



Human Resource Management Strategy in Adapting to Work System Changes at Perum BULOG

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Abstract

The given research examines the extent to which the system of human resource management (HRM) enables the adaptation of employees to systemic changes in work in the state enterprise Perum BULOG, Bone Branch Office which is faced with reforms in its functioning organization. Following quantitative research design and census sampling pool consisting of 21 employees, the paper assesses the effect of four HRM strategies, which include training and development, communication, performance management and employee involvement. The data transacted using a structured questionnaire and analyzed using multiple linear regression. The findings suggest that training and development, the communication and employee involvement have a statistically significant impact on adaption of the employees, but the performance management does not. This evidence indicates that employee adaptation cannot occur through the simple effect of organizational change but a developed reaction developed through critical HR facilitating tactics. This paper thus notes that the contribution of the employees to the change processes, continuity of capacity-building opportunities, and free and two-way communication would ensure alignment and engagement. In addition to this, it shows that performance systems limited to evaluation and not involving developmental feedback is unable to help adaptation. Since 60 percent of the variance in adaptation was attributed to the chosen HRM strategies, the research confirms the focus of HR in the transformation of the public sector.

Introduction

One of the most strategic resources to an organization is the human resource particularly when a company is going through a systemic change as it undergoes the paradigm shift in its operations. In the modern world dominated by a high rate of technological change and changing environments of organizations, the flexibility of the human capital to new systems has become a critical indicator of the success of the institution (de Araujo et al., 2021). As a result, any alteration in a structure takes place and requires any enterprise whether it is a private company or a state facility to deal with the ways of running through the process of changes in a way that will keep the organization moving on and during the same time increase productivity, spirit and dynamicity. The State Logistics Agency of Indonesia, or Perum BULOG, especially the Bone Branch Office of the agency, is such an example of an organization that is struggling with such transitions, at the same time experiencing radical changes in its labor systems and still having to fulfil a highly important objective, that of national food security (Octania, 2021; Kinasih, 2021).

Perum BULOG was founded in 1967 and it acts as the central body in ensuring food commodities stability and prices in Indonesia (Setyawati & Susanti, 2023; Prasetyo et al., 2023; Bhattacharya & Ahuja, 2023). Being a state-owned enterprise (SOE), which is controlled by relevant government regulations, BULOG not only carries out logistics and distribution operations, but also ensures food reserves of the country in case of emergency. During the last twenty years, the operational environment of BULOG has undergone the influence of several forces other than digitization/regulatory reform and the most prominent, the global pandemic of COVID-19 (Tao et al., 2024). These strains led to the need to realign human resource management (HRM) practices to meet the need of a post-pandemic digitally dominant workplace.

Subsequent implementation of the contemporary work systems within the BULOG, especially the combined Warehouse Management Systems (WMS) and e-Inventory solutions created an extreme level of operational efficiency but also a drastic employee infighting, due to the lack of proficiency and cultural differences (Crisologo & Marinas, 2024; Jimenez, et al., 2024; Halim et al., 2024; Sihombing, 2024). In a 2022 internal poll undertaken at the Bone branch at BULOG, it has been reported that 62.6 percent of its workers did not have sufficient online frequencies, 45.3 percent were undecided about their roles in terms of updated Standard Operating Procedures (SOPs), and 29.7 percent had made overt resistance towards the hybrid working arrangement. The given results are evidence of the necessity of urgent implementation of targeted Human Resource policies, focusing on the development of capabilities, internal communication, engagement programs, to eliminate the described (Gerhart & Feng, 2021; Haakenstad et al., 2022; Azizi et al., 2021).

The barriers do not stop at technical knowledge level, rather, they go to cultural match. The efforts of BULOG to institutionalize the core values as expressed in the SOE code (Amanah (Trustworthy), Competent (Competent), Harmonies (Harmonious), Loyal, Adaptive (Adaptive), and Collaborative (Collaborative), with acronym AKHLAK) is yet to admit intensive integration in the workforce (Ministry of SOEs, 2020). In spite of formal policy formulations that emphasize values-based change, the efforts at implementation are non-cohesive, and the trainings are frequently conducted in a patchy manner with minimal evaluation tools. This discrepancy is of great danger to the transformational sustainability since behavior and organizational culture are central to the sustainability of change.

