



*INTERNASIONAL JOURNAL REVIEW*

***HUMAN RESOURCE MANAGEMENT PRACTICES FOR EFFECTIVE ORGANIZATIONAL CHANGE : A REVIEW OF RESEARCH IN WESTERN AND NON-WESTERN COUNTRIES***

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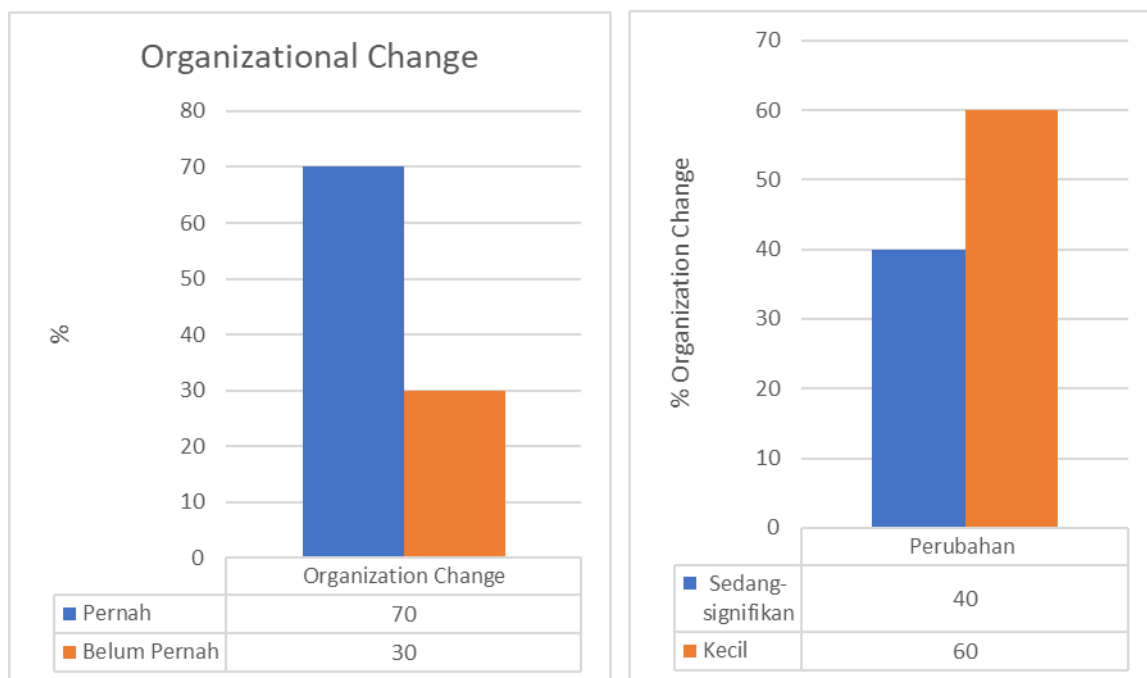
**Abstrak** — The success of an organization or company depends on the performance of the employees produced, whether the performance of the employees produced is good or bad, good or not. Because employees are the driving force for a company itself. Employees who produce good performance will have a direct impact on the progress obtained by the company. Performance is a problem that is often discussed. employee performance or usually in other words employee performance is the work performance or achievement that a person achieves in a genuine way. With high employee performance, it can be a competitive advantage of the organization or company. If the company competes using human resources, the results that will be obtained are two, namely competitive advantage and comparative advantage, because the existence of this advantage will certainly make it difficult for competitors to imitate what we produce (Tohardi, ). Employee performance is the result of quality and quantity work produced by employees or also called behavior that is displayed in accordance with the responsibilities given to the employee himself (Murty and Hudiwirnasih,). Performance is also the result of work produced or given by an employee that is directly related to the duties and responsibilities given by the company (Mangkunegara,). Therefore, with good employee performance, it is hoped that the company will continue to provide appropriate motivation so that other companies can judge that the company has quality performance. Employee performance is closely related to the motivation that the organization applies or already exists in the company. The motivation provided in an organization is expected to help or have a good impact on its employees, especially in creating high performance. Companies that can apply and provide motivation according to the needs of their employees will certainly affect their work performance and performance. As for motivation as one of the important things that must be given to employees, the lack of motivation provided can have an impact on their performance, such as increased absenteeism and decreased employee involvement in doing their duties. Low employee morale can help the company's achievement to meet its goals take longer and disrupt the company's profitability. Therefore, companies must pay attention to the motivation of employees. Motivation is one of the important roles for human behavior and performance, from the level of motivation in individuals and teamwork in a person can affect all aspects of organizational performance. The total success of organizational projects depends on the commitment of the team, which depends directly on their level of motivation In the Hawthorne Study conducted by Elton Mayo in the year and, the need for employees to get higher job performance has been found not only in giving intensive money, but also shows that employees are influenced by external elements as well and how they can organize themselves in informal groups. The right motivation can encourage employees to do as much as possible in doing their duties, with high motivation encouraging individuals to commit to their work. Motivation is closely related to the attitudes and behavior of each individual, motivation itself can also be interpreted as a condition in a person's personality so that the person is encouraged or wants to carry out the desired activities and activities Motivation can be influenced by several aspects such as employee loyalty, life demands, targets to be achieved and other factors. Sometimes work motivation also has a negative effect on employees because of the motivation to compete to be the best employee in a way that is not good, such as damaging the character of the employee's coworkers. Therefore, high motivation affects the performance of the organization itself and also improves one's own performance including ability, expertise and ethics.

