

Human resource management strategy in facing organizational change in pelambik village

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Abstract: This study aims to analyze the strategy of Human Resource Management (HRM) in dealing with organizational changes in Pelambik Village. The changes that occurred include restructuring village apparatus, digitizing administration, strengthening work culture, and community involvement in program planning and evaluation. The study used a descriptive qualitative approach with purposive sampling techniques to select informants including village officials, administrative staff, community leaders, and residents affected by the change. Data was collected through in-depth interviews, observations, and documentation, then analyzed in a thematic descriptive manner. The results of the study show that the HRM strategy which includes competency development, effective internal communication, motivation and rewards, mentoring, teamwork, and continuous evaluation has succeeded in supporting the adaptation of village apparatus to organizational changes. The successful implementation of the HRM strategy is influenced by visionary leadership, budget support, adequate technological infrastructure, adaptive organizational culture, human resource competence and motivation, and active community participation. This research emphasizes that a comprehensive HRM strategy is able to ensure that organizational transformation runs harmoniously, adaptively, and sustainably, as well as being an example of effective HRM practices at the village level. These findings make an academic and practical contribution to the development of HRM strategies in local government settings.

Keywords: Human Resources, Transformation, Villages.

1. Introduction

Organizational change is a necessity in the global era, characterized by the acceleration of technology, globalization trends, and economic dynamics (Adhairani & Aslami, 2022; Dharmawan et al., 2024). Organizations from various sectors, both business, education, government, and non-profit, are required to adapt (Saepulloh & Susila, 2021; Sufriyadi & Perkasa, 2025). The forms of change vary from digitalization, new work systems, restructuring, to changes in business models (Muncahyo, 2024; Arimbi, 2022). These changes have different impacts, it can be in just one division or touch the entire structure and work culture (Journal of Sustainable HR, 2022; Journal of Modern Industry, 2023). For employees, change often triggers uncertainty, fear of losing their role, and threats due to new technology (Karina & Rindaningsih, 2023; Okvi Maharani & Rindaningsih, 2023). Without proper management, these concerns generate resistance (Herlina et al., 2022; Rindaningsih & Khalilurrahman, 2022). Resistance is the main obstacle to organizational transformation (Setiawan, 2020; Sukesu & Rindaningsih, 2023). Rejection both openly and covertly can hinder and even thwart change (Suryani, 2019; Utami, 2020). In this situation, Human Resource Management (HRM) plays a crucial role as a strategic partner, not just an administrative function (Dharmawan et al., 2024; IRJE, 2023). HRM ensures the readiness of employees' competencies, mentality, and attitudes

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according to the new direction of the organization (Adhairani & Aslami, 2022; Journal of Digital Transformation, 2024).

Competency development through training is the main strategy to deal with change (Prasetyo, 2018; Karina & Rindaningsih, 2023). Training helps employees adapt to the latest technology and work standards (Okvi Maharani & Rindaningsih, 2023; Herlina et al., 2022). In addition, recruitment must be adjusted to the direction of organizational transformation (Aditya Siregar & Riofita, 2024; Elk Management, 2024). Strategic recruitment presents human resources with relevant skills to support change (Journal of Islamic Education, 2023; Journal of Student Business, 2025). Adaptive performance management is also important (Sufriyadi & Perkasa, 2025; Journal of Organizational Change, 2023). Dynamic performance evaluations help ensure employee contributions are in line with organizational goals (Muncahyo, 2024; Journal of HR Management, 2021). Transparent internal communication minimizes misunderstandings that have the potential to cause resistance (IRJE, 2023; Arimbi, 2022). Clearly conveying the vision of change creates trust and support (Tadbir, 2020; Jurnal ekonam, 2021). Employee motivation is another aspect that needs to be considered (Elk Management, 2024; Journal of Islamic Education, 2023). Reward and incentive strategies to increase morale in the midst of uncertainty (Aditya Siregar & Riofita, 2024; Journal of Student Business, 2025). The literature shows that the success of transformation is not only determined by technology, but also by the readiness of human resources (Prasetyo, 2018; Karina & Rindaningsih, 2023). Without the role of HRM, transformation often encounters obstacles (Okvi Maharani & Rindaningsih, 2023; Herlina et al., 2022). However, in reality, many organizations are still stuck in a traditional pattern by viewing HR as limited to administration (Setiawan, 2020; Sukesu & Rindaningsih, 2023). This results in increased resistance and failed transformation (Suryani, 2019; Utami, 2020).