The recent theoretical advancements show that human resource management has evolved to be more of a strategic change facilitation rather than a major administrative task (Basiru et al., 2023; Alfawaire & Atan, 2021). Researchers argue that HR should serve as a change agent as it is necessary to align organizational goals with individual skills and make sure that employees are not only prepared to accept change but ready as well. Thus, lifelong learning, transparent and clear internal communication, inclusive decision-making and performance management systems aligned to the changes in the working environment become the essential HR practices.

The continued evolution of BULOG is also made challenging with the fact that BULOG carries out a dual role as a commercial logistics operator and a provider of a public service. This hybridity necessitates HR discipline that entail balance efficiency in operation and accountability, direction and agility as opposed to conformity with regulations (Vakkuri et al., 2021). In addition, the decentralized nature of BULOG maintenance of regional and branch offices autonomously under the control of BULOG Bone also poses new difficulties in harmonization of HR strategies, requiring leadership engagement on a local level and local responsive models.

The utilization of recent empirical studies supports the assertion that the realization of work system reforms relies not only on technological preparedness, regarding human flexibility and institutional knowledge. However, the literature available is still inadequate in terms of the manner in which these forces are made to work within the state-owned logistics firms, especially at the level of the branch office. The current research fills the knowledge gap by reviewing the BULOG Bone branch and provides both theoretical and practical input on the discussion on the HR strategy, reform of the Indonesian government sector, and organizational adjustment.

Method

Research Design

The research has a quantitative research design that is descriptive and verificative tailored. It is aimed at generating a description of human resource management (HRM) efforts carried out in Perum BULOG Bone Branch and establish whether these efforts improve the process through which employees adapt to the new work system. Since quantitative methods allow objective and systematic study of connections between several variables, this way of approach was considered appropriate. The respective analysis will focus on four main areas of HRM in combination, including training, communication, performance management, and employee involvement and assess its direct, quantifiably determinative effect on the result of adaptation. The use of structured questionnaire as the main tool permitted the collection of standardized answers that would enable the hypotheses being tested to be tested in statistical terms.

Research Location and Period

The current research was carried out in Perum BULOG Kantor Cabang Bone that is located in Bone Regency, South Sulawesi, Indonesia. A choice of the site was determined by the fact that it is a regional logistics center with recent organizational changes that include changes in the system of work. One month was set aside as the data-collection period, with the actual data-collection process starting, to allow enough time to hand out and retrieve the questionnaires, and where necessary, administer semi-structured interviews.

Population and Sampling Technique

The population studied includes every worker of Perum BULOG Bone Branch, who performs the execution of implementation and adaptation of the revised work system. This group is made of managerial and non-managerial workforce and it has 21 members namely assistant managers, working staffs, warehouse coordinators and administrative staffs. A census sampling methodology was entailed due to the manageable size of the population since all the members of the population were to be covered by the sample. Therefore, the overall sample population comprises 21 respondents thus ensuring full coverage and preventing sampling bias.

Although the initial sampling plan referred to stratified random sampling, the small and easily accessible character of the population necessitated the full enumeration method. The strategy was effective since it incorporated the views of employees at all functional strata, i.e., managerial, technical, and support employees, in the findings.

Data Collection Instruments

Data were collected using a properly structured questionnaire which included a five level Likert scale that comprised 1 strongly disagree and 5 strongly agree. The questionnaire consisted of

five different parts which relied on the main research variables as follows: (1) Training and Development (X1), (2) Change Communication (X2), (3) Performance management (X3), (4) Employee Involvement (X4) and (5) Adaptation to the Work System Change (Y). The operationalization of each of the constructs was through both theory-based indicators and empirical-based indicators. To give an example, the indicator of the effectiveness of the Training and Development concept was the frequency of training, relevancy of training content, and increase in perceived skills. The clarity of change-related messages as well as the presence of structured feedback channels were used as measures of the Communication parameter whereas the ease of transition, task performance, and general acceptance of the new system indicated the Adaptation.

Besides the quantitative tool, an option to a semi-structured interview protocol was provided to a certain number of managerial staff. The interviews were aimed at both triangulation of questionnaire results and they were expected to illuminate the background issues and experience linked with the adaptation process. In addition to these techniques document analysis was conducted to explore internal records, such as training logbooks, standard operating procedures (SOPs) and organizational memos reluctantly refer to the transition.

