explored.
24	Jumadiah, *et al.* (2018)	Descriptive study related to local wisdom in the form of *tumpeng*	The importance of *tumpeng* in Javanese society's life, both as food and as a symbol of local wisdom.	This study only focuses on the ceremonial dimension of *tumpengan* offering. The meaning contained in *tumpeng* symbols and the functions in the social system of the society are not fully explained.
25	Astriani, *et al.* (2019)	The data were collected through two ways: document studies (library research) on legal provisions governing CSR and through field research (field studies) conducted by interviewing persons in West Aceh District.	The implementation of CSR is based on the Regulations Number 40 year 2007, the Regulations Number 47 year 2012, which specifically are implemented based on Qanun (another term of regulation of Acehnese Government) of Aceh West Government Number 10 year 2015. The CSR program is conducted based on local wisdom of community of West Aceh	CSR is the obligation of corporate however the realization and the governmental role sometimes are unconformity, therefore the alternative model of CSR is needed to be formed particularly for corporates which are located in Aceh West District.
26	Sugama & Susetyo (2019)	The research method was descriptive with qualitative analysis approach presented data obtained from interviews, field observation and secondary data.	1. Supporting factors for water resource management were the existence of abundant natural resources including water, social and cultural environment and openness of society as well as awareness to participate in maintaining the region. 2. Management of water resources through local government policy and local wisdom in the conservation area of Bukit Kelam NTP apply the law and other regulation.	The local values presented in this article are limited to motivating the maintenance of water sources by utilizing local wisdom. In fact, there are efforts to integrate with government policies using participatory principles. However, the local wisdom seems to be subordinated to the policies.

Based on the mapping of the review results as presented in the Table 2 above, the following issues are identified: *first,* from in terms of the method or model, descriptive qualitative and case study methods are commonly used in discussing local wisdom. These models are found in almost all the articles Vermander (2011), Hussain & Endut (2018) Kusumasari & Alam (2012), Wijayanto (2015), Yanti, *et al.* (2018), Subramony, *et al.* (2018), Chuenrudeemol *et al.* (2012). Juniarta, *et at* (2013), Limba, *et al.* (2016), Sibarani (2018), Syahputra (2018), Tjoa *et al* (2018), Aswita, *et al.* (2018), Fatimah (2018), Jumadiah, *et al* (2018), and Astriani, *et al.* (2019). The fact that this approach is the most commonly used is understandable given the character and type of the topic which is full of meaning, requiring it be interpreted and explored qualitatively. However, this approach has a weakness, i.e. subjectivity in the measurement making it difficult to generalize the results in other situations. *Second,* there are several advantages from the articles that discuss local wisdom, namely uniqueness and authenticity of the case Sugama Putra & Susetyo (2019), Jumadiah, *et al.* (2018), Aswita, *et al.* (2018), Syahputra (2018), Hussain & Endut (2018) and Pauluzzo *et al.* (2018). The uniqueness and authenticity of local wisdom may inspire researchers to explore further in developing critical discourse in post-modernism. Raising local wisdom in critical management discourse may bring a new hope for the potential of locality in various regions which has long been marginalized according to the modern scientific mainstream. The uniqueness and authenticity of the meanings of each local wisdom have the opportunity to appear globally, balancing the positivistic scientific mainstream. This is a form of appreciation and an opportunity for local traditions to show their functions and existence. *Third,* in terms of the limitations, local wisdom is commonly discussed in the perspectives of culture, environmental management, and normative studies. There has not been any study associating local wisdom with HRM. In fact, local wisdom is closely related to social capital which is crucial in human resource management in a company.

Based on this view, correlating local wisdom with HRM is interesting to be studied. Bringing up local wisdom in HRM studies is a manifestation and enrichment of critical management studies which lately are increasingly showing their existence along with other postmodernism issues.