Some organizations also ignore the psychological aspects of employees (Dharmawan et al., 2024; Saepulloh & Susila, 2021). In fact, dissatisfaction, conflict, and decreased loyalty often arise due to a weak approach to HRM (Muncahyo, 2024; IRJE, 2023). The gap between theory and practice underscores the importance of research on HRM strategies (Adhairani & Aslami, 2022; Journal of Sustainable HR, 2022). This study helps bridge the gap between the concept of the ideal and the reality of the field (Journal of Modern Industry, 2023; Journal of Digital Transformation, 2024). Increasingly uncertain business contexts, such as the global pandemic, show the urgency of adaptive HRM strategies (Elk Management, 2024; Journal of Islamic Education, 2023). HRM is at the forefront of ensuring that productivity is maintained (Aditya Siregar & Riofita, 2024; Journal of Student Business, 2025). Remote work is one of the real examples of transformation that must be managed by HRM (Karina & Rindaningsih, 2023; Prasetyo, 2018). HRM needs to prepare adequate policies and support for this system to be effective (Okvi Maharani & Rindaningsih, 2023; Rindaningsih & Khalilurrahman, 2022). Organizational culture should also not be ignored (IRJE, 2023; Arimbi, 2022). A culture that supports change strengthens innovation and flexibility (Jurnal ekonam, 2021; Tadbir, 2020). Employees who feel involved will be more committed to supporting transformation (Elk Management, 2024; Journal of Student Business, 2025). HRM needs to ensure active participation in every stage of change (ResearchGate, 2022;

Cyberpublisher, 2025). The big question that arises is what kind of HRM strategy is the most relevant? (Maeswara, 2024; Journal of Organizational Change, 2023). The answer to this question is at the heart of the research (Journal of HR Technology, 2024; Journal of Human Resources Competence, 2022). The purpose of the study was to analyze the strategy of HRM in the face of change and the extent to which this strategy supports. Research is expected to make an academic and practical contribution (Journal of HR Management, 2021; Journal of Digital Transformation, 2024). Academic contributions in the form of enrichment of literature on HRM and change management (Dharmawan et al., 2024; Muncahyo, 2024). Practical contributions in the form of applicative recommendations for organizations (Saepulloh & Susila, 2021; Sufriyadi & Perkasa, 2025).

These recommendations include the preparation of training programs, improvement of communication patterns, and reward systems (Kusuma, E. et al., 2023; Kusuma, Y., 2021). The implementation of these strategies supports the success of transformation (Okvi Maharani & Rindaningsih, 2023; Rindaningsih & Khalilurrahman, 2022). For leaders, this research helps to understand the importance of HRM in change (Setiawan, 2020; Sukesu & Rindaningsih, 2023). Leadership that supports change is the determinant of success (Suryani, 2019; Utami, 2020). For employees, this study affirms their active role in supporting transformation (Muhammad Fahrul Muttaqin & Rindaningsih, 2024; Herlina et al., 2022). Engagement increases when HRM provides tangible support (ResearchGate, 2025; Kusuma, Y., 2024). The long-term impact of the right HR strategy is an adaptive, innovative, and sustainable organization (Journal of HR Transformation, 2022; Journal of Modern Industry, 2023). Organizations like this are better prepared to face uncertainty (Adhairani & Aslami, 2022; Journal of Student Business, 2025). The industrial revolution 4.0 reinforces the urgency of this research (Sufriyadi & Perkasa, 2025; Journal of HR Technology, 2024). HRM needs to ensure employees have digital skills and data analysis (IRJE, 2023; Okvi Maharani & Rindaningsih, 2023). Without a proper HRM strategy, digital transformation can create a competency gap (Muncahyo, 2024; Tadbir, 2020). Therefore, this research is relevant for the current context (Setiawan, 2020; Utami, 2020).

In global competition, a competitive workforce is key (Elk Management, 2024; Journal of Islamic Education, 2023). HRM is tasked with preparing human resources with international standards (Journal of Modern Industry, 2023; Journal of Student Business, 2025). Organizations that successfully manage change through HRM not only survive, but are also able to lead (Aditya Siregar & Riofita, 2024; Journal of Sustainable HR, 2022). This shows the strategic advantages of HRM (Kusuma, E. et al., 2023; Kusuma, Y., 2021). The phenomenon of resistance, competency gaps, and weak internal communication emphasize the urgency of this research (Maeswara, 2024; Journal of HR Management, 2021). HRM strategy is at the heart of organizational change (Journal of Sustainable HR, 2022; Cyberpublisher, 2025). In conclusion, adaptive and human-oriented HRM strategies are the main foundation of organizational transformation (Muhammad Fahrul Muttaqin & Rindaningsih, 2024; Arimbi, 2022). True change can only be achieved with the full support of HRM (Indonesian Publishing Agency, 2020; Journal of Organizational Change, 2023).

2. Materials and Methods

This research uses a descriptive qualitative approach, because it aims to describe in depth the strategy of Human Resource Management (HRM) in dealing with organizational changes. A descriptive approach is chosen so that the researcher can explain the phenomenon in detail, presenting experiences, perceptions, and practices that occur in the organization or community, without intervening in the ongoing process. The location of the research was conducted in Pelambik Village, Southwest Praya District, Central Lombok Regency, which was chosen because the village is undergoing various organizational changes in the village government structure, program management, and human resource management at the local level.

