

STRATEGIES FOR MANAGING CHANGE IN HUMAN RESOURCE MANAGEMENT IN INDONESIAN HIGHER EDUCATION: A SYSTEMATIC LITERATURE REVIEW (SLR)

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ABSTRACT

Managing change in human resource management (HRM) is a crucial aspect for the sustainability and advancement of institutions, particularly in educational settings such as universities. This study aims to reveal effective strategies for managing change within such environments, focusing on a case study of developments in a higher education institution. In this dynamic era, understanding and applying appropriate strategies is key to ensuring successful adaptation and innovation amidst ongoing changes. HRM is a primary pillar in maintaining an organization's continuity and progress. Amidst the constant flux of change, strategic HRM becomes increasingly important, serving not only as a guide but also as a foundation that enables organizations to adapt, grow, and succeed in an ever-changing environment. This research offers valuable insights into HRM strategies by deeply understanding how organizations manage their human resources, both in specific contexts like universities and in broader scopes. By identifying successful patterns, potential obstacles, and opportunities for innovation (Wang, Z., Xu, H., & Song, M., 2021), this study provides essential knowledge. Case studies, such as the one detailed in this article, offer concrete insights. By examining specific development cases in universities, we learn about strategic steps such as organizational restructuring, employee development, effective communication, and active stakeholder engagement, each significantly impacting organizational well-being. Therefore, this research aims to explore how these strategies are understood, adopted, and adjusted within the context of universities. It is hoped that a profound understanding of HRM strategies will contribute positively to sustainable and innovative managerial practices in the future. The study employs a systematic and comprehensive literature review approach using the SCOPUS database, considered credible and internationally indexed, to identify research trends and developments in HRM strategies. This methodology ensures an objective, transparent, and replicable analysis, providing a rich and beneficial contribution to the field of strategic HRM in higher education.

KEYWORDS: Strategic, Human Resource Management, Education, University, Indonesia

1. INTRODUCTION.

Managing change in human resource management is a crucial aspect for the continuity and progress of institutions, especially in educational settings such as higher education institutions. This study aims to uncover effective strategies for managing change in this environment, with a focus on case studies of developments in higher education institutions. In this dynamic era, understanding and applying the right strategies are key to ensuring successful adaptation and innovation amidst ever-changing dynamics. Human Resource Management (HRM) is one of the main pillars in maintaining the continuity and progress of an organization (Nur & Khalid, 2024). Amidst ongoing dynamics of change, strategies for managing HR become increasingly important. These strategies not only serve as guidelines but also as foundations that enable organizations to adapt, grow, and succeed in a continuously changing environment.

In this context, research on HRM strategies offers valuable insights. Through a deep understanding of how organizations manage their HR, both in specific contexts like higher education institutions and in broader scopes, we can identify successful patterns, potential obstacles, and opportunities for innovation (Bidandari et al., 2024). Case studies, as outlined in this article, provide highly valuable insights. By examining concrete cases of developments in higher education institutions, we can study the strategies that have been

implemented in real contexts. From organizational restructuring to employee development, from effective communication to active stakeholder engagement, each strategic step has a significant impact on organizational well-being (Bidandari et al., 2024). Thus, this study aims to explore how these strategies are understood, adopted, and adjusted to the context of higher education institutions. It is hoped that a deep understanding of these HRM strategies can positively contribute to sustainable and innovative managerial practices in the future. In Human Resource Management (HRM), strategy is not merely a set of random steps taken arbitrarily. Behind every strategic decision lies a strong theoretical foundation that provides deep insights into how organizations can manage their HR effectively. This theoretical foundation not only provides an understanding of basic concepts and principles but also serves as a valuable guide in designing, implementing, and evaluating HRM strategies (Wang, Z., Xu, H., & Song, M., 2021).

Several key theories form the theoretical foundation in HRM strategy. First, Change Management theory highlights the importance of adaptation and innovation in facing environmental dynamics. Then, leadership and motivation concepts provide an understanding of how to motivate employees and guide them towards achieving organizational goals. Next, organizational development models offer frameworks for understanding organizational dynamics and how changes in HRM can be implemented effectively. Organizational communication also plays an important role in HRM, with communication theories providing insights into how messages can be delivered effectively, influencing organizational culture. Finally, organizational structure theories help us understand how organizational structures can be tailored to the context and goals of the organization to achieve efficiency and effectiveness in HRM. By understanding and applying these theoretical foundations, organizations can develop more directed and effective HRM strategies in facing challenges and opportunities in a continuously changing environment.