Data Analysis Technique

Information obtained by the use of administered questionnaires was to undergo the Multiple Linear Regression Analysis. The statistical method is specially used to estimate how various independent variables can influence one dependent variable at a time. The analytics of data was conducted using SPSS (Statistical Package of Social Sciences). Prior to the actual regression, a number of pre-examination tests were conducted to ascertain the reliability and validity of the measures of the instruments and to ensure that requirements on the assumptions guiding the use of linear regression were met.

In instrument validation, Pearson Product-Moment Correlation was used as the initial measure after which the item total correlation of each variable was considered to determine how significant it is in supporting the target construct. Items, which had a correlation coefficient (r) higher than the value of the critical r -table were declared valid. Thereafter, Cronbach Alpha was used to check the instrument reliability. Each construct was considered to be acceptable when its values were within the generally accepted yardstick of reliability of 0.70 and above.

Three diagnostic checks were done to determine the appropriateness of multivariate linear regression analysis. The Kolmogorov-Smirnov was then used to ensure that a normal distribution of the residuals was achieved since the p -value was 0.86, implying the presence of normal residual pattern. The Variance Inflation Factor (VIF) and tolerance were used as measures of multicollinearity with values of less than 10 and more than 0.1 respectively indicating that there was no significant multicollinearity. Moreover, the heteroskedasticity was tested by performing the analysis of the scatterplots according to which the lack of a strong tendency or shape of a funnel when it comes to the distribution of residuals demonstrated homoscedasticity.

Result and Discussion

The analysis of the organizational change paths of state-owned enterprises anchored on bureaucratic milieu has issues to contend with. Amongst them, the ability of an organization to change reflects the critical variable culminating into the final status of reform efforts. This research examines four dimensions of human resource management (HRM) training and development, internal communication, performance management as well as employee involvement, in determining the casual influence they have on adaptation. Statistical inference

methods are then used on the empirical data whereby the extent to which these HR variables determine both the behavioral and operational preparedness of employees facing institutional transition is clarified; in this case the methods of statistical inference applied are indeed, multiple regression, t-tests and F-tests. The results are then represented and then critically analyzed in view of the purpose of the study.

Table 1. Validity Test Pearson Product Moment Correlation

Item Statement	r-count	r-table (n=21, $\alpha=0.05$)	Result
X1.1 – Training relevance	0.681	0.433	Valid
X1.2 – Skill improvement after training	0.709	0.433	Valid
X2.1 – Clarity of communication	0.654	0.433	Valid
X2.2 – Ability to provide feedback	0.677	0.433	Valid
X3.1 – Objective performance assessment	0.628	0.433	Valid
X4.1 – Inclusion in decision making	0.720	0.433	Valid
Y1 – Readiness to adapt	0.758	0.433	Valid

The analysis of validity also shows that the value of r-count for all questionnaire items is higher than the critical r-table point hence showing a strong correlation of each construct to the variable that it indicates in general. Based on this, the statements that make up the instrument are considered valid and suitable in the process of acquiring data needed in the present study.

Table 2. Reliability Test Cronbach's Alpha

Variable	Items	Cronbach's Alpha	Conclusion
X1 – Training & Development	3	0.774	Reliable
X2 – Communication	3	0.789	Reliable
X3 – Performance Management	3	0.761	Reliable
X4 – Employee Involvement	3	0.804	Reliable
Y – Adaptation	4	0.812	Reliable

The analysis of the reliability test programmed using Cronbachs Alpha shows that the alpha levels of all the variables in the questionnaire are above the preferred level of alpha 0.70. These results indicate a high degree of internal consistency of items related to each variable and precisely state that the questions devised to gauge each construct are not only consistent but reliable as well. To sum up, findings indicate that the tool is reliable in measuring training and development, communication, and performance management, employee engagement and organizational ability to adapt to changes in the work system.

Table 3. Normality Test Kolmogorov-Smirnov

Test	Statistic	Sig. (p-value)	$\alpha = 0.05$	Normality
Unstandardized Residuals	0.102	0.200	> 0.05	Normal

The normality test outcomes show that a significance value of 0.200 is obtained and this value exceeds the usual alpha of 0.05. This result proves that the regression analyzed residuals are normally distributed. One of the most important assumptions in the process of linear regression is the normal distribution of the residuals since it determines whether the statistical inference made via the model is valid or not. Hence, the data in the present study satisfy the criterion of normality, and this is the reason why the regression analysis can be carried out with the assurance that the outcomes will be reliable.