The subjects of the study include village officials, administrative staff, community leaders, and several residents who are involved or affected in changes in village organizations. The selection of informants was carried out by purposive sampling technique, which is to select individuals who have relevant information and direct experience related to HRM strategies in dealing with organizational changes in the village. The research data consists of primary data and secondary data. Primary data was collected through in-depth interviews to gain an understanding of informants' strategies, experiences, and perceptions, as well as through observation of the implementation of village organizational policies and activities during the change process.

Secondary data were obtained from village documents, activity reports, village regulations, and relevant supporting literature. Data analysis is carried out in a thematic descriptive manner, namely by reducing data, grouping information into certain themes or categories, then presenting it in the form of a systematic narrative so as to describe the real condition of the HRM strategy in Pelambik Village.

To ensure the validity and credibility of the data, this study applies triangulation, both triangulation of sources by comparing information from village officials, community leaders, and residents, and triangulation methods by combining interviews, observations, and documentation. In addition, member checks are carried out to ensure that the researcher's interpretation is in accordance with the experience and opinions of informants. The research also adheres to ethical principles by asking for permission before data collection, maintaining the confidentiality of the informant's identity, and using data only for academic purposes. With this descriptive qualitative approach, the research is expected to be able to provide a clear and in-depth picture of the HRM strategy in dealing with organizational changes in Pelambik Village.

3. Results and Discussion

3.1. Description of Organizational Change Conditions

The organizational change in Pelambik Village shows efforts to modernize the village government which aims to improve public services and administrative effectiveness (Suryani, 2020). The restructuring of village apparatus is carried out so that decision-making is faster, coordination between work units is more effective, and the responsibilities of each individual are clearer. Digitization of village administration has begun to be implemented, including recording population data, financial management, and development program reports, which makes it easier to monitor performance. Village officials must adapt to new technologies, while the community is involved so that every decision is more accurate and accountable. The impact of this change is not only technical, but also affects the work culture so that the village apparatus is more collaborative and proactive.

The implementation of digital systems changes the flow of internal communication so that coordination between units becomes faster and more efficient (Hasibuan, 2017). Administrative data can be accessed in real-time, making it easier for village leaders to monitor the progress of work and make information-based decisions. Village officials who

are not used to using technology need intensive training to be able to follow the new system. This digital transformation also requires discipline and high awareness from all village apparatus. As a result, organizational efficiency increases and the quality of service to the community is more guaranteed. Organizational change emphasizes community involvement in village program planning and evaluation (Siagian, 2016). The deliberation and public consultation forum became a medium for residents to convey their aspirations. Village officials are encouraged to build constructive two-way communication and balance the interests of various parties. Community involvement increases the legitimacy of decisions and tailors programs to the real needs of citizens. This also strengthens the harmonious relationship between village officials and the community.

Organizational changes also have an impact on the work culture of village officials (Wibowo, 2018). Village officials are required to be more collaborative, disciplined, and proactive in order to follow new procedures. The values of cooperation and professionalism are emphasized so that changes can be accepted quickly. Organizational culture adaptation is the key to successful transformation. An adaptive work culture makes it easier for all members of the organization to adapt to the changes that occur. New standard operating procedures (SOPs) are implemented to ensure a more systematic and measurable workflow (Tampubolon, 2019). SOPs include work steps, performance indicators, and reporting mechanisms. Village officials understand their respective duties and responsibilities so that performance evaluation becomes easier. SOPs also help organizations reduce irregularities and increase accountability. With SOPs, internal coordination and decision-making are clearer and more efficient. Digitization of administration presents its own challenges for village officials (Suryani, 2020). Some village officials are still having difficulty adjusting to the new system, so intensive assistance is important. This approach ensures that all village apparatus have adequate technical capabilities. In addition, continuous training helps village officials improve the quality of public services. With the right support, digital transformation can run effectively and sustainably.

Organizational restructuring also has an impact on the division of responsibilities (Hasibuan, 2017). The village apparatus that previously handled many tasks now has a focus on a specific area. This division improves efficiency and reduces overlap of work between units. The work process becomes more systematic and productive. This strengthens the organization's function in supporting village development. Organizational change also emphasizes strengthening the capacity of human resources through training and self-development (Siagian, 2016). Village officials are equipped with technical, social, and managerial skills to be able to face the demands of new jobs. This training improves professionalism and readiness to face organizational challenges. In addition, human resource development prepares village officials to innovate in public services. This is in line with the goal of modernizing the village government. The monitoring and evaluation system is strengthened so that the process of organizational change can be controlled properly (Wibowo, 2018). Regular reports and monitoring of work progress help village leaders assess the effectiveness of new procedures. Evaluation data is used for continuous improvement and adjusting organizational strategies. This process ensures that the changes can go as planned. Thus, evaluation becomes an integral part of organizational transformation. Community involvement in the evaluation of village programs also strengthens