This theory offers insights into how organizations can design and implement effective change strategies. Change management becomes critical in the context of HRM because organizational changes often affect the structure, processes, and culture of the organization, impacting human resources. Leadership and motivation concepts play a significant role in HRM. Theories such as Douglas McGregor's Theory X and Theory Y, Abraham Maslow's Need Theory, and the Psychological Well-being Theory provide an understanding of how to motivate employees and lead them towards achieving organizational goals (Pradana & Arijanto, 2024). According to Amelia et al. (2024), nothing is constant in this world; the world is always moving forward. Those who continue to move forward will be at the forefront, while those who stop will be left behind. Change must occur, whether in leaps or quanta. The concept of a "quantum leap," a rapid jump leveraging changes in vision, mission, strategy, structure, and personnel, is common in the industrial world.

Quantum leaps in personnel start with changes in mindset, ways of thinking, and the adoption of progressive ideologies. Often, quantum leaps begin with the adoption of new beliefs. In the context of human history, there is no stagnation or permanence; history is always changing over time (Amelia et al., 2024). Models such as the Burke-Litwin Model and Lewin's Change Management Cycle provide frameworks for understanding organizational dynamics and how changes in HRM can be effectively implemented. Organizational Communication Theory: Effective communication is a key element in managing change and in general HRM strategies. Organizational communication theories, such as the Shannon-Weaver Model, Persuasion Theory, and Interpersonal Communication Theory, offer insights into

how messages can be effectively delivered and how good communication can influence organizational culture (Fitriyani & Erlina, 2024).

The arrangement of organizational structures plays an important role in HRM. Theories such as Contingency Theory and Structural Functional Theory provide an understanding of how organizational structures can be adapted to the context and goals of the organization to achieve efficiency and effectiveness in HR management. In the context of change management, theoretical foundations play a crucial role in guiding the steps taken by organizations. These theoretical concepts provide important frameworks for understanding the dynamics of change and how organizations can effectively manage it (Purnomo et al., 2024). One of the main theories in change management is Transition Theory. This theory highlights that change does not happen instantly but through a series of stages that involve the adaptation process of individuals and organizations from the previous state to the desired state. Stages such as denial, uncertainty, and eventual adaptation are integral parts of the change process (Fitriyani & Erlina, 2024).

Additionally, the Kubler-Ross Model of the Five Stages of Grief is often used in the context of change management. Although this model was initially developed to understand individual responses to death, the parallels drawn with the emotional stages experienced by individuals during organizational change are highly relevant. Stages such as denial, anger, and eventual acceptance help in understanding and managing the emotional responses that may arise during the change process. By understanding these theoretical foundations, organizations can take more directed and informed steps in managing change. These theoretical foundations provide deep insights into the dynamics of change and offer guidelines on how to face challenges and exploit opportunities in an ever-changing environment.

2. METHODOLOGY

2.1. Size of datasets

The Scopus database search used the term "human resource management change strategy" as a basis. We did not restrict the years in the database collection because we wanted to observe the development of research from the main theory to the latest research data. This allowed us to analyze research trends over time. We selected the highest citation category with the Web of Science index. The study selection process was conducted by creating a Prisma. Literature data were taken from subject fields based on searches in the Web of Science using Publish or Perish. To analyze the bibliometric relationships of an object, it is necessary to analyze the document subjects. Scopus provides subjects on the given algorithm and will be further analyzed using the VosViewer tool (van Eck & Waltman, 2014).

2.2. Data Unit Analyze

A systematic approach is employed to identify, select, and evaluate relevant literature. This structured process is considered replicable, objective, transparent, free from bias, and rigorous. The initial stage in this research involves a comprehensive literature search using the Scopus database. Scopus was chosen due to its broader data coverage compared to other databases and its adherence to stricter methodological criteria in its data scope.

The keyword "Human resource management change strategy in Indonesian universities" was used as the basis for the search in the Scopus database. There was no restriction on the year of data collection. The development of research on resilience was selected because we wanted to understand how the literature has evolved from the main theory to the latest research data on human resource management change

strategies. This allows us to comprehensively analyze research trends over time. We also focused on the highest citation category.

