

Human Resource Management Strategy in Facing Organizational Change

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ABSTRACT

Organizational change is an inevitable phenomenon in the dynamic business world, and HR management has a crucial role in facilitating successful adaptation to such changes. This research aims to investigate effective human resource management (HR) strategies in facing organizational change. This research uses a qualitative approach with descriptive methods. The research results show that in facing organizational change, human resource management (HR) plays a crucial role in ensuring effective adaptation. Challenges such as lack of leadership support, resistance to change, lack of resources, and global expansion came into focus. A holistic and strategic approach is needed in designing and implementing HR strategies that support organizational strategic change. This includes thorough evaluation, effective allocation of resources, and involving key stakeholders. Thus, effective and focused human resource management is key in helping organizations face change successfully and achieve their long-term goals.

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INTRODUCTION

In the era of globalization and increasingly tight business competition, organizational growth has become something that is highly desired for every company. Sustainable growth is the key to the long-term survival and success of an organization (Wesmi et al, 2024). To achieve sustainable growth, human resource management (HR) plays a crucial role. The quality, skills and performance of human resources have a direct impact on organizational efficiency, productivity and innovation (Sudiantini & Zidane, 2023). HR management is not only concerned with recruiting and retaining employees, but also includes employee development, performance appraisal, career planning, and conflict management (Idrus et al, 2023).

In the context of organizational growth, HR management must be able to take into account the long-term needs of the organization and identify talents that support the growth vision and strategy (Nurbaya, 2020). In addition, HR management must also be able to adapt to rapid changes in the business environment, such as technological developments, policy changes, and market dynamics. With effective HR management strategies, organizations can maximize the potential of their human resources, create a productive work environment, and build sustainable competitive advantages (Fandika et al., 2024).

Organizational growth is not only related to financial aspects, but also involves developing employees as valuable assets (Kasmawati, 2017). In this context, a human resource management (HR) strategy that is oriented towards learning and development

becomes very important. By paying more attention to employee development, organizations not only improve individual skills and knowledge, but also create an inclusive and motivating work environment (Sunarsi, 2018). Training, mentoring and career development programs can help employees continue to develop, so that they can make a greater contribution to the success of the organization (Gustiana et al, 2022).

In the context of fast and dynamic global competition, organizations must be ready to face market changes quickly and responsively. This demands an adaptive and proactive HR management strategy (Helmi et al, 2023). Organizations need to have a system that is able to identify employee development needs in accordance with changes in the business environment, as well as provide the necessary support so that employees can adapt and innovate (Farchan, 2016). In addition, promoting a culture of learning and collaboration can be a key factor in creating a dynamic work environment and encouraging organizational growth through continuously increasing employee contributions (Azmy, 2015). Thus, an HR management strategy that focuses on learning and development becomes a strong foundation for sustainable growth in the context of increasingly fierce global competition.

Implementing appropriate HR management strategies can help organizations deal with these changes well, while utilizing employee potential optimally (Labola, 2019). An effective HR management strategy must be in accordance with the vision, mission and values of the organization. Developing a positive, inclusive and innovative work culture is the foundation for this strategy. In this context, it is important for organizations to understand that employees are not only team members, but also partners in achieving common goals (Alwi, 2006). By building a work culture that values diversity, embraces new ideas, and supports collaboration, organizations can create an environment that motivates employees to innovate and adapt to change (Basuki, 2023).

In addition, implementing an HR management strategy that focuses on developing employee competencies and skills will increase the organization's competitiveness in the global market (Sudiantini & Zidane, 2023). Structured and ongoing employee development programs, such as technical training, leadership development courses, and project-based learning, can help improve employees' ability to respond to changing market demands. By investing in employee development, organizations not only improve the quality of their workforce, but also build long-term competitive advantages (Khaeruman & Tabroni, 2024).

In addition, an effective HR management strategy also takes into account the balance between organizational needs and individual employee needs. This includes the development of comprehensive employee welfare programs, work flexibility policies, and motivating incentive systems (Idrus et al, 2023). By creating a work environment that supports work-life balance, organizations can improve employee performance, loyalty and retention. As a result, implementing a holistic and development-oriented HR management strategy can be a key factor in maintaining the organization's competitiveness and sustainable growth in an era of dynamic global competition (Tampubolon, 2016).

The aim of this research is to investigate effective human resource management (HR) strategies in facing organizational change and understand how implementing these strategies can increase organizational adaptability and optimally utilize employee potential. This research aims to identify best practices in HR management that are in accordance with

the vision, mission and values of the organization and to evaluate their impact on organizational performance in facing changing market dynamics. The benefit of this research is that it provides valuable insight for HR practitioners and organizational leaders in designing and implementing effective strategies for managing human resources in the context of organizational change, so as to increase the competitiveness and sustainable growth of organizations in increasingly complex global markets.