the legitimacy of decisions (Tampubolon, 2019). The aspirations of residents are considered to adapt the program to the real needs of the community. This process increases the active participation of residents in village development. In addition, two-way communication between village officials and the community strengthens public trust. As a result, every policy implemented becomes more targeted. Technology infrastructure is the main supporting factor in organizational change (Suryani, 2020). The availability of a stable internet network allows village devices to access digital systems easily. The village apparatus can complete the work faster and more accurately. Adequate infrastructure also facilitates coordination across units. This makes digital transformation more effective and efficient. Organizational change requires psychological adjustment of village apparatus (Hasibuan, 2017). Adapting to the new system requires patience, precision, and high motivation. Psychological training and mentoring help village officials overcome anxiety and resistance to change. This is important so that the change does not cause excessive work stress. With the right support, the village apparatus can adjust quickly. Internal communication is an important support for the success of organizational change (Siagian, 2016). Regular meetings, briefings, and digital communication groups help village officials understand the new procedures. Clear information minimizes errors and speeds up coordination. Village officials can complete tasks according to the targets and standards set. Effective communication strengthens collaboration between units.

Organizational transformation also encourages the development of a culture of innovation (Wibowo, 2018). Village officials are given the opportunity to provide new ideas or methods in carrying out their duties. This innovation increases creativity and work efficiency. With a culture of innovation, organizations are more adaptive to change. This supports the goal of modernizing village government. Organizational changes in Pelambik Village also involve strengthening administrative governance (Tampubolon, 2019). Administrative documents and procedures are compiled more systematically and digitized. This makes it easier to file, monitor, and evaluate performance. Village officials can work more structured and accountable. Good governance ensures quality and transparent public services. Digitization of administration has a positive impact on community services (Suryani, 2020). Services that were previously manual can now be done faster through an online system. Residents get accurate and timely information. This increases community satisfaction with village services. Digital transformation is an indicator of the success of organizational change. Organizational changes encourage village officials to improve their time management skills (Hasibuan, 2017). With clearer workflows and documented procedures, village officials can complete tasks on schedule. Good time management increases productivity and reduces errors. It also helps in planning village programs more effectively. Timing is the key to successful organizational transformation. Evaluation of the performance of village apparatus has become more objective through a new system (Siagian, 2016). Performance indicators are clear and results-based, making the assessment more transparent. The results of the evaluation are used for the improvement and development of human resources. This process increases the accountability of village officials. With systematic evaluation, organizations can maintain a high quality of work. Organizational transformation also prioritizes cross-unit collaboration (Wibowo, 2018). Village officials are invited to work together to complete development programs and

projects. This collaboration strengthens coordination and accelerates the achievement of goals. With good cooperation, organizational efficiency increases. Collaboration is an important element in dealing with complex changes. Overall, organizational changes in Pelambik Village show a comprehensive transformation (Tampubolon, 2019). From structures, procedures, work culture, to administrative digitization systems, every aspect is updated. Village and community officials are adjusting to the new dynamics. This transformation improves the quality of public services and the effectiveness of the organization. With the support of the HRM strategy, organizational change is more harmonious and sustainable.

3.2. Analysis of Applied HRM Strategies

The HRM strategy in Pelambik Village emphasizes increasing the competence of village officials to deal with organizational changes (Rakhmani, 2019). Digital administration, program management, and social skills training is provided to improve technical and managerial abilities. This allows village officials to plan, implement, and evaluate development programs more effectively. This approach also increases the confidence of village officials in facing new procedures. The HRM strategy is applied comprehensively so that the organization is more adaptive. Internal communication is the focus of the HRM strategy to ensure understanding of new procedures (Nurcahyani, 2020). Regular meetings, briefings, and digital communication groups help village officials convey information clearly. Effective communication minimizes errors and strengthens coordination between work units. This increases the involvement of village officials in every stage of organizational change. The effectiveness of internal communication is one of the keys to the success of the HRM strategy. Work motivation and rewards are important components of the HRM strategy (Hutabarat, 2018). Outstanding village officials are given formal recognition, certificates, or the opportunity to participate in advanced training. This strategy increases loyalty, morale, and commitment to organizational change. The award also motivates other village officials to improve their performance. This shows that motivation and rewards play an important role in the success of MSD.

Community involvement in village programs is part of the HRM strategy (Fitriani, 2019). Village officials learn to build two-way communication with residents, receive input, and adjust programs to community needs. This approach improves transparency and accountability of the organization. Citizen involvement strengthens the legitimacy of village decisions and ensures that programs are more targeted. This shows that external participation is an important factor in the success of MSD. Continuous evaluation is an important component of the HRM strategy (Prasetyo, 2020). The performance of village apparatus is monitored regularly, and the results of the evaluation are used to adjust work procedures as well as design additional training if needed. Evaluation helps identify barriers and opportunities in the implementation of change. With evaluation, organizations can make continuous improvements. This strategy makes change more adaptive and responsive to the needs of the community.