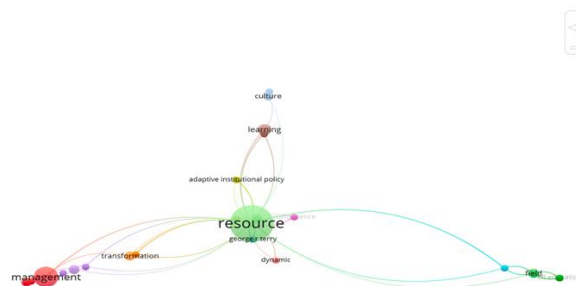


Figure 1: Vosviewer
Source: (Vosviewer, 2024)

Each article was analyzed in depth, followed by initial coding by identifying various definitions and conceptualizations of leadership as theoretical references, levels of analysis of objectives and research questions, methods used, and results, conclusions, and main findings of the research. Emphasis was placed on three dimensions - drivers, processes, and outcomes - with several sub-codes for each dimension. The above graph shows the development of journal publications up to 2021, with an increasing trend in research on human resource management change strategies.

There has been a continuous increase since 2005, peaking in 2024 with nearly 1000 articles, which were reduced to 81. Although the theme of leadership is crucial in facing recent global changes, the number of articles discussing it remains relatively low. A company with significant human resources and potential, but without managers possessing the necessary skills, will not be able to effectively utilize those employees or resources. Therefore, capability is a critical strategy for the sustainability and competitive advantage of a company. From this perspective, business capability is linked to human resources with management skills to become managers who can manage finances and market products to support the achievement of the company's goals and attain desired outcomes.

3. RESULT AND DISCUSSION.

In the context of change management, theoretical foundations play a crucial role in guiding the steps taken by organizations. These theoretical concepts provide an important framework for understanding the dynamics of change and how organizations can effectively manage it.

One of the key theories in change management is the Theory of Change Transition. This theory highlights that change does not occur instantly, but through a series of stages involving the adaptation process of individuals and organizations from the current condition to the desired one. Stages such as denial, uncertainty, and eventually adaptation are integral parts of the change process. Additionally, the Kubler-Ross Model of Five Stages of Grief is often used in the context of change management. Although this model was initially developed to understand individual responses to death, the parallels that can be drawn with the emotional stages experienced by individuals during organizational change are highly relevant. Stages

such as denial, anger, and ultimately acceptance help in understanding and managing the emotional responses that may arise during the change process.

By understanding these theoretical foundations, organizations can take more directed and informed steps in managing change. These theoretical foundations provide an in-depth insight into the dynamics of change and offer guidance on how to address challenges and exploit opportunities in an ever-changing environment. In relating to the Three Components of Change according to Thomas La Bella and Bartens (1991), we can explain how the previously mentioned theories (Theory of Change Transition and Kubler-Ross Model of Five Stages of Grief) align with the concept of the three components of change as depicted in the diagram below.

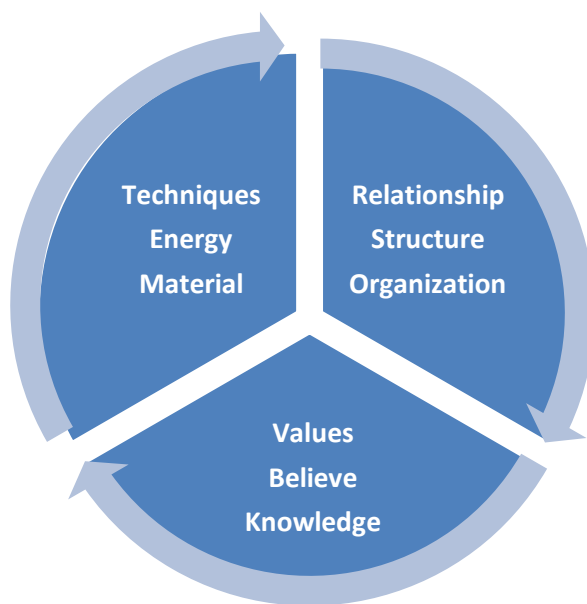


Figure 2: Management Traits Context

Source: (Self Identified, 2024)

In the context of change management, theoretical foundations play a crucial role in guiding the steps taken by organizations. These theoretical concepts provide an important framework for understanding the dynamics of change and how organizations can effectively manage it. One of the main theories in change management is the Theory of Change Transition (Kenedi et al., 2024). This theory highlights that change does not only occur instantly but through a series of stages involving the adaptation process of individuals and organizations from the previous condition to the desired one. Stages such as denial, uncertainty, and ultimately adaptation are integral parts of the change process.