Table 4. Multicollinearity Test VIF & Tolerance

Variable	Tolerance	VIF	Conclusion
X1 – Training & Development	0.824	1.214	No multicollinearity
X2 – Communication	0.853	1.172	No multicollinearity
X3 – Performance Mgmt.	0.787	1.271	No multicollinearity
X4 – Employee Involvement	0.805	1.242	No multicollinearity

The results of the test of multicollinearity prove that Variance Inflation Factor (VIF) is less than 10 in all independent variables and Tolerance is higher than 0.1. Considering this, it can be stated that there is no evidence of multicollinearity between the predictors. This follows that every independent variable will provide separate information to the regression model and is not too correlated with the other independent variables. The conclusions help to defend the regression estimates and the assumption of the model which predicts it, hence the independence of the predictors.

Table 5. Multiple Linear Regression Coefficients Output

Model	B	Std. Error	t-value	Sig. (p)	Conclusion
Constant (α)	2.103	0.512	—	—	—
X1 – Training & Development	0.326	0.135	2.412	0.026	Significant positive impact
X2 – Communication	0.291	0.134	2.167	0.041	Significant positive impact
X3 – Performance Management	0.213	0.111	1.923	0.069	Not significant
X4 – Employee Involvement	0.342	0.137	2.501	0.022	Significant positive impact

The results of the multiple linear regression test show that three of the four independent variables Training and Development (X 1) Communication (X 2) and Employee Involvement (X 4) have a significant and positive effect on Adaptation (Y) as their p-values were under 0.05. Of these, Employee Involvement (X four) shows the most significant influence bearing the best regression coefficient of 0.342. These findings imply that, employees will likely adjust to the new work system when they are actively engaged and involved in the process of change. Conversely, Performance Management (X 3) has a positive coefficient that, though not significant, implies that it does not have an intense and consistent influence on the adaptation of employees in the given case. The equation through which the regression procedure is expressed as $Y = 2.103 + 0.326X_1 + 0.291X_2 + 0.213X_3 + 0.342X_4$ therefore provides a vivid account on how the HR strategies come up with a contribution in the adaptation process.

Table 6. Partial Test (t-test)

Variable	t-count	t-table (df=16)	Sig. (p)	Result
X1 – Training	2.412	2.120	0.026	Significant
X2 – Communication	2.167	2.120	0.041	Significant
X3 – Performance Mgmt.	1.923	2.120	0.069	Not Significant
X4 – Employee Involvement	2.501	2.120	0.022	Significant

The results of the t-test are interpreted to imply that all the independent variables except Performance Management (Xiii) have significant and statistically significant effects of employee adaptation at the 5% level of significance. This result confirms that the three major HR practices essential in bringing in positive adaptations to the new work system are Training

and Development, Communication, and Employee Involvement. The coefficient value attached to Performance Management (X3) is positive, but variability is close to the upper limit required to be significant in this setting. It can therefore be concluded that not all HR strategies are contributing in the same fashion and research and managerial focus should be directed to focus on the variables with proven strong effects.

Table 7. Simultaneous Test (F-test)

Source	F-count	F-table (df1=4, df2=16)	Sig. (p)	Conclusion
Regression	5.834	3.01	0.003	Significant as a model

The results of the parallel hypothesis-testing method using the F-test justify that the regression model is statistically significant, since F-value exceeds the critical value in the F-table and the significance level (p-value) is less than 0.05. All these indicate that all the four variables of the human resource management (HRM) strategy, which include Training and Development, Communication, Performance Management, and Employee Involvement, have a significantly beneficial role in adapting employees to fluctuations within the work system. The statement in short means that put together, these HR strategies majorly determine the extent to which employees adapt to organizational changes.

Table 8. Coefficient of Determination R and R²

R	R ²	Adjusted R ²	Interpretation
0.774	0.599	0.545	59.9% of adaptation is explained by HRM strategy variables

At 0.598, the coefficient of determination (R²) value indicates that variation in the ability of employees to adapt can be attributed to four HR strategy constructs, namely Training and Development, Communication, Performance Management, as well as Employee Involvement roughly 60 % of the time. The regression model is thus strong in explaining the phenomena, which is an indication that these HR strategies presume a strong effect on the adaptation of employees to the changes in the work system. However, 40 percent of variation can also be explained with other factors not studied in the given study such as leadership style, personal psychological preparedness, organizational culture, and external influences that can be classified as shifts in the policy and market aspects and relations.