METHOD

The research method used in this research is a descriptive research method with a qualitative approach. The definition of qualitative research methods according to Creswell & Poth (2016) is a research method based on the philosophy of postpositivism. This method is used to research natural object conditions, where the researcher acts as a key instrument in collecting and interpreting data. The data collection technique was carried out using triangulation, combining several data collection approaches to obtain a more comprehensive understanding. Data analysis in qualitative methods is inductive, where the researcher applies an interpretation process to develop a deep understanding of the phenomenon being studied. Qualitative research results place more emphasis on meaning and interpretation than statistical generalizations, allowing a deeper understanding of the context and complexity of the phenomena observed (Semiawan, 2010). By using descriptive research methods with a qualitative approach, it is hoped that more complete, in-depth and meaningful data and information will be obtained, which can make a significant contribution to the understanding of human resource management strategies in facing organizational change.

RESULTS AND DISCUSSION

The important role of human resources as the main basis for companies in gaining competitive advantage is due to ongoing environmental changes, creating new challenges for organizations (Muharam, 2017). In this dynamic era, companies are faced with various changes, such as technological advances, regulatory changes, and shifting market trends. In facing this change, human resources are the key to ensuring successful adaptation and innovation (Sabrina, 2021). Skilled, knowledgeable and committed employees become valuable assets for companies in navigating new challenges and exploiting emerging opportunities. The following are some of the challenges faced by corporate HR in organizational change.

1. Lack of leadership support

Lack of leadership support is one of the main challenges faced by company human resource management (HRDM) in managing organizational change. Strong and committed leadership is critical to driving change effectively and ensuring that all parties are engaged and moving in the desired direction. Without strong support from leadership, change initiatives can be hampered or even fail to achieve the desired goals. Lack of support can appear in the form of unclear vision for change, lack of effective communication, or even resistance to change on the part of the leadership itself. Additionally, if leaders do not demonstrate a strong commitment to change, it can also send negative signals to other employees, reducing their level of participation and motivation to support the change.

The impact of this lack of leadership support can be very detrimental to the company, such as creating uncertainty, increasing resistance, and hindering the progress of change. Employees will feel unsure or even unmotivated to follow the direction of change that has been set, thus hampering the effectiveness of implementing change. Apart from that, a lack of support from leadership can also create misalignment between the change efforts carried out by HRM and the organization's overall strategic direction. Therefore, to overcome this challenge, it is important for HRM to work together with leadership to build a strong understanding of the importance of change, design effective communication strategies, and ensure that leadership is actively involved in supporting and promoting change throughout the organization.

2. Resist change

Surviving change is a significant challenge for company human resource management (HRDM) in facing organizational change. Change is often met with resistance from various parties in the organization. Employees may feel uncomfortable with the uncertainty associated with change, worry about its impact on their jobs, or even feel anxious about the possibility of losing position or status. In addition, there may also be a reluctance to abandon old ways and accept new ways of doing work. These challenges can be further exacerbated if HRM fails to explain the rationale behind the change, provide adequate support to employees, or address uncertainties that may arise during the change process.

These challenges can stem from employees being comfortable with the status quo and fearful of the uncertainty that comes with change. When employees feel threatened by change, resistance and dissatisfaction may arise, slowing or even hindering the change process. To overcome this challenge, it is important to proactively involve employees in the change process by establishing open and transparent communication. Educating employees about the reasons behind change and the benefits that may result from a change initiative can help reduce their anxiety and uncertainty. Additionally, providing employees with opportunities to participate in decision making, providing feedback, and involving them in designing solutions can increase their sense of ownership and commitment to change.

3. Lack of resources

Lack of resources is a serious challenge for human resource management (HRM) in facing organizational change. When organizations experience significant change, additional investment in time, effort, and budget is often required to support the implementation of the change. However, limited resources, both in terms of finances and personnel, can be an obstacle to implementing effective change strategies. For example, a lack of budget for employee training or development can hinder efforts to improve the skills and knowledge needed to cope with change. Additionally, personnel shortages or excessive workloads can cause HR teams to become overwhelmed and unable to handle change efficiently.

Implementing change can require significant time, money, and personnel, and the organization may not have the resources necessary to see the change process through to completion. This lack of resources can hinder an organization's ability to implement change effectively and cause change projects to stall midway or not achieve their desired goals. Without adequate resource support, change implementation can be inconsistent, cause frustration among employees, and cast doubt on the organization's commitment to change.

Therefore, it is important for human resource management to identify available resources wisely, allocate these resources efficiently, and look for creative ways to overcome resource limitations that may exist, so that the change process can run smoothly and successfully. achieve the set goals.

4. Global Expansion

Global expansion poses an important challenge for corporate human resource management (HRM) because it introduces additional complexity in human resource management. When a company expands its operations into global markets, HR must confront a variety of issues, from cultural and regulatory differences to the need for specialized expertise in languages and cross-cultural skills. For example, HR policies that are successful in one country may be irrelevant or even conflict with practices in another country. In addition, HRM needs to consider differences in recruitment, selection and performance management practices between countries, as well as ensure compliance with labor regulations that vary in each market. This requires HRM to develop a deep understanding of each country's culture, regulations and business practices, and implement flexible and coordinated strategies to manage this global diversity.