4. Open Problems
The discovery of social capital concept in human capital management is one of the results of critical management studies. From the results of the review, it is concluded that

social capital is one of the key factors in an organizational success, and hence it was later developed widely by researchers. In addition to social capital, human capital is also important to consider. In a company, human capital plays a role in creating various opportunities for innovation, product development, or the determination of strategies and implementation of these strategies. Both of them also become an important part in the post-modern era with various critical discourses. In the development of the discourse, there is a great opportunity for organizations or companies to study, formulate strategies, and look for organizational problem solving through interdiciplinary studies. In management studies, Critical Management Studies were born as a new discourse. It is no longer sufficient to examine management within the traditional framework of management concept. Instead, it should be enriched by elaborating critical theory so as to create novelty as a result of the critical perspective.

Based on the review of articles that highlight social capital and human capital, there is basically an increased awareness of the urgency of social capital and human capital in human resource management studies. However, such thing has not been followed by an effort to explore local potential that becomes the real power of social capital. Even if one does exist, it is only a few and limited. In addition, the methods are still dominated by descriptive model, case study and literature review. Besides, the content is still abstract and theoretical, with a lack of convincing field data that shall balance the HRM mainstream studies. Therefore, for the context of Indonesia and other countries with rich local tradition, there are opportunities for researchers to explore more of local wisdom associated with HRM in a company. From the searches that had been done, there are several studies or research findings on local wisdom. However, these studies are dominantly from the field of environment, cultural studies, and social systems, while those associated with HRM are still very rare. The fact that there are only a few local wisdom studies associated with HRM has given a challenge and opportunity for researchers in various parts of the world, including in Indonesia. This theme has the potential to respond to increasing awareness of critical management study in post-modernism era.

Most of the existing studies related to local wisdom, in fact, still use case study approach by highlighting the uniqueness and distinctiveness of local wisdom of each region. Similarly, the content of the studies is commonly presented descriptively. As a topic with a cultural dimension, research related to local wisdom in HRM studies requires sharper and deeper analysis, for example ethnographic approach. Unfortunately, such approach has not been quite popular. Although ethnography is a reliable approach, especially for cultural studies. Therefore, ethnographic approach has a bargaining position as a future research method so as to discuss and interpret the meanings contained in local wisdom symbols more deeply.

Based on this phenomenon, it is necessary to enrich the methods and approaches in analyzing local wisdom from the perspective of HRM, and ethnographic method is one of the methods that can be used. In addition, after reading the results of reviews of various more positivist studies, there is the potential to include ethnography as a research approach. Although this approach is more likely to be qualitative, this can be combined with quantitative methods, allowing a number of hypotheses to be proven in a measurable and generalized manner. This is crucial so that the spirit to raise the issue of local wisdom does not get stuck on its uniqueness, instead this could become a global trend that is able to meet the expectations of experts in critical management studies. Researchers throughout the world, especially from regions rich of local traditional values, can take advantage of this momentum to explore a study more intensely. Particularly for HRM studies, local wisdom becomes a manifestation that can give an operational basis in the management of human resources which is realistic in the eastern parts of the world. Particularly in the discourse of management studies, such things are still relatively marginalized.

5. Conclusion

Until the present, the study of human resource management has been dominated by positivist approaches. Along with the strengthening of post-modernism studies which largely deconstruct the old perspective, then the birth of a critical study is expected to be able to review human position more comprehensively and holistically. The development of this critical study has resulted in the concept of human capital and social capital as an important dimension that characterizes HRM studies. Incorporating local wisdom as a basis in HRM is a new thing in the literature of critical management studies. The incorporation of local wisdom can fill the gap left by critical management studies that are very passionate to provide a new dimension to strengthens human capital and social capital, but weak in its operations. Prioritizing local wisdom in the east part of the world is an antithesis to the hegemony of the positivist theories in management studies in the present time. Capitalization of local wisdom in HRM is a company's strategic and realistic policy to leverage the social capital that already exists in the life of the company's employees. The use of local wisdom may efficiently provide added values for the company because it directly gives meaning to the value of satisfaction and loyalty of the company's employees. The meanings contained in local tradition serve as the meanings of the symbols of social interaction and interaction between humans and nature in harmony. In addition, these traditions function to improve work motivation, job satisfaction, loyalty, and cooperation among employees. In an external context, however, this tradition is able to create social cohesion between the management of a company and the surrounding community.

