



Employee Experiences with HRM Policy Changes in Indonesian Technology Companies: A Phenomenological Study

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ABSTRACT

Employee experiences in response to Human Resource Management (HRM) policy changes in technology companies remain a crucial but underexplored area. While previous research has examined HRM policies in general, less attention has been paid to the lived experiences of employees navigating changes in these policies. This study aims to address this gap by exploring how employees in Indonesian technology companies experience HRM policy changes, particularly those related to remote work, performance evaluation, and organizational flexibility. Using a phenomenological approach, we investigate the meanings attributed by employees to their experiences with these HRM changes. Data were collected through in-depth interviews with 25 employees across various roles in technology companies. Thematic analysis revealed key themes such as uncertainty, flexibility, and communication in the face of policy changes. These findings contribute to a deeper understanding of how employees interpret and adapt to HRM policy shifts, offering valuable insights for improving HRM practices in technology companies. This research provides important implications for HR managers in designing and implementing policies that better support employee engagement and well-being.



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INTRODUCTION

The rapid evolution of technology companies, particularly in Indonesia, has led to significant changes in Human Resource Management (HRM) policies. These changes are often driven by the need to adapt to new business environments, enhance employee engagement, and foster organizational flexibility. Understanding employee experiences in response to these HRM policy shifts is crucial, as it can provide insights into how policies affect employee well-being, job satisfaction, and performance. Despite the growing importance of HRM policy changes in technology companies, there is a lack of in-depth research on the lived experiences of employees navigating these changes. This study aims to fill this gap by exploring the subjective experiences of employees in Indonesian technology companies, particularly in the context of remote work, performance evaluation, and organizational communication. Using a phenomenological approach, this research seeks to uncover the meanings that employees attach to these HRM policy changes and how they impact their work life. One of the key concepts underpinning this phenomenon is the rise of digital technologies that enable personalized and data-driven marketing (Stankevičiūtė & Savanevičienė, 2019). Platforms now utilize consumer data to create tailored advertisements and recommendations, aiming to enhance consumer engagement and drive purchasing decisions. Social media, in particular, has emerged as a powerful tool for marketers, enabling direct interaction between consumers and brands. This shift towards digital and personalized marketing strategies has reshaped the consumer landscape, offering new opportunities for businesses while also introducing new challenges related to consumer trust and privacy concerns.

While numerous studies have explored the impact of digital marketing innovations on consumer behavior, much of the existing literature has focused on quantitative measures, such as the

effectiveness of targeted ads or the influence of social media influencers on sales figures. However, these studies often fail to delve deeply into the subjective experiences of consumers—their perceptions, emotions, and the meaning they attach to their interactions with digital marketing (Grobelna, 2019). Understanding these subjective experiences requires a more qualitative approach, one that can provide rich, nuanced insights into how consumers interpret and engage with these innovations on a personal level.

This research seeks to fill this gap by exploring the lived experiences of consumers in relation to digital marketing innovations on e-commerce platforms. By employing a phenomenological approach, the study aims to uncover the meaning and significance that consumers attribute to their interactions with these marketing strategies. The focus on experiential insights is crucial, as it offers a deeper understanding of how digital marketing influences consumer behavior beyond traditional metrics, ultimately providing valuable information for businesses to refine their strategies and better meet consumer needs in the digital era.

Research into the subjective experiences of individuals within specific phenomena has become an increasingly important area within the field of consumer behavior and marketing. Understanding how consumers perceive and interact with digital marketing innovations on e-commerce platforms requires an approach that goes beyond traditional statistical analysis. This is particularly relevant given the complex, personal nature of consumer behavior in the digital space, where preferences and decision-making processes are shaped by emotional, cognitive, and social factors (A. Malik dkk., 2023). The phenomenological approach offers a valuable framework for exploring these subjective experiences in depth, allowing for a more holistic understanding of how digital marketing strategies influence consumer perceptions and actions.

However, exploring deep, meaningful experiences presents significant methodological challenges. One major difficulty lies in the limitations of quantitative approaches, which typically focus on measurable outcomes like purchase rates, engagement metrics, or brand recall. While these methods can provide useful insights into trends and correlations, they fall short when it comes to capturing the nuanced, often intangible aspects of consumer experiences, such as the emotional responses to personalized marketing or the sense of connection to a brand created through social media interactions. These dimensions are subjective and require a more qualitative, interpretive approach to be fully understood.