Thus, the Kubler-Ross Model of Five Stages of Grief is often used in the context of change management. Although this model was initially developed to understand individual responses to death, the parallels that can be drawn with the emotional stages experienced by individuals during organizational change are highly relevant. Stages such as denial, anger, and finally acceptance help in understanding and managing the emotional responses that may arise during the change process. Thomas La Bella and Bartens (1991) Three Components of Change provide a relevant framework referring to what changes within the organization. In

this regard, the theory of change transition helps identify specific elements of the changes that occur, both at the individual and organizational levels. For example, changes in organizational structure, business strategies, or the technology used.

Furthermore, referring to how these changes are implemented. The stages in the Theory of Change Transition and the Kubler-Ross Model provide guidance on the adaptation process experienced by individuals and organizations. This process involves emotional management, handling denial, and developing strategies to achieve adaptation and acceptance (Syamsuddin et al., 2024). Then the context includes external and internal factors driving change, such as changes in the market, new technologies, or changes in regulations. By understanding the context, organizations can better prepare and design effective strategies to address these changes. By understanding these theoretical foundations and relating them to the Three Components of Change according to Thomas La Bella and Bartens, organizations can take more directed and informed steps in managing change. These theoretical foundations provide an in-depth insight into the dynamics of change and offer guidance on how to address challenges and exploit opportunities in an ever-changing environment. These guidelines help organizations not only in identifying changing elements (content) but also in planning and managing the change process effectively (process) and understanding the background and reasons behind the changes (context) (Rismayadi, 2024).

In several findings and research reviews, the research is divided into several sections that have validity and relevance to this study.

Figure 3: Research Findings

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| <p>Human Resource Management in Education</p> | <ol style="list-style-type: none"> 1. (Adeoye & Hakim, 2024): This research discusses the optimization of madrasah quality through a strategic approach to human resource management (HRM). They highlight the importance of the right HRM strategy to enhance performance and educational outcomes in madrasahs. 2. (Akbar et al., 2024): Examining the roles of human capital and sustainable HRM in supporting sustainable universities in Indonesia. This research emphasizes the mediating role of sustainable HRM practices in improving university performance. 3. (Alfarizi & Herdiansyah, 2024): Investigating the factors influencing ecopreneurial intentions among educational human resources in Indonesia, with a focus on inherent green tendencies. |
| <p>Human Resource Planning and Strategy</p> | <ol style="list-style-type: none"> 1. (Asrin et al., 2024): Analyzing leadership strategies to enhance faculty performance and achieve excellence at universities. 2. (Astuti et al., 2024): Examining strategic planning and human capital planning in the business development project of Bina Insani University at Cikarang Campus. |

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| | 3. (Bidandari et al., 2024): Researching the school principal's strategies in establishing centers of excellence in Vocational High Schools in Indonesia. |
| Enhancing Quality and Performance of Human Resources | <ol style="list-style-type: none"> 1. (Dacholfany et al., 2024): School principal leadership strategies in developing the quality of human resources in schools. 2. (Fitriyani & Erlina, 2024): Studying the application of strategic and global HRM in improving company performance in Indonesia. 3. (Haddade et al., 2024): Discussing quality assurance strategies in higher education in the digital era within the context of Islamic higher education institutions. |
| Strategic Management Strategies in Higher Education | <ol style="list-style-type: none"> 1. (Istikhoroh et al., 2024): Strategi tata kelola universitas inovatif untuk meningkatkan daya saing di industri pendidikan tinggi. 2. (Kasimbara et al., 2024): Pemasaran strategis pendidikan tinggi di negara berkembang, dengan studi kasus pemasaran lokal di pendidikan tinggi swasta Indonesia. 3. (Kenedi et al., 2024): Mengkaji kapabilitas, pengetahuan, dan keterampilan SDM unggul melalui kompetensi karyawan di Pelabuhan Tanjung Balai Karimun, Kepulauan Riau. |
| Application of Technology and Innovation in HRM | <ol style="list-style-type: none"> 1. (MEGAWATY et al., n.d.): Researching how the agility of human resources can improve the distribution of HRM performance in private universities in Indonesia. 2. (Muflihin & Warsito, 2024): Examining self-directed learning policies for quality strategic education management using IT skills in the Merdeka Campus program in Indonesia. 3. (Mursiti et al., 2024): Discussing competency mapping to develop human resources in the Indonesian sugarcane agro-industry in the era of Industry 4.0. |
| Strategic Approaches and Policies in HRM | <ol style="list-style-type: none"> 1. (Nasution et al., 2024): Developing a strategic management model for state legal entity universities towards world-class universities with a strategic intelligence approach. 2. (Nur & Khalid, 2024): Investigating strategic HR management in the development of SMEs in the era of globalization. 3. (Nurbaya et al., n.d.): Enhancing HR competencies through edutourism services at Muhammadiyah Islamic College Singapore |