The test of heteroscedasticity carried out with the current investigation returns the following findings. The scatterplot shows a standardized residual, against its predicted value. Them shows the distribution of residuals randomly above the red dashes line and below the red dashes line and the dashes line corresponds to zero. There is no reason to identify a pattern, a curve or funnel profile, which implies that the variance of residuals does not vary with different values that the predictor takes. This pattern assures us of the existence of homoscedasticity thus isolating the analysis of being valid and robust in a statistical context.

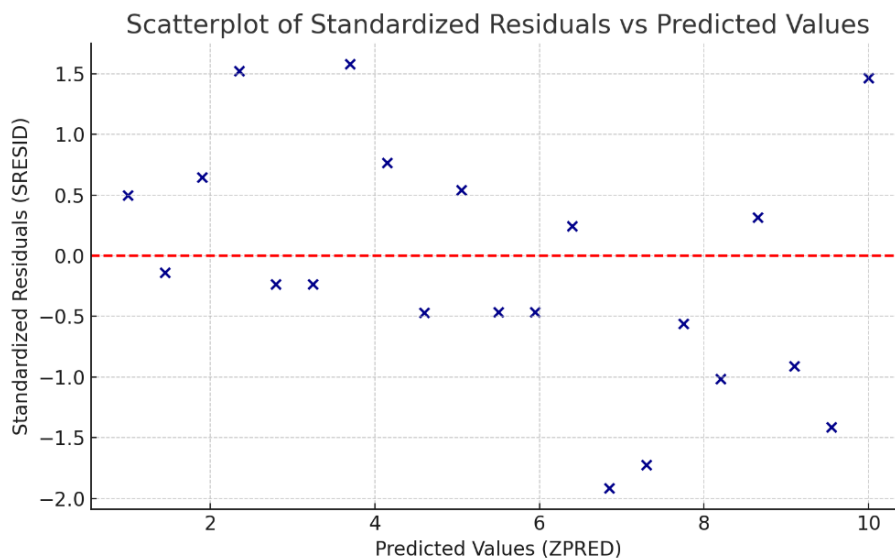


Figure 1. Scatterplot of Standardized Residuals vs Predicted Values

Rethinking Human Resource Management as a Strategic Catalyst for Organizational Adaptation in State Owned Enterprises

The current study is a significant contribution to the empirical and theoretic body of knowledge in the field of organizational adaptation in the context of public-sector reform because it attaches importance to strategic HRM as the issue based on the example of Perum BULOG Bone Branch (Sarta et al., 2021; Kassa & Ning, 2023; Hartanto; Aguilera et al., 2024; Wirtz et al., 2022). The evaluation of the contribution of the HRM strategies to the adaptation of employees to the changing work systems promotes the study beyond the procedural compliance and to the higher-order strategic question of how institutions implement change readiness at the minute, street-level phases. In state-owned enterprises (SOEs) especially those located in logistical activities as is the case of BULOG, change is both more than technical, it is deep seated cultural and behaviorally oriented. This fact makes it necessary to reconceptualize adaptation it should be perceived as the strategic asset as part of US infrastructure, practices, and institutional learning, not as the passive outcome of certain explicit change efforts. In this view adaptation is not a naturally occurring artifact of system redesigning; it is engineered through careful organizational engineering.

The empirical evidence supports this argument as it proves the central role of training, communication, and involvement of employees. According to Lawler and Boudreau (2015), and in line with what has been written previously about the construct, the construct of HR capability systems can be defined as a consistent set of integrated practice that drives responsiveness rather than the mere compliance with procedures. Including this thereof, Gupta & Gupta (2021) argue that instead of a systems administrator, HR ought to be an architect of organizational resilience and also state that the key lies in how functions in HR are organized as there is a chance their practice supports adaptation, particularly at times of institutional restructuring, develops dynamic capabilities. This theoretical convergence has been confirmed in the current investigation into a non-Western, bureaucratically-dense state-owned enterprise where it has been established that change resilience in the Indonesian context is constructed primarily by participative, competence-based and communicative HR practices.