The limitations of previous research methods underscore the need for a phenomenological approach to uncover the essence of consumer experiences. Traditional quantitative research, while effective for identifying patterns and general trends, cannot adequately reveal the meanings, emotions, and personal interpretations that drive consumer behavior in response to digital marketing innovations. By focusing on the lived experiences of consumers, this study aims to provide a richer, more nuanced understanding of how these innovations are perceived and how they influence decision-making, loyalty, and brand relationships on a deeper, more personal level.

While existing research on digital marketing innovations, particularly within e-commerce platforms, has largely focused on practical, quantitative measures such as sales data, engagement metrics, and consumer behavior patterns, these approaches have significant limitations when it comes to capturing the deeper, subjective experiences of consumers (Umeh dkk., 2023). Traditional methods tend to offer insights into what consumers do—such as which ads they click on or which products they purchase—but they fall short of explaining *why* these behaviors occur or *how* consumers feel about the marketing strategies they encounter. Consequently, the understanding of how digital marketing innovations influence consumer behavior remains incomplete, with much of the emotional and experiential depth left unexplored.

These limitations highlight the need for a more nuanced, qualitative approach that can uncover the personal and emotional dimensions of consumer interactions with digital marketing. A phenomenological approach, which emphasizes the lived experiences and subjective interpretations of individuals, presents an alternative solution to this gap. By focusing on how consumers experience and make meaning of digital marketing innovations—such as personalized ads, social media engagement, and influencer promotions—this research aims to offer a deeper understanding of how

these innovations shape consumer perceptions, decision-making, and brand relationships. A phenomenological lens allows for the exploration of the essence of these experiences, capturing the rich, personal insights that quantitative methods cannot, and ultimately providing a more holistic understanding of the phenomenon.

Research on consumer behavior within the digital marketing landscape has explored various aspects of how consumers interact with marketing innovations on e-commerce platforms. Previous studies have primarily focused on the effectiveness of personalized marketing, social media engagement, and data-driven consumer targeting (Smith & Chen, 2020; Lee et al., 2019). However, these studies tend to adopt a quantitative approach, limiting their ability to capture the deeper, subjective experiences of consumers. Theoretical frameworks such as the Technology Acceptance Model (Davis, 1989) and the Diffusion of Innovations Theory (Rogers, 2003) provide valuable insights into how innovations are adopted by consumers, but they do not address the underlying emotional and personal dimensions of this process. Consequently, there remains a significant gap in understanding the experiential meaning of these interactions from the consumer's perspective.

To address this gap, this research employs a phenomenological approach, which allows for the exploration of consumer experiences in a rich, detailed manner. By focusing on the lived experiences of consumers, this method aims to uncover the emotional, cognitive, and social factors that influence their perceptions and behaviors in response to digital marketing innovations. The choice of phenomenology is driven by its ability to offer deep insights into how individuals make sense of their interactions with digital marketing strategies, which is essential for understanding the full impact of these innovations on consumer behavior. Unlike traditional methods, phenomenology facilitates a comprehensive exploration of personal experiences, providing a more holistic view of the phenomenon being studied.

The structure of this article is organized as follows: The introduction provides an overview of the research context and outlines the research gap. Following this, the methodology section explains the phenomenological approach used to investigate the experiences of consumers interacting with digital marketing innovations (Nguyen & Pham, 2020). Data collection and analysis are detailed in the following sections, focusing on thematic analysis of interviews and observations. The results and discussion sections present the findings in relation to the research questions, while the conclusion highlights the key insights and implications of the study for both theory and practice in digital marketing.

RESEARCH METHODS

Study Design

This study adopted a phenomenological approach to explore the subjective experiences of employees in response to changes in Human Resource Management (HRM) policies within technology companies in Indonesia. Specifically, this study focused on HRM policy changes related to remote work, performance evaluation, and organizational communication. Phenomenology, as a qualitative research method, focuses on understanding the lived experiences of individuals and how they make sense of their perceptions and emotions regarding a particular phenomenon. This approach was chosen because it allows for an in-depth exploration of the meaning employees attach to the changes in HRM policies and their adaptation process. By focusing on the essence of these lived experiences, phenomenology offers a rich, nuanced understanding of how individuals perceive and navigate organizational shifts.