Technical assistance is part of the HRM strategy to help village officials adjust to the new digital system (Safitri, 2018). Mentoring is carried out through hands-on training, digital tutorials, and regular supervision. This helps village officials overcome technical

obstacles and increase confidence in using the new administrative system. Mentoring also minimizes mistakes that can occur during the transition. With assistance, the implementation of organizational change runs smoother and more effectively. The HRM strategy emphasizes team strengthening and cross-unit collaboration (Herlina, 2019). Village officials are encouraged to work together to complete development programs so that internal coordination is more aligned. This collaboration strengthens the integration of functions between work units and accelerates the achievement of organizational targets. With good cooperation, efficiency is increased and internal conflicts can be minimized. This shows that team development is an important element in the success of HRM. Innovation is the focus of HRM's strategy to encourage the creativity of village apparatus (Putra, 2020). Village officials are given space to propose new ideas or creative methods in the implementation of tasks. This approach encourages creativity and improves work efficiency. In addition, the culture of innovation makes the organization more adaptive to change. This strategy strengthens the organization's ability to deal with the dynamics of the ever-changing environment. Conflict management is part of the HRM strategy to maintain organizational stability (Sari, 2018). Village officials are trained to identify problems, resolve differences of opinion constructively, and make informed decisions. This approach minimizes potential disruption in program implementation. With the ability to manage conflicts, coordination between work units remains effective. This also increases community satisfaction with the performance of village officials.

Leadership development is applied in the HR strategy (Wulandari, 2019). Village officials are given leadership training to be able to direct teams, motivate staff, and make the right decisions. Strong leadership is the key in dealing with organizational change. With good leadership, the implementation of the HRM strategy is more acceptable. This supports the effective achievement of organizational goals. The HRM strategy pays attention to the welfare of village officials as part of work motivation (Maulana, 2018). Improved well-being through rewards, benefits, and training opportunities encourages loyalty. Psychologically prosperous village officials tend to be more productive and creative. This contributes to the quality of public services. This strategy demonstrates the importance of a balance between individual performance and well-being. Continuous training is part of the HRM strategy to keep the competence of village officials relevant (Rahmawati, 2019). With regular training, village officials can keep up with the latest technological developments and administrative procedures. This increases their adaptability to change. Continuous training also motivates village officials to continue learning. This strategy ensures that HR is always ready to face organizational challenges. The HRM strategy involves mentoring new or less experienced village officials (Fauziah, 2020). Mentoring helps them understand work procedures, build skills, and boost confidence. This approach accelerates adaptation to organizational change. Mentoring also facilitates knowledge transfer between team members. Thus, the work effectiveness of all village apparatus increases.

Village officials are also encouraged to actively participate in performance evaluations (Septiani, 2019). Regular evaluations help them understand the strengths and weaknesses in the job. The results of the evaluation are used for self-improvement and improvement of work quality. This makes the village apparatus more responsible for its duties.

Continuous evaluation supports an organization's goal of continuously improving performance. The HRM strategy encourages the active participation of village officials in decision-making (Anggraini, 2018). Village officials were given the opportunity to convey input and ideas related to development programs. This increases the sense of ownership of the decisions taken. Active participation strengthens coordination and synergy between work units. Thus, the implementation of the HRM strategy becomes more effective and widely accepted. Strengthening external communication is also the focus of the HRM strategy (Fadillah, 2019). The village apparatus learns to communicate effectively with residents, convey program information, and receive feedback. Good external communication strengthens organizational transparency and accountability. This increases public trust in the village apparatus. With open communication, the relationship between the organization and the community becomes more harmonious. The HR strategy emphasizes the creation of a proactive work culture (Hapsari, 2020). Village officials are encouraged to act quickly and anticipantly to problems that arise. Proactive culture improves work efficiency and reduces barriers to program implementation. It also encourages innovation in public services. A strong work culture is the foundation for the success of the organization in the face of change.

The use of information technology is part of the HRM strategy (Lestari, 2019). Village officials are trained using administrative applications, online reporting systems, and digital communication. The use of technology improves data accuracy and work process efficiency. In addition, technology makes it easier to coordinate across units and report on performance. This strategy shows the importance of technology integration in modern HRM. The HRM strategy also emphasizes the formation of a synergistic work team (Hidayati, 2018). A solid team is able to complete tasks faster and effectively. A clear division of tasks within the team minimizes work overlap. Team synergy supports the optimal achievement of organizational goals. This is one of the key factors for the successful implementation of the HR strategy. Overall, the HRM strategy in Pelambik Village has succeeded in supporting organizational change (Nugraha, 2020). By focusing on competency development, communication, motivation, community participation, and continuous evaluation, village officials are able to adapt to new procedures. This strategy improves efficiency, service quality, and community satisfaction. The holistic approach in HR makes organizational change more harmonious and sustainable. This transformation is an example of effective HRM practices at the village level.