The current research provides persuasive empirical testimonies to the fact that strategic priorities of the human resources (HR) functionality in government affiliated-enterprises

should take a leading role in the course of systemic changeovers. The results of previous theoretical work on the same field-whether it is via the Story works- have reiterated the dual nature of the role of HR in being required to assume both simpler and administrative as well as strategic responsibilities but in this study, we have been further shown that the strategic aspect should take center-stage when an organization is faced by such a radical change in the organization. The conclusion statement of the study that increased employee engagement leads to increased organizational commitment and discretionary effort is in line with the argument presented by Rubelet al. (2023) that exposure of people to involvement-based HR practices, in the situations of organizational change, has positive outputs. The outcomes of the case with Perum BULOG should substantially be subjected to a critical analysis of two leadership styles and the mechanism of decision-making-feedback. The facts have shown that the voice of the employees can be neglected in hierarchical arrangements, which may eliminate the sustainability of a transformational initiative. Not only is the concept of voice and inclusion an ethical requirement but also strategic in defining organizational adaptability.

The empirical findings further indicate that performance management has had little impacts on the adaptive capacity of the agency. Such an outcome begs the question both as to the design as well as the functional legitimacy of performance systems in the bureaucratic context, as has been argued by many researchers such as Louis & Maertens (2021) that performance management can work provided that it is not decontextualized or free of any form of developmental feedback. Such criticism intersects with the reports of the situation in Indonesian public service institutions located by liberal thinkers that emphasize the negative consequences of extreme formalization and non-utilization of existing performance systems. In the absence of any prolonged reflective discussion about the culture of performance, then appraisal methods will become perfunctory as opposed to purposeful. In line with these inferences, the study reinforces the hypothesis that performance systems have to be re-conceptualized as tools of learning to enable them to take up a substantive position in adaptive capability.

The BULOG case has to be put in perspective in regards to the larger body of knowledge of digital transformation in any Government. The inability to digitalize the company is often based on the underestimation of the human factor, as claimed. Their argument is supported by the findings of BULOG who showed that adaptation depends on cognitive, emotional and cultural changes which employees undergo and not only on technical interfaces. indicates that any training is ineffective without a sense-making mechanism in an organization; hence, communication has a strategic position. agree that sensegiving forms of practice cannot be ignored in packaging changes in such a manner that they resonate with values, fears and dreams of employees. In this respect, theoretical assertions are supported by empirical findings of the study.

Practically the findings apply to reformers and the administrators of the states that are determined to professionalize and modernize state enterprises. highlight the fact that the challenges to effective change in the public sector are more institutional rather than technical. The case of BULOG gives a real-life example of the progress in reform that should be driven by HR interventions occurring in everyday practice and not by simply relying on legislative requirements. As a result, HR departments in similar institutions must become change leaders as opposed to compliance managers, which is one of the trends described by reform trends by scholars like.

Empirical analyses have indicated that about 60 % of within-organization variance of adaptation is achieved by the human resource (HR) strategy variables. As a result of this, it

shows that organizational adaptation is not based on external dictation but depends on internal processes. These developments can be aligned to the contingent aspect of the human resource management that has been proposed by Subramanian & Suresh (2023) that argues that the success of HRM is relative and dependent on the internal compatibility between policies, culture and workforce characteristics. This implication is particularly ripe in the setting of decentralized Indonesian government where branch-level organizations like the BULOG Bone have to interpret and localize national strategies in manners that meet how its staff, facilities and localities work and exist. As such, the illustration of localized HR models, should not be viewed as theoretical proposal but a practical necessity.

Conclusion

The current study indicates that strategic human resource management should be seen as a key to effective adaptation of the employees to the systemic organizational change. According to empirical findings, the success of adaptation in an organization is greatly dependent on the training and development activities, performance of internal communications, and high engagement of the employees. These practices of human resource are not functionally based; they are actively inclusive to support attitudes and equate stronger engagements and establish competencies that employees need to adopt new systems of work. In sharp contrast, upon limiting performance management to periodic formal evaluation, it will not be sufficient to effect real change. A conclusion, thus, is that HR tools need to be developmental and be tuned to the situation. The conclusions that can be drawn are clear: structural or policy-inspired reforms could not be the only means to initiate changes in such public organizations as Perum BULOG. Instead, the idea of the adaptation should be actively developed by the HR with the focus on people rather than processes. This fact proves helpful to the argument that HR should move on to being more strategic in leading the change. Without the preparation and the practical involvement of the employees the soundest reforms can be clouded with failure. Finally, the sustainable organizational change starts with the human-based strategy; therefore, HR plays not a supportive but a necessary role.

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