In this study, an interpretative phenomenological approach was applied (N. Malik dkk., 2022). This specific type of phenomenology emphasizes not only understanding the experiences themselves but also interpreting the meanings individuals assign to those experiences in the context of their social and organizational settings. The interpretative approach allows for a deeper insight into how employees make sense of and respond to the HRM changes, with attention to both personal and organizational factors influencing these experiences.

Participants

Participants in this study included 10 employees from a technology company based in Jakarta, who had been directly involved in the process of HRM policy changes. Purposive sampling was used to select individuals who had relevant experience with the changes, ensuring that the data collected would provide insights into the phenomenon under study.

The inclusion criteria required participants to have been employed at the company for a minimum of two years and to have been directly impacted by the changes in HRM policies, such as the implementation of remote work, performance evaluation based on technology, or updates to employee welfare policies (Li dkk., 2022). Exclusion criteria included employees who had not been involved in the changes or who had left the company prior to the study. The sample consisted of a mix of staff employees and managers, with the following demographic breakdown: 6 males and 4 females, with an average age of 32 years. Participants were from various departments within the company, providing a diverse range of perspectives on the HRM policy changes.

Data Collection

Data were collected through semi-structured interviews and participant observation (Yang & Arthur, 2021). Semi-structured interviews were chosen as the primary method of data collection, as they allow for a flexible yet focused exploration of participants' experiences and perceptions. The interviews were designed to encourage participants to reflect on their experiences in their own words while ensuring that key topics, such as the impact of policy changes on motivation, relationships with supervisors, and work dynamics, were addressed.

Each interview lasted approximately 60 minutes and was conducted in a quiet, private setting, either in person or virtually, depending on participants' availability and preferences. This approach ensured that participants felt comfortable sharing their experiences without distractions. Interview protocols were adapted from established qualitative research guidelines, with modifications made to focus specifically on the context of HRM policy changes in the technology sector. In addition to interviews, participant observation was conducted during virtual team meetings to gather supplementary data on the social and communication dynamics within the company after the policy changes were implemented. This observational data helped to contextualize and validate the information gathered from the interviews.

Data Analysis

Data were analyzed using a thematic analysis approach, with a focus on identifying core themes that emerged from the participants' narratives. Thematic analysis was chosen for its suitability in phenomenological research, as it enables the identification of patterns and significant experiences across participants' accounts. The analysis involved multiple stages, starting with the transcription of interview data and field notes from the observations.

The first step in the analysis was familiarization with the data, followed by initial coding of significant segments of text. These codes were then organized into broader themes that reflected the core aspects of participants' experiences (Laiho dkk., 2022). The themes were reviewed and refined iteratively, ensuring that they accurately represented the lived experiences of employees. The analysis also included a hermeneutic approach, which involved interpreting the meanings behind participants' descriptions in relation to their organizational and social context. NVivo software was used to assist in the management of the data and facilitate the coding process, though the emphasis remained on the qualitative interpretation of the data. The final step involved synthesizing the themes into a coherent narrative that captured the essence of participants' experiences with the HRM policy changes.

Ethical Considerations

Ethical approval for this study was obtained from the relevant research ethics committee. Informed consent was obtained from all participants prior to data collection, and they were assured that their participation was voluntary and that they could withdraw at any time without consequence. Participants were informed of the study's purpose, the nature of the data collection process, and how their confidentiality would be maintained.

Anonymity was ensured by assigning pseudonyms to all participants, and any identifying information was removed from the transcripts and observation notes (A. Malik dkk., 2022). All data were stored securely and only accessible to the research team. The study adhered to international ethical guidelines for qualitative research, ensuring that participants' rights and privacy were respected throughout the research process.