3.3. Supporting and Inhibiting Factors of HRM Strategy

Proactive leadership is the main supporting factor for the success of the HRM strategy in Pelambik Village (Ambarwati, 2019). Village leaders are able to provide clear directions, motivate village officials, and create a conducive work environment. Effective leadership accelerates the adaptation of village apparatus to new procedures. This strengthens coordination between work units and accelerates the achievement of organizational goals. With strong leadership, the HRM strategy runs more optimally. Budget support plays an important role in the implementation of the HRM strategy (Hidayat, 2018). Sufficient budget is used for training, procurement of digital facilities, and maintenance of administrative infrastructure. This financial support makes it easier for village officials to adjust to the new system. Without budget support, HRM strategies will be limited and

implementation will be less effective. This shows the importance of financial resources as a supporting factor. Adequate technological infrastructure supports the effectiveness of HRM strategies (Rizki, 2019). The availability of a stable internet network and sufficient computer devices makes it easier for village devices to work digitally. A good infrastructure speeds up workflows and minimizes administrative errors. Lack of infrastructure becomes a major obstacle if it is not evenly available. Therefore, technology is an important supporting factor for the implementation of HRM. An adaptive organizational culture supports the success of the HRM strategy (Yuliani, 2020). Village officials who are used to working collaboratively and are open to change are more likely to accept new procedures. A positive work culture increases the motivation and loyalty of village officials. Conversely, resistive cultures can slow adaptation. Strengthening organizational culture is the key to the success of HRM in Pelambik Village.

Community participation is a supporting factor for the implementation of HRM (Mulyani, 2018). Citizen involvement in program planning and evaluation increases transparency and accountability. The community's aspirations are to help village officials adjust the program to real needs. Community support makes the HRM strategy easier to accept and implement. The active participation of citizens strengthens the legitimacy of the organization's decisions. The competence of village officials is the key to supporting the HRM strategy (Wahyuni, 2019). Village officials who have technical, managerial, and social skills are able to face organizational changes. Training and capacity building improve human resource competence. Lack of skills is the main obstacle to strategy implementation. Therefore, strengthening the capabilities of human resources must be a priority focus. The motivation and commitment of village officials affect the effectiveness of the HRM strategy (Pramono, 2020). Motivated village officials are more productive, creative, and responsible for their duties. Motivation can be increased through rewards, recognition, and self-development opportunities. Less motivated village officials can delay adaptation to change. Motivation is a supporting factor as well as an indicator of the success of HRM. The internal supervision system supports the implementation of HRM (Saputra, 2019). The monitoring and evaluation mechanism ensures that village officials follow the established procedures. Supervision also helps detect errors and identify areas that need improvement. Without effective oversight, the implementation of the HRM strategy can be disrupted. Therefore, strengthening the supervisory system is the main supporting factor.

The availability of continuous training is an important supporting factor (Cahyani, 2018). Regular training helps village officials update their technical and managerial skills. This allows them to face the changing dynamics of work. The lack of training is an obstacle because village officials have difficulty adjusting to the new system. Continuous training is an integral part of the HRM strategy. Resistance to change can slow down the HRM strategy (Utami, 2019). Village officials who are reluctant to abandon the old methods tend to delay adaptation. Psychological factors, fear of new technologies, and old work habits are the main causes of resistance. Communication, mentoring, and motivational approaches are needed to reduce these barriers. With the right strategy, resistance can be minimized. The limited number of human resources is an obstacle (Anggraeni, 2020). Limited village apparatus causes the workload to increase. High loads lower productivity and

work efficiency. Therefore, the distribution of tasks and strengthening the capacity of human resources are very important. This factor shows that the quality and quantity of human resources affect the success of the HR strategy.

Inadequate physical infrastructure is an obstacle (Ningsih, 2018). Limited workspaces, minimal equipment, and inadequate supporting facilities hinder productivity. The lack of facilities makes the implementation of the new procedure more difficult. Physical infrastructure support is an important factor for the HRM strategy to run optimally.

Additional workload due to organizational changes can be an obstacle (Kusuma, 2019). The village apparatus had to adjust to the new system while completing the old tasks. Double loads can cause stress and lower work motivation. Good workload management is required to overcome these barriers. With the right arrangements, HRM strategies can remain effective. Changes in work culture can cause temporary obstacles (Febriani, 2020). Village officials accustomed to the old methods may find it difficult to adjust. Training and mentoring help reduce these barriers. Adapting to work culture is the key so that organizational changes are accepted. A humanist approach is an important strategy in MSD. Less effective internal communication can be an obstacle (Anggraini, 2018). Misunderstandings and conflicts often arise if information is not conveyed properly. Regular meetings, briefings, and digital communication groups help strengthen coordination between units. With good communication, village officials will more easily understand the new procedures. Internal communication is a determining factor for the success of the HRM strategy. Regulatory and procedural certainty supports the HRM strategy (Lestari, 2019). SOPs and village regulations provide clear guidelines for village officials. This makes it easier to implement new procedures and reduces confusion. Regulatory certainty ensures that the HRM strategy runs according to the provisions. Regulation is an important foundation for the success of the HRM strategy. The support of village leaders strengthens the HRM strategy (Herlina, 2020). Supportive leaders provide the necessary direction, motivation, and facilities. The support of the leadership makes it easier for village officials to adjust to changes. Without support, HRM strategies are difficult to implement optimally. This factor shows the importance of the role of leadership in the success of HRM.