HRM needs to adopt a holistic and integrated approach. This includes developing HR policies and procedures that can be adapted to the needs of each market, investing in cross-cultural training for HR staff and employees, and building a network of local connections and business partners to support operations in various countries. Additionally, it is important for HRM to ensure that corporate values and culture remain consistent across the global entity, while respecting and responding to local diversity. By taking a targeted and comprehensive approach to managing human resources in the context of global expansion, HRM can help minimize risks and maximize opportunities for companies to grow and develop in international markets.

Developing an HR strategy that supports strategic change requires a deep understanding of the organization's goals and objectives. The first step is to assess the current condition of HR and identify areas that need improvement. This includes in-depth analysis of existing HR processes, systems and capabilities to identify areas that require improvement or improvement. By clearly understanding the current strengths and weaknesses of HR, human resource management (HRM) can determine how human resources can become strong partners in achieving the organization's strategic goals. This evaluation also helps HR to identify gaps in skills, knowledge, or capacity that may be needed to respond to change, as well as understand the specific needs of the desired change strategy.

After the evaluation is carried out, the next step is to design and implement an HR strategy that is in accordance with the organization's strategic change objectives. This involves developing concrete and measurable action plans to improve HR capabilities, both through developing employee skills and knowledge and improving HR management systems and processes. In addition, HR strategies must consider cultural and communication factors within the organization, ensuring that company values are reflected in HR practices and that communications about strategic change are communicated clearly and effectively throughout the organization. By implementing the right strategy, HRM can ensure that human resources

are the main driver in achieving successful organizational strategic change and help ensure continued growth and long-term competitive advantage. .

The next step after identifying gaps and designing strategies is to carry out concrete actions to strengthen human resource management (HR). This could mean redesigning HR processes to be more responsive to the changing needs of the organization, investing in new technology that supports efficiency and innovation in HR management, or developing new HR capabilities in line with changing organizational needs. Redesigning HR processes may involve optimizing workflows, increasing automation, or simplifying administrative systems to speed response to changing business needs. Meanwhile, investing in new technologies, such as integrated HR management systems or advanced analytics platforms, can help improve efficiency, accuracy and data-driven decision making. Additionally, developing new HR capabilities, such as talent recruitment and retention, leadership development, or more adaptive performance management, can help organizations adapt to the demands of constant change.

It is important to involve key stakeholders, including senior management, functional departments, and employees, in the HR strategy design and implementation process. Strong collaboration between HRM and stakeholders helps ensure that HR strategies are not only relevant and effective, but also aligned with the organization's overall vision, mission and strategic goals. This allows organizations to optimize the use of human resources as the main catalyst in realizing ambitious business strategies. Thus, involving key stakeholders in the HR strategy development and implementation process not only strengthens internal support for change, but also ensures alignment of the HR strategy with the organization's overall strategic direction. Top of Form

Allocating resources effectively is a crucial step in the human resource management (HR) transformation process. Without adequate budget support, the transformation process can be hampered or even fail to achieve the desired goals. Additionally, a lack of personnel with appropriate skills and knowledge can hinder an organization's ability to manage change effectively. Therefore, it is important to conduct a thorough evaluation of the resources required for each stage of the transformation, from initial analysis to implementation and monitoring. This evaluation should include identifying budget needs, appropriate personnel allocation, and investment in technology and training necessary to support the change.

After assessing resource needs, the next step is to allocate them appropriately according to priority and urgency. This includes allocating an adequate budget to finance transformation initiatives, procuring personnel with relevant skills and knowledge, and investing in the required technology or infrastructure. In addition, it is also important to take into account flexibility in resource allocation, so that the organization can adapt to changing conditions or needs that may arise during the transformation process. By allocating resources intelligently and strategically, organizations can ensure that the HR transformation process runs smoothly and successfully achieves the set goals, as well as minimizing the risk of failure or delays in achieving the expected results.

CONCLUSION

A deep understanding of the role and importance of human resource management (HR) in facing organizational change has been revealed. In this dynamic era full of challenges, building an adaptive and progressive HR strategy is crucial. Concrete steps such as evaluating the condition of existing HR, designing strategies that align with the organization's vision and mission, and carrying out transformational actions such as redesigning HR processes or investing in new technology, all provide a solid foundation for successful change. However, these efforts can be hampered without appropriate resource allocation. Adequate budget support and competent personnel are the main elements in carrying out the transformation process. By allocating resources effectively, organizations are able to secure the success of HR transformation. A thorough evaluation of resource needs, including analysis of required budget, personnel, and technology investments, is a key step in addressing the challenges of change. After that, wise allocation of resources, prioritizing needs and flexibility in responding to changing conditions, becomes the way to ensure that the organization can manage change smoothly. Thus, a well-implemented HR strategy is not only the foundation for dealing with change, but also the main driver in achieving the organization's long-term strategic goals.

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