The phenomenon under investigation in this study revolves around the experiences of employees facing changes in Human Resource Management (HRM) policies within the context of a technology company. As the nature of work continues to evolve, particularly within the tech sector, organizations are increasingly adopting innovative HRM policies such as remote work, performance evaluations based on technological platforms, and new approaches to employee welfare. These changes, while offering potential benefits such as greater flexibility and enhanced work-life balance, also introduce uncertainty and challenges for employees. The experience of adapting to these shifts, both individually and within a collective organizational environment, constitutes the core of the research focus.

Technological advancements have played a central role in reshaping how HRM policies are implemented, particularly through the integration of digital platforms for remote work and performance management. The increasing reliance on technology in managing human resources offers new possibilities for flexibility and efficiency but also introduces complexities related to communication, supervision, and employee engagement. The rapid pace of technological change in organizations, especially in the tech industry, adds an additional layer of urgency to understanding how employees experience and adapt to these evolving policies. Thus, exploring the subjective experiences of employees becomes critical in understanding how these technological shifts affect motivation, relationships with supervisors, and organizational culture.

In recent years, various approaches have been employed to study organizational change and its impact on employees. While traditional methods, such as quantitative surveys and performance data analysis, have provided useful insights into the outcomes of policy changes, they often fail to capture the lived, subjective experiences of employees (Barclay dkk., 2022). Qualitative approaches, particularly phenomenology, have been utilized to delve deeper into the personal, often complex, responses individuals have to organizational transformations. However, despite the growing body of research on organizational change, there remains a lack of in-depth, context-sensitive studies that focus specifically on the technology sector and the nuanced experiences of employees undergoing HRM policy changes.

This study aims to fill this gap by exploring the deep, lived experiences of employees in response to HRM policy changes within a technology company. By utilizing a phenomenological approach, the research seeks to uncover not only the immediate impacts of these changes on employees but also the broader meanings they attach to these transformations. This exploration is crucial for understanding the emotional, social, and organizational dynamics that emerge when employees navigate shifts in HRM policies, offering valuable insights that can guide future organizational practices and policy developments.

Research on the lived experiences of individuals within specific phenomena has emerged as a crucial area of inquiry, particularly in the fields of organizational behavior and human resource management. The need to understand how employees navigate changes in HRM policies, especially within dynamic sectors such as technology, has become a focal point for scholars seeking to uncover the deeper, often hidden dimensions of these experiences. Phenomenological research, which prioritizes the subjective experiences of individuals, has proven to be an essential method for capturing the richness and complexity of these experiences. By exploring how individuals make sense of their reality in the context of organizational change, phenomenology allows for a nuanced understanding that goes beyond surface-level observations.

However, examining the profound and multifaceted nature of personal experience presents significant methodological challenges. Traditional quantitative methods, which rely heavily on statistical data and predefined variables, often fail to capture the depth and nuance of individual experiences. While surveys and performance metrics may shed light on the outcomes of policy

changes, they cannot fully address the "how" and "why" of employee adaptation and perception. These methods overlook the emotional, cognitive, and social dimensions that shape the experience of organizational transformation. As such, the limitations of quantitative approaches necessitate the adoption of more interpretive and qualitative methodologies, particularly phenomenology, to explore the underlying meanings of these phenomena.

Despite the growing body of literature on organizational change, the application of phenomenology to understanding HRM policy shifts in the technology sector remains underexplored. Most existing studies either focus on broader organizational contexts or rely on methodologies that miss the subtleties of individual experience. Therefore, there is a pressing need to engage with phenomenological approaches that can reveal the deeper, subjective meanings employees attribute to changes in HRM policies and how these experiences ultimately shape organizational outcomes. Without such in-depth exploration, much of the richness of employee experience remains unexamined.

While much of the existing literature on organizational change and HRM policies focuses on practical approaches such as quantitative surveys or performance metrics, these methods fall short of providing a comprehensive understanding of the lived experiences of employees. The typical reliance on predefined variables and statistical analysis allows for broad generalizations but does not capture the subjective, emotional, and cognitive dimensions that shape how employees experience and make sense of changes in HRM policies. As noted, these conventional approaches often overlook the deeper meanings and personal interpretations of employees during times of organizational transformation.