Lack of community participation can be an obstacle (Fadillah, 2019). Citizens who are not involved in program planning or evaluation make the legitimacy of the decision low. The lack of participation makes it difficult for village officials to adjust the program to the needs of the community. The HRM strategy must ensure active community participation. Citizen involvement is the key for the program to run effectively. Individual psychological factors affect the success of the HRM strategy (Rahayu, 2018). The level of confidence, motivation, and mental resilience of the village apparatus affects adaptation to the new procedures. Motivated village officials adjust faster. On the contrary, self-confidence and stress can be a hindrance. A humanist approach is needed to manage these psychological factors. Overall, the success of the HRM strategy in Pelambik Village is influenced by a combination of supporting and inhibiting factors (Saputra, 2020). Leadership, budget support, infrastructure, organizational culture, and community participation are the main supporting factors. Meanwhile, resistance to change, limited human resources, and additional workload are obstacles that need to be overcome. The management of these factors

effectively ensures that the implementation of the HRM strategy runs optimally. The combination of internal and external factors determines the success of organizational change.

3.4. Comparison with Previous Theories and Research

The results of the research in Pelambik Village are in line with the theory of organizational change put forward by Robbins (2018), which emphasizes the importance of leadership in dealing with organizational dynamics. Visionary leadership helps village apparatus adjust to new procedures. Clear direction accelerates adaptation and improves coordination between work units. With leadership support, the organizational transformation process becomes more effective. This shows that the theory of organizational change is relevant to practice at the village level. Previous research by Mangkunegara (2016) shows that the development of human resource competencies is the main factor for the success of organizational change. In Pelambik Village, digital and managerial administration training increases the capacity of village apparatus. As a result, village officials are able to plan, implement, and evaluate development programs more effectively. This reinforces the findings of previous research that HR competencies are the foundation of organizational change. Adaptation to the new system has also become faster. According to Handoko (2017), effective internal communication is the key to the implementation of the HRM strategy. In Pelambik Village, regular meetings, briefings, and digital communication groups helped village officials understand the new procedures. Clear communication reduces errors and strengthens coordination between units. This is consistent with Handoko's theory which emphasizes the importance of communication in organizational change. With effective communication, the HRM strategy can run smoothly.

Rangkuti's research (2015) emphasizes the importance of work motivation in supporting organizational change. The implementation of the award system in Pelambik Village increases the morale and loyalty of village officials. Motivated village officials are quicker to adjust to the new procedures. This shows that work motivation affects the effectiveness of the implementation of the HRM strategy. This study corroborates the findings that recognition and awards improve human resource performance. According to Wibisono (2016), community participation affects the legitimacy of organizational decisions. In Pelambik Village, the involvement of residents in the planning and evaluation of the program increases public accountability and trust. The active participation of residents ensures that the program is in accordance with the needs of the community. This is in line with Wibisono's finding that external participation is an important factor in the success of the organization. HRM strategies that involve residents are more effectively accepted.

Purwanto's research (2018) shows that continuous evaluation helps organizations adapt to change. In Pelambik Village, routine monitoring and evaluation of the performance of village apparatus are used to improve work procedures. This allows organizations to adapt responsively. These findings are consistent with Purwanto's theory that evaluation is an important component in change management. Continuous evaluation increases the effectiveness of HRM strategies. According to Siregar (2017), participatory leadership can increase the effectiveness of organizational change. In Pelambik Village, village leaders involve village officials in decision-making related to development programs. This participation increases the sense of ownership of the decisions taken. These results are consistent with Siregar's research that participatory leadership encourages

collaboration and adaptation faster. HRM strategies that facilitate internal participation have proven effective. Sari's research (2019) emphasizes the importance of organizational culture in supporting change. In Pelambik Village, an adaptive and collaborative work culture accelerates the acceptance of the new system. The value of professionalism and cooperation is strengthened through training and familiarization of new procedures. This is in line with Sari who stated that organizational culture influences the success of the implementation of change. A good work culture is an important capital for organizational sustainability. According to Hidayat (2018), conflict management is an integral part of the organizational change strategy. In Pelambik Village, conflict management training helps village officials solve problems constructively. This minimizes disruption to development programs. These findings are consistent with Hidayat's research that conflict management improves organizational stability and effectiveness. HRM strategies that include conflict management have proven to contribute positively.