Source: (Self Identified, 2024)

The findings of this research identify strategic Human Resource Management (HRM) practices in the context of higher education institutions in Indonesia. This study employs a survey instrument to assess the extent to which strategic HRM implementation has been carried out. Statistical analysis is conducted to cluster similar variables and identify focus areas at a university (Ramly et al., 2024). The research results indicate that the surveyed higher education institutions have a high level of awareness of HRM. However, they face significant challenges regarding human capital development, especially among faculty members. The recruitment and selection processes are also deemed highly inadequate and require more effective attention. Performance appraisal and compensation systems are also considered insufficient to ensure the presence of highly motivated staff, especially for foreign workers (Purnomo et al., 2024).

The implications of these findings are highly relevant to administrators, faculty, and other higher education personnel interested in implementing and improving strategic HRM practices. Future research should involve more universities, both public and private, and consider moderation variables such as university culture, organizational climate, and the labor market, especially in the context of workforce nationalization, legal environment, and regulations. Based on this analysis, this research provides rich and beneficial findings in the field of strategic Human Resource Management.

The findings of this research can be associated with Bartens' three factors related to Human Resource Management (HRM), namely People, Process, and Policy. The Bartens model highlights the importance of human resource development and management in organizations. In the context of this research, the high awareness of HRM in higher education institutions in Indonesia affirms this aspect (Sundoro et al., 2024). However, the finding that there are significant challenges related to human capital development, especially among faculty members, underscores the need to enhance attention to this aspect in HRM in universities. The Bartens model encompasses operational processes related to human resource management, including recruitment, selection, training, and employee development processes. The research results indicate that the recruitment and selection processes are considered highly inadequate. Therefore, changes in these processes are needed to ensure effective implementation of strategic HRM in higher education institutions. Lastly, the policy in the Bartens model refers to the policies that form the basis for HRM practices in an organization. The finding that the performance appraisal and compensation system is not sufficient to ensure the presence of highly motivated staff, especially for foreign workers, suggests the need for improvements in policies related to performance appraisal and compensation in higher education institutions in Indonesia.

4. CONCLUSION.

From the results of this study, it can be concluded that there is a need for improvement in the implementation of strategic Human Resource Management (HRM) in higher education institutions in Indonesia. Although the awareness level regarding HRM is quite high, the challenges related to human capital development, recruitment and selection processes, as well as performance appraisal and compensation policies, require more serious attention. The implications of these findings are crucial for stakeholders in the field of higher education to implement sustained improvement measures to enhance the performance and effectiveness of higher education institutions in Indonesia, thus better coping with the dynamics of the modern higher education era.

Thus, this research underscores the necessity for improvements in the implementation of strategic Human Resource Management (HRM) in higher education institutions in Indonesia. Despite the relatively high

awareness level regarding HRM, the challenges related to human capital development, recruitment and selection processes, as well as performance appraisal and compensation policies, demand more serious attention. The implications of these findings are highly significant for stakeholders in the higher education sector to implement sustained and targeted improvement efforts to achieve the goals of higher education institutions in facing the dynamics of the modern higher education era.

Linking the findings of this research with Bartens' three factors provides a comprehensive overview of the challenges and implications of implementing strategic HRM in Indonesian universities. Previous research has highlighted strategic Human Resource Management (HRM) practices in higher education institutions in Indonesia. The research results indicate that higher education institutions in Indonesia have a high level of awareness of HRM. However, they also face significant challenges related to human capital development, especially among faculty members. The recruitment and selection processes are considered highly inadequate, and the performance appraisal and compensation system are also deemed insufficient to ensure the presence of highly motivated staff, especially for foreign workers.

Thus, these findings emphasize the need for improvement in the implementation of strategic Human Resource Management (HRM) in higher education institutions in Indonesia. High awareness of HRM is a positive first step, but challenges related to human capital development, recruitment and selection processes, as well as performance appraisal and compensation policies, still need to be the main focus in efforts to enhance the performance and effectiveness of higher education institutions. The implications of these findings have significant impacts on administrators, faculty, and higher education personnel in their efforts to implement and improve best practices in strategic Human Resource Management in Indonesia. Therefore, sustained and targeted improvement efforts are essential to achieve the goals of institutions in facing the dynamics of the modern higher education era.

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