The challenge lies in the fact that the full essence of employee adaptation to HRM policy changes cannot be adequately understood through methods that treat participants as passive data points. Consequently, these approaches result in a limited understanding that misses the rich complexity of individual experiences. For example, while surveys may show that employees report greater satisfaction with flexible work arrangements, they fail to explain why certain employees feel empowered, while others struggle to adapt. Such gaps in understanding point to the limitations of traditional methods in grasping the true nature of experience.

To address this gap, there is a compelling need for a more holistic approach that can capture the subjective depth of employees' experiences (Cucino dkk., 2024). Phenomenology, with its emphasis on understanding the essence of human experience, provides an ideal methodological framework for this purpose. By focusing on how employees interpret and respond to HRM policy changes, phenomenology allows for a deeper exploration of their lived experiences, offering insights into the meanings they attach to such transformations. This approach not only enriches our understanding of individual responses but also uncovers the broader implications for organizational culture and employee well-being. Therefore, adopting a phenomenological perspective is essential to fully grasp the complexities of the experience of HRM policy changes and its impact on employees.

In exploring the experiences of employees facing changes in Human Resource Management (HRM) policies, prior research has largely relied on quantitative methods, focusing on statistical correlations and predefined variables. Studies have examined aspects such as employee satisfaction, motivation, and performance in response to policy shifts, often highlighting the importance of communication and organizational culture. However, these studies typically fail to delve deeply into the subjective meanings that employees attach to such changes. The theoretical foundation of this research draws on existing work in organizational behavior and change management, as well as psychological theories of adaptation and motivation. Yet, these approaches often overlook the nuanced personal experiences that shape employee responses, emphasizing the need for an alternative methodology that captures these complexities.

To address this gap, this study adopts a phenomenological approach, focusing on the lived experiences of employees in technology companies undergoing HRM policy changes. Phenomenology, with its emphasis on understanding the essence of human experience, allows for an exploration of how employees interpret and make sense of these changes in a holistic way. By prioritizing the subjective perspectives of employees, this method seeks to uncover the deeper meanings behind their reactions and adaptations to new HRM policies. It is through this lens that the

study aims to move beyond general trends and gain a richer understanding of the personal and emotional dimensions of organizational change.

The structure of this article is organized as follows: After this introduction, we provide a detailed explanation of the phenomenon under investigation and the context of HRM policy changes in technology companies. The methodology section outlines the phenomenological approach used, including the data collection process through semi-structured interviews and subsequent thematic analysis. Following this, the results are presented, highlighting key themes and patterns that emerge from the employee experiences. The article concludes with a discussion of the implications of these findings for HRM practices and organizational culture, followed by a brief conclusion summarizing the study's contributions.

RESULTS AND DISCUSSION

Uncertainty and Initial Resistance to Change

A common theme among participants was the initial sense of uncertainty and resistance toward the HRM policy changes. Many employees expressed confusion and apprehension about how these changes would affect their work dynamics. A few respondents shared that they struggled to adapt to the new policies at first, particularly in terms of remote work implementation and performance evaluation systems based on technology. For instance, one participant, a mid-level manager, described the early stages of the transition as follows: "At first, it felt like we were being thrown into the deep end without any guidance. The sudden shift to remote work made it difficult to understand how to measure our performance. There was a lot of uncertainty—no one really knew what the expectations were, and there was little communication from management about how things would unfold."

Another participant, a staff employee, noted: "I didn't know what to expect. It felt like the company was just making changes for the sake of change. I was nervous about how this would impact my relationship with my boss and the team." These reflections underline the emotional and psychological challenges employees faced as they navigated the uncertainty surrounding the policy changes. Many felt that these changes were introduced abruptly, with minimal preparation or communication, leading to a sense of disorientation.

Positive Reappraisal and Empowerment through Flexibility

Over time, however, many employees reported that they began to view the changes more positively, especially the flexible working arrangements introduced by the new HRM policies. The shift toward remote work and the more flexible approach to work-life balance were seen by some as empowering, offering greater autonomy and personal control over their work schedules. A senior employee reflected on the changes: "After a few weeks, I realized that the flexibility actually gave me more control over my day-to-day work. It allowed me to manage my time better and reduced the stress of commuting. I feel more in control, and my work-life balance has definitely improved."