Lubis' research (2016) shows that the use of information technology improves work efficiency and organizational performance. In Pelambik Village, administrative digitization speeds up workflows and facilitates coordination between units. This is in accordance with Lubis' findings which states that technological integration supports the effectiveness of human resources. With the right technology, the HRM strategy can be implemented optimally. Digitalization is the main supporter of organizational transformation. According to Amalia (2017), continuous training is an important factor to maintain the relevance of human resource competencies. In Pelambik Village, routine training helps village officials master the latest procedures and technologies. This strengthens the ability to adapt to change. These findings are in line with Amalia who emphasizes the importance of continuous learning for the effectiveness of HRM strategies. Training is a long-term investment for the organization.

Yulianto's (2018) research emphasizes the role of mentoring in accelerating the adaptation of human resources to organizational changes. In Pelambik Village, the new village apparatus received guidance from seniors to understand the new work system. Mentoring accelerates mastery of procedures and boosts confidence. These results are consistent with Yulianto's emphasizing the importance of knowledge transfer between team members. HRM strategies that include mentoring are more effectively implemented. According to Putri (2019), the internal monitoring and evaluation system ensures the successful implementation of the HRM strategy. In Pelambik Village, routine performance monitoring helps adjust the program to the needs of the community. This makes it easier to improve procedures and improve the quality of service. These findings are in line with Putri's emphasis on evaluation as the foundation of change management. Internal monitoring supports the success of the organization.

Research by Rahayu (2017) shows that strengthening team capacity increases collaboration and work effectiveness. In Pelambik Village, a synergistic work team was able to complete the development program faster. This is consistent with Rahayu who emphasized the importance of teamwork in the HRM strategy. With a solid team, coordination between units is more efficient. Team collaboration is a key element in the success of organizational change. According to Purnama (2018), the intrinsic motivation of human resources affects the success of adaptation to organizational changes. In Pelambik Village,

village officials who have high motivation are more likely to adjust to the new procedures. This is in line with Purnama who shows that internal motivation increases the productivity and effectiveness of human resources. HRM strategies that motivate village officials to be more successful. Internal motivation is an important factor in organizational transformation.

Santoso's research (2016) shows that community involvement strengthens organizational accountability and legitimacy. In Pelambik Village, residents' participation in program evaluation ensures that each policy is in accordance with the needs of the community. This is consistent with Santoso's emphasis on public participation in the successful implementation of the HRM strategy. Community involvement strengthens external support for organizational change. According to Widodo (2017), regulatory and procedural certainty supports the implementation of the HRM strategy. In Pelambik Village, SOPs and village regulations provide clear guidelines for village officials. This makes it easier to implement new procedures and reduces confusion. This finding is in accordance with Widodo's statement that regulations are the foundation for organizational change. Procedural certainty increases work effectiveness and accountability.

Rahman's research (2018) shows that technology integration makes it easier to monitor and report on human resource performance. In Pelambik Village, digitalization makes it easier for village leaders to monitor the progress of the work of village officials. This is in accordance with Rahman's findings which emphasized the role of technology in the effectiveness of HR management. HRM strategies that utilize technology are easier to implement. Technology is the main driver of successful organizational change. According to Dewi (2019), continuous evaluation improves the organization's ability to adapt to change. In Pelambik Village, routine evaluations are used to improve work procedures and development programs. This is consistent with Dewi who emphasizes evaluation as a tool for human resource and organizational development. Continuous evaluation makes HRM strategies more adaptive and responsive. Organizations can maintain consistent performance quality.

4. Conclusions

The organizational change in Pelambik Village reflects a comprehensive modernization effort, including restructuring village apparatus, digitizing administration, and strengthening work culture. This transformation is able to improve work efficiency, accelerate decision-making, and improve the quality of public services. In addition, community involvement in program planning and evaluation makes decisions more accurate and accountable. The Human Resource Management (HRM) strategies implemented, including competency development, good communication, work motivation, awards, continuous evaluation, mentoring, and teamwork, have been proven to support the adaptation of village apparatus to organizational changes and improve overall performance. The successful implementation of the HRM strategy is influenced by a number of supporting factors, such as visionary leadership, budget support, technological facilities and infrastructure, adaptive organizational culture, competence and motivation of village officials, community participation, and effective monitoring and evaluation systems. However, there are also obstacles such as resistance to change, limited human resources, additional workload, inadequate physical facilities, suboptimal internal communication, and individual psychological factors. The proper management of these factors greatly determines the effectiveness of the HR strategy. The findings of this study are in line with previous theories and research that emphasized the importance of leadership, human resource competence,

effective communication, motivation, organizational culture, community participation, continuous evaluation, conflict management, information technology, and continuous training in supporting organizational change. The implementation of a comprehensive HRM strategy in Pelambik Village shows that organizational change can run in harmony, adaptive, and sustainable. This result is proof of effective human resource management practices at the village level, as well as providing an example of the implementation of an HRM strategy that supports the modernization of village government.

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