Capitalization of local wisdom is also an attempt to revitalize local values to prevent them from getting more marginalized and ignored. These traditions are a form of wealth that can be digged and utilized to improve the performance of a company. Study of local wisdom as a basis for HRM has the potential to enrich ethnographic

approaches and more combinative (qualitative-quantitative) methodologies. Therefore, the exploration of the meaning will be more optimal and operational in the HRM of a company, thus contributing significantly to the development of the discourse of critical management studies.
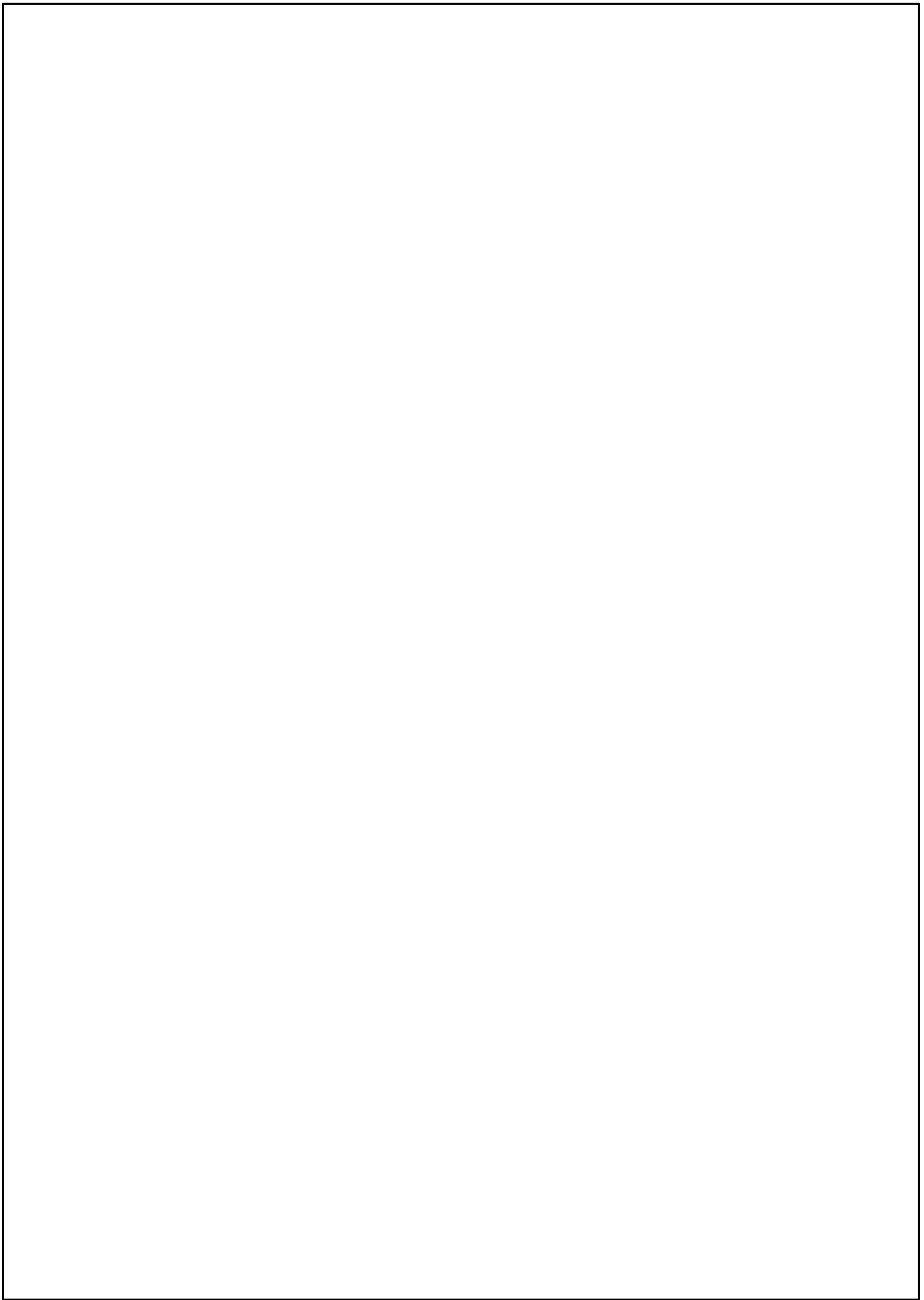
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