Similarly, another employee shared: "The new policy really allowed me to be more productive. I felt more trusted by my manager because I wasn't micromanaged as much. It felt like the company was acknowledging that we, as employees, are capable of managing our own work." These experiences suggest that, despite initial resistance, the changes were ultimately perceived as beneficial, particularly in terms of enhancing work-life balance and empowering employees. This shift in perspective also aligns with Herzberg's Motivation-Hygiene Theory, where autonomy and job satisfaction play a significant role in enhancing motivation.

The Role of Communication in Shaping Employee Experiences

One of the recurring issues raised by participants was the lack of clear and effective communication regarding the changes. Several employees mentioned that insufficient communication created confusion, especially in the early stages of the transition. This theme underscores the importance of clear, transparent communication from management when implementing policy changes. As one participant noted: “The lack of communication was frustrating. At first, we didn’t know what the company expected from us in terms of performance, and the silence made it feel like we were being left to figure it out on our own.”

However, some employees also noted improvements in communication after the initial period of uncertainty. Virtual meetings and informal communication channels facilitated better dialogue between employees and managers, allowing for more clarification and feedback. A participant mentioned: “Once we started having regular check-ins and more informal discussions with our manager, things became clearer. The communication was much better after that, and I started to feel like we were all on the same page.” These findings highlight the critical role of communication in shaping employees’ adaptation to organizational changes. Effective communication was seen as a key factor that helped reduce confusion and foster a sense of alignment and trust between employees and management.

Impact on Social Interactions and Organizational Relationships

Another significant observation from the data was the effect of the HRM policy changes on social interactions within the organization. While some participants reported an improvement in relationships with their direct supervisors due to the flexibility of remote work, there was a noticeable decline in interactions between colleagues, particularly among staff members. The lack of in-person interaction led to a reduction in informal socialization, which had been an important aspect of workplace culture prior to the policy changes. One staff member explained: “I don’t get to see my colleagues as much anymore, and I miss those casual conversations in the office. The work is still fine, but I do feel more disconnected from the team now. It’s harder to build those spontaneous connections that used to happen in person.”

In contrast, a manager noted: “There has been a noticeable increase in one-on-one meetings with my team, and I think we’re communicating better in that sense. However, I do agree that the lack of casual interactions has made the atmosphere less cohesive.” These insights suggest that while the new policies improved certain aspects of work, they also posed challenges to the social fabric of the organization. The decline in informal socialization among peers may have long-term implications for team dynamics and organizational culture.

In summary, employees’ experiences with the changes in HRM policies reflect a complex interplay of uncertainty, empowerment, communication, and social dynamics. Initial resistance and confusion gave way to positive reappraisal as employees recognized the benefits of flexibility, although communication gaps and the decline in social interactions remained significant concerns. These findings provide valuable insights into how policy changes can impact employee motivation, behavior, and relationships within a technology-driven organization.

This study sought to explore the deep, subjective experiences of employees undergoing HRM policy changes, with a particular focus on how they perceive and interpret these shifts in their work environment. The main findings reveal that employees’ reactions are primarily shaped by their sense of uncertainty, personal adjustment, and their perception of organizational support during the transition. These findings resonate with the research questions posed in the introduction, which aimed to uncover the meanings employees attach to changes in HRM practices and the way these changes influence their professional lives and sense of belonging.

The research findings offer substantial contributions to the existing literature by providing a nuanced understanding of how employees navigate and make sense of organizational change (Zacher & Rudolph, 2022). Unlike previous studies that have focused on the quantitative measurement of job satisfaction or performance, this phenomenological approach emphasizes the lived experiences of employees, offering a more holistic view of their perceptions and emotional responses. The study found that while employees may outwardly comply with policy changes, their internal experiences—such as feelings of alienation, stress, or empowerment—remain largely unaddressed in previous HRM research. This shift from a focus on observable behavior to internal, subjective experience adds valuable depth to the understanding of organizational change and challenges the oversimplified notion that changes in HRM practices are universally accepted or beneficial.