Based on the description above, the researcher sees the importance of the Human Resources (HR) factor in supporting the practice of Effective Organizational Change so that workers or employees are ready for the Company's future challenges which involve changes to achieve the goals to be achieved.

**Keyword** – Human Resource Management Practices

### I. INTRODUCTION

ORGANIZATIONAL CHANGE (OC) is accelerating and broad in scope amid globalization, technological disruption, and changing workplace dynamics, making it a hallmark of the contemporary business picture (Supriharyanti and SukOrganizational change (OC, 2022). A survey of workers in three countries found that about 70% of employees had experienced (ORGANIZATIONAL CHANGE/OC), and about 40% classified the changes as moderate to significant (Brazzale, et al., 2021).



While essential for competitiveness and growth, poor organizational management negatively impacts employees, with some studies showing increased stress, uncertainty, resistance, and fears of turnover. During (ORGANIZATIONAL CHANGE/OC), human resource (HR) managers and employees face many procedural, cultural, emotional and administrative changes. The function and role of HR professionals has been a topic of significant debate in recent decades, including debates about HR as a whole and how it relates to organizational change initiatives. In particular, employees who experience frequent change exhibit unfavorable psychological consequences, posing a challenge to the successful realization of desired outcomes (ORGANIZATIONAL CHANGE/OC) (Choi, 2011; Heim and Sardar-Drenda, 2020). Studies have also examined the specialized functions performed by HR professionals in the transformation process (Alfes, et al., 2010; Alqudah, et al., 2022). It is stated that the implementation of organizational transformation plans can be more successful if HR takes on the role of a strategic partner or change agent and HR competencies are made more responsive (Syamsuri and Siregar, 2019). This underscores the importance of human resource management practices (Professional Human Resource Management) designed to support employees through the ORGANIZATIONAL CHANGE (OC) transition. Professional Human Resource Management significantly influences the actualization of ORGANIZATIONAL CHANGE/OC, especially by shaping policies that improve workers' attitudes and commitment to change and promote employee adaptability and creativity (Potosky and Azan, 2022). Employee