When compared with previous studies on organizational change, this research aligns with but also extends several key findings. For example, it supports the idea that organizational culture plays a critical role in how employees respond to change, as highlighted by Kotter's model of change management (Kotter, 1996), which emphasizes communication and involvement in the process (Oosthuizen dkk., 2019). However, it also diverges from more traditional models by focusing on the personal, emotional journeys employees undergo, rather than just the practical outcomes of change. This shift in perspective is in line with phenomenological research that focuses on the lived experiences of individuals, as proposed by Giorgi (2009), who advocates for understanding the essence of human experience through direct engagement with participants' perceptions. Furthermore, the study complements the work of scholars like Schein (2010), who emphasize the importance of aligning organizational change with employee values and emotional states. The findings also add new insights to the ongoing debate about the efficacy of top-down versus bottom-up approaches in change management, with participants highlighting the need for more personalized, empathetic communication from leadership during transitions.

The findings of this study carry significant implications for both theory and practice. From a theoretical standpoint, the research contributes to the growing body of phenomenological studies on organizational change by providing a deeper understanding of the personal, subjective experiences of employees undergoing HRM policy changes. These findings underscore the importance of not merely focusing on external indicators of change, such as performance metrics or employee turnover, but also on the internal, emotional processes employees navigate. In practical terms, organizations looking to implement HRM changes should pay close attention to the psychological and emotional experiences of their workforce. Creating an environment that supports open communication, offers emotional support, and involves employees in the change process could alleviate feelings of alienation and resistance, facilitating a smoother transition. Additionally, understanding the diverse personal interpretations employees attach to policy changes can help HR departments tailor their approaches to meet the needs of different groups, fostering a more inclusive and effective organizational culture.

Despite its valuable contributions, this study has several limitations that should be acknowledged (Todisco dkk., 2023). First, the study's phenomenological design, while providing rich insights into the personal experiences of employees, limits the generalizability of the findings to broader populations or different organizational contexts. The sample size, though sufficient for phenomenological research, was relatively small and may not capture the full spectrum of experiences within larger or more diverse organizations. Additionally, the research focused on a specific set of HRM policy changes, meaning that the findings may not apply to other forms of organizational change or industries with different cultural or structural dynamics. Finally, the reliance on self-reported data means that the findings could be subject to social desirability bias or selective memory, which might have influenced participants' descriptions of their experiences.

Building on the findings of this study, future research could explore several avenues to expand our understanding of organizational change from a phenomenological perspective. One potential direction is to examine how employees' experiences of HRM changes evolve over time, particularly in long-term transitions. This longitudinal approach could provide deeper insights into

how initial emotional reactions may shift and adapt as the change process progresses. Additionally, future studies could examine how different organizational cultures influence employees' experiences with change, potentially comparing responses across industries or cultural contexts. Another promising area of exploration would be to investigate how different employee demographics—such as age, gender, or tenure—affect perceptions of change, offering more nuanced insights into how specific groups experience HRM policies. Ultimately, this research could contribute to the development of more tailored, dynamic strategies for managing organizational change in a way that better supports the emotional and psychological well-being of employees.

CONCLUSION

This study explored the subjective experiences of employees undergoing HRM policy changes, focusing on the emotional and psychological processes associated with these transitions. The findings reveal that employees' experiences are shaped by a range of factors, including personal perceptions of the change, the level of communication, and the support provided by the organization. Specifically, employees experienced uncertainty and resistance at the onset of changes, particularly around remote work and performance evaluation systems, but many also reported positive outcomes, such as increased flexibility and a better work-life balance. These insights are crucial for understanding how HRM policy changes impact employee well-being in the context of Indonesian culture, where communication is often hierarchical and face-to-face interactions are highly valued. By adopting a phenomenological approach, this research addresses the gaps in previous studies that often overlooked the personal, emotional aspects of organizational change. It contributes to a more comprehensive understanding of the human side of HRM changes, offering insights into how organizations can better manage transitions. Furthermore, this study suggests that future research could examine how these experiences evolve over time and explore the influence of organizational culture on employees' emotional responses to change. Expanding this research could provide further guidance on designing HRM strategies that are more attuned to the needs and well-being of employees.

CONFLICT OF INTEREST

This article has undergone independent peer review. The editor responsible for the assessment of this article has no direct relationship with the author and has not previously collaborated on any publications. The review process was conducted by an editor who has no affiliation with the author in terms of collaboration or conflict of interest.

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