psychological well-being and perceived organizational support have been shown to be positively related to positive attitudes toward ORGANIZATIONAL CHANGE/OC and emotional loyalty to the company (Xerri, et al., 2015), therefore, Human Resource Management experts and practitioners should include the frequency of change as a contextual factor and monitor workers' reactions during ORGANIZATIONAL CHANGE/OC (Brazzale, et al., 2021). During ORGANIZATIONAL CHANGE/OC, Human Resource Management professionals can aid organizational success by empowering workers to recognize their individual and collective responsibilities and accept personal accountability for their work (Bridle, 2010). However, research has revealed significant gaps in understanding effective evidence-based Human Resource Management Professionals in the context of contemporary ORGANIZATIONAL CHANGE/OC. ORGANIZATIONAL CHANGE/OC and Human Resource Management Professionals that precede ORGANIZATIONAL CHANGE/OC can occur in different regions of the world. However, no attempt has been made to synthesize the information available in various studies to explain the role of Human Resource Management Professionals in organizational transformation in different countries. Moreover, to the best of knowledge, a review of Human Resource Management Professionals emerging from the change process is lacking, although such information would provide HR researchers and practitioners with useful insights into the complexity of HR-organization-employee dynamics during episodic or continuous change (Cloutier and Roberty Huot, 2021; Rodríguez-Sánchez, et al., 2019). This study was conducted with the aim of reviewing studies that provide important information on effective Human Resource Management Professionals in ORGANIZATIONAL CHANGE/OC settings. We examined how Human Resource Management Professionals can increase productivity while minimizing employee resistance to ORGANIZATIONAL CHANGE/OC. First, we discuss literature from different countries and related developments pertaining to the topic and then shift our focus to recognizing the importance of HUMAN RESOURCE MANAGEMENT PROFESSIONALS during ORGANIZATIONAL CHANGE/OC, investigating which forms and sets of practices are most supportive during transition. Furthermore, we examine the role of HUMAN RESOURCE MANAGEMENT PROFESSIONALS in implementing change initiatives, strategies to improve workers' understanding of change, management-employee communication, research from Western and non-Western countries, and the future of HRM in change management. These insights will be invaluable to academics and practitioners who wish to utilize HUMAN RESOURCE MANAGEMENT PROFESSIONALS who empower employees as change partners to drive successful implementation. This is of particular relevance in a time of increasing complexity and global uncertainty where organizational resilience depends on engaging workers and enabling them to participate meaningfully in shaping the future. Our hope is to catalyze more targeted and context-sensitive research that provides guidance for HR leaders grounded in leading theories of change management and organizational behavior.

## II. METHOD

### a. Literature Search Strategy

Using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines (Moher, et al., 2009), ensured a structured and transparent approach to the literature search and selection process.

### b. Database Selection

The main search platforms were Google Scholar and Scopus. The search lasted for 10 days, from July 1 to July 10, 2022.

### c. Search Queries

Specific queries included combinations such as "human resource management intervention" with "organizational change" and "role of human resource management" with "organizational transformation".

### d. Screening and Refinement

To maintain the focus on the business and management context, we filtered our search results by selecting 148 articles from Scopus and 138 from Google Scholar.

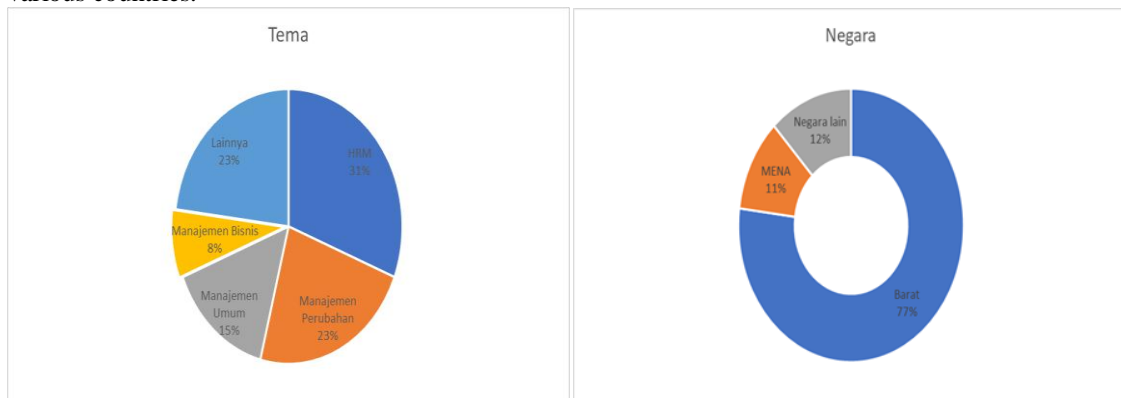
We screened these articles to ensure their relevance, except for those that did not directly address HRMP in the OC context. To ensure the uniqueness and quality of the selected articles, we used reference management software (Zotero 6.0) to effectively eliminate similar data. After screening and evaluation, the review focused on 26 publications that have been scrutinized.

**III. DISCUSSION AND RESULTS**

We chose the journal entitled "Human Resource Management Practices For Effective Organizational Change: A Review Of Research In Western And Non-Western Countries" because the topic in this journal is in accordance with the theme assigned to us, namely Management Information Systems and problem solving, besides that the author also sees in this journal a problem that generally occurs in many companies and organizations at this time, namely preparing the competence and readiness of workers in the face of organizational change.

The following review results from the journal are as follows:

1. The preparation of this journal involves several themes including the following: HRM, change management, general management, business strategy, and others, which are taken from journals in various countries.



2. Based on the articles that have been researched by the author from the articles that have been collected regarding the role of Human Resource Management Professionals and Organization Change, it is found that the articles that have been researched have covered several problems that often occur in organizational change including:
  - a. Organizational changes caused by the merger of several companies of the same size (merger).
  - b. Organizational changes caused by the transfer of company ownership due to the acquisition process.
  - c. Organizational changes caused by the desire to improve better organizational performance.
  - d. Organizational changes caused by downsizing the organization.
  - e. Organizational change caused by continuous change and improvement.
  - f. Organizational change based on innovation and new ideas in the implementation of the organization.

In our opinion, the articles taken by the author in making this journal have represented several cases that often occur in organizational change. The following are the articles used by the authors in the journal research:

No.	References	Year	Country	Sector	Type of change	HRM Role	Implications
1	Alfes et al., 2010	2010	UK	Public	Content and process of change	Change driver, responsive, change focused, and HR focused	During OC, HRMPs must be proactive
2	Alfes et al., 2019	2019	UK	Public	Content and process of change	Employee centric, responsive, and HR focused,	HRMP can help the development of dynamic capabilities in employees to cope with OC
3	Alqudah et al., 2022	2022	Jordan	Banking	Process of change	Employee centric, responsive, and HR focused,	HRMPs can hel employees' readiness for change
4	Bani, 2021	2021	Ghana	Public	Process of	Multifaceted	Effective HRMPs



					change		can reduce staff litigation
5	Baran, Filipkowski, and Stockwell, 2018	2019	USA	Multiple	Content and process of change (perspectives of HR professionals)	"Changer agent" and "consultant"	HR managers considered effective OC hierarchical
6	Barrat-Pugh and Bahn, 2015	2015	Australia	Public	Cultural change during the merger	Develop a unified culture	During OC, HRMPs must consider mitigating efficiencies due to cultural differences
7	Barrat-Pugh, Schiavone, Bahn, and Gakere, 2013	2013	Australia	Public	Cultural change program	Develop a unified culture	During OC, HRMPs must consider mitigating efficiencies due to cultural differences
8	Brown, Kulik, Cregan, and Metz, 2017	2017	Australia	Multiple	Content and process of change	Strategi change agent	When HR assumes a strategic change agent role, OC is less likely to generate change cynicism
9	Cloutier and Robert-Hout, 2021	2021	Canada	Multiple	Content and process of change	Depends on dimension of change	HRMPs should vary according to the type of change, the objective of change, and the expected outcome
10	D'Cruz, Noronha, and Beale, 2014	2014	India	Private	OC as a predictor of workplace bullying	Employee centric and responsive	HRMPs should focus on addressing possible compounded bullying during OC
11	Faia Correia, Campos Cunha, and Scholten, 2011	2011	Portugal	Multiple	Merger and acquisitions	Strategic and responsive	HRM centrality has a moderating effect on Ocs
12	Garavan, Shanahan, Carbery, and Watson, 2016	2016	UK	Multiple	Process of change	Employee centric and responsive	HRMPs can help in the development of dynamic skills
13	Gollan, Kalfa, and Xu, 2015	2015	Australia	Private	Content and process of change	Collaborative	HRMPs effect organizational performance indirectly
14	Huang, Zhang, Feng, and Seal, 2020	2020	Canada	Multiple	Organizational innovation	Employee centric and responsive	HRMPs matter eventually
15	Lindorff, Worrall, and Cooper, 2011	2011	UK and Australia	Multiple	Content and process of change	Employee centric and responsive	Hard change is the most detrimental
16	Sang Long and Khairuzzaman Wan Ismail, 2012	2012	Malaysia	Multiple	Process of change	Change agent	HRMPs should be directed at a broader and cross functional perspective
17	Lucia Casademunt, Cuellar - Molina, and Garcia - Cabrera, 2018	2018	Europa	Multiple	Process of change	Employee centric and responsive	HRMPs should be directed to enhance employees' well-being
18	Pellegrini, Rizzi, and	2018	Italy	Multiple	Change for sustainability	Employee centric and responsive	Effective HRMPs can enhance



	Frey, 2018						employees' commitment and behavior
19	Peters, Poutsma, Van der Heijden, Bakker, and Bruijin, 2014	2014	The Netherlands	Multiple	New ways to work *(Employee empowerment, home teleworking, and creating trust relationship) and work - related flow as experienced by employees (absorption, work enjoyment, and intrinsic work motivation)	Combined perspective integrating insights from the HRM-process model and the job demands - resources model	HRMPs should be aimed at improving employees' perception of job autonomy in the new working conditions
20	Pinzone, Guerci, Lettini, and Redman, 2016	2016	Italy	Multiple	Environmental management as an OC	Employee centric and responsive	HRMPs can improve collective engagement toward change objectives
21	Pluta and Rudawska, 2016	2016	Poland	Multiple	Process of change	Employee centric and responsive	HR Practices should apply the multidimensionality of individual resources and treat the holistically
22	Raeder, 2019	2019	Norway	Multiple	Reorganization and downsizing	Broader scope of HRMPs	HRMPs should consider OC to be a factor of contingency
23	Rees, Rees, and Johari, 2010	2010	Malaysia	Public/Banking	Strategi OC	Culture/employee sensitive	HRMPs should include ethnics, spirituality, and regional contexts
24	Rubbers, 2020	2020	Congo	Multiple	Multinational practices	Liaison, legal, and employee centric	HRMPs can help establish new contracts and recruitments to meet OC objectives
25	Shipton, Budhwar, and Crawshaw, 2012	2012	UK	Multiple	Process of change	Employee centric and responsive	HRMPs can improve dynamic capabilities during OC
26	Tummers, Professor, David Pick, Kruijen, Vijverberg, and Voeselek, 2015	2015	The Netherlands	Public	Change management	Employee centric and responsive	HRMPs are particularly effective for improving the proactivity and vitality of employees

- In the research conducted by the author, the author understands that the limitations of this journal are in the focus of research conducted in western countries. This results in the application of professional human resource management in organizational change will still use the culture or knowledge that has been applied in western countries. In our opinion, this will be one of the problems because each country has a different culture, work climate, and work character so that if this is applied it is likely to cause differences between the culture that is owned and the culture that will be applied based on research that has been done in most western countries.
- The results of the journal "Human Resource Management Practices For Effective Organizational Change: A Review Of Research In Western And Non-Western Countries" show that Human Resource



Management Practices have a moderate to significant effect of 40%. The research also stated that 70% of workers had experienced organizational change.

From the literature on books and articles found on the website, various influencing factors are stated, including:

- a. Clear Vision and Goals
- b. Leader Support
- c. Employee Engagement
- d. Effective Communication
- e. Adaptability
- f. Organizational Culture
- g. Adequate Resources
- h. Change Management
- i. External Context
- j. Compliance and Consistency

#### **IV. CONCLUSIONS AND SUGGESTIONS**

##### **1. Conclusion**

- a. Based on the results of the review that has been carried out, it can be concluded that Human Resource Management Professionals have an important role in the success of a company or organization in implementing organizational change, where organizational changes that often occur include:
  1. Organizational changes caused by the merger of several companies of the same size (merger).
  2. Organizational changes caused by the transfer of ownership of the Company due to the acquisition process.
  3. Organizational changes caused by the desire to improve better organizational performance.
  4. Organizational changes caused by downsizing the organization.
  5. Organizational change caused by continuous change and improvement.
  6. Organizational change based on innovation and new ideas in the application of the organization.
- b. Human Resource Management Professionals have a role in fostering positive employee attitudes, increasing adaptability and creativity, and encouraging commitment to change initiatives.

##### **2. Suggestions**

To complete and perfect this journal, we recommend that authors:

- a. Add article research on regions or areas or countries where Professional Human Resource Management will be implemented in organizational change, for example, if the implementation will be carried out in Asia, the author should study and include article studies on work culture in the Asian region.
- b. Add research related to local work culture that can be improved, so that workers can easily adapt

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