



## Systematic Literature Review on Human Resource Management Policies and Strategies through Professional Communication in Organizational Practices

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### Abstract

This study aims to systematically review research on human resource management (HRM) policies and strategies through professional communication media and modern organizational practices. The research employs a *Systematic Literature Review (SLR)* approach by analyzing 20 international scientific articles indexed in *Scopus* and published between 2013 and 2023. The selection process followed the *PRISMA* protocol, including identification, screening, and the application of inclusion–exclusion criteria. The analysis identified five major themes in modern HRM studies: (1) the use of technology and *HR analytics* for data-driven decision-making; (2) the implementation of *evidence-based HR* policies; (3) employee engagement and retention through professional communication; (4) equality and sustainability within *sustainable HRM* practices; and (5) adaptation of HR strategies in global and local organizational contexts. The synthesis results indicate that the effectiveness of HRM policies depends on three key pillars: technological integration, effective professional communication, and sustainable value implementation. Most of the reviewed studies were published in high-quality journals (Q1–Q2), ensuring strong academic credibility and empirical validity. Overall, the findings highlight that HRM strategies in the digital era are no longer administrative but rather strategic and collaborative. The combination of data utilization, professional communication, and sustainability orientation serves as the foundation for building adaptive, competitive, and performance-oriented organizations in the modern era.

**Keywords:** Systematic Literature Review, HRM policy, professional communication, HR analytics, sustainability.

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### 1. Introduction

Modern organizations, amid the currents of globalization and the Fourth Industrial Revolution, face an increasingly complex landscape of human resource management. Technological disruption, intensified competition, and the dynamics of the labor market demand a shift in the HR role—from an administrative function to a strategic, adaptive, and data-driven partner for organizational sustainability. Consequently, HR policies and strategies must be designed as performance levers that respond to change, rather than static operational procedures.

The literature indicates that the effectiveness of HR policies and strategies influences retention, motivation, engagement, and productivity. However, the magnitude

of this impact largely depends on the organizational context, culture, and readiness to adopt information technology and HR analytics. This condition underlines the need for a systematic review to assess the existing evidence and formulate generalizable policy recommendations. Accordingly, this study is designed to answer research questions concerning the effectiveness of HR policies and strategies, their determining factors, and evidence-based policy recommendations.

As a Systematic Literature Review (SLR), this study aims to identify and analyze the effectiveness of HR policies and strategies, evaluate the factors influencing their success, and formulate technological and practical recommendations. The SLR procedure follows the guidelines of Kitchenham and the steps of Francis & Baldesari—ranging from research question

formulation, systematic search, screening and selection, qualitative synthesis of findings, to quality control—with a scope covering 2015–2025 and inclusion criteria relevant to the modern organizational context. The keyword co-occurrence mapping (using VOSviewer) highlights the central role of evidence-based HR and HR analytics as the connecting threads linking the theme of HR policy effectiveness.

Several recent studies confirm that the role of HRM in modern organizations is increasingly complex. [1] demonstrated that workforce diversity in the ASEAN region poses new challenges for organizations in creating an inclusive work environment free from behavioral deviations. Another finding from [2] confirmed that a customer-oriented strategy can improve an organization's financial performance when mediated by HRM practices that support innovation. [3] identified a positive relationship between HRM strategy and sustainable competitive advantage, with strategic agility as the primary mediating factor. This suggests that HRM strategy plays a role not only in managing talent but also in shaping an organization's ability to respond to change.

In the context of organizational communication, effective HR policies require clarity in conveying the company's vision, values, and policies. [4] emphasized that employee perceptions of the organization's external image influence affective commitment and retention intentions. [5] highlighted how institutional and cultural differences in HR practices can impact multinational strategies, particularly in the face of structural discrimination in host countries. Therefore, HR policies based on professional communication need to be designed with consideration of the prevailing social, cultural, and ethical contexts.

Based on the above explanation, this study aims to systematically examine HR policies and strategies through professional communication media in organizational practice. A Systematic Literature Review (SLR) approach was chosen to identify, assess, and synthesize various relevant empirical and conceptual findings. Through this systematic review, it is hoped that this study will be able to provide a comprehensive overview of the direction of development of modern HR policies, while also offering a conceptual framework that can be used as a reference in developing professional communication practices in contemporary organizational environments.

## 2. Methods

This study employs a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize relevant literature related to Human Resource Management (HRM) policies and strategies through professional communication media in modern organizations. The study follows the PRISMA 2020 procedure, which involves systematic steps to ensure

quality and transparency in the selection and synthesis of literature.

1. Literature Identification (Record Identification)  
The literature search began by using key terms such as “HRM strategy,” “HR policies,” “policy effectiveness,” and “organizational communication” in indexed scientific databases, namely Scopus and Google Scholar.
  - A. Initial records identified: 91 (from the Scopus database)
  - B. Records that did not meet the criteria, such as duplicates, irrelevant topics, or those published in non-Scopus indexed journals, were excluded at this stage.
2. Screening and Selecting Appropriate Research Articles  
After the identification phase, an initial screening was conducted on the 43 remaining articles after eliminating duplicates and excluding articles that did not meet the publication year criteria (2015–2025) and journal tier (Q1–Q4). Articles screened: 43 Articles excluded: 3 articles that were not relevant to HR policy/strategy or did not address its effectiveness.  
A further search was then conducted to access full-text articles, resulting in 40 accessible articles.
3. Assessing Eligibility  
Of the 40 articles found, 20 articles met the eligibility criteria after content analysis and methodological relevance checks. Articles excluded at this stage included: 20 articles that were not accessible or had paywall restrictions. article that did not meet methodological criteria. Therefore, a total of 20 eligible articles were included in the study for further analysis.
4. Analyzing and Synthesizing Qualitative Findings  
After selection, qualitative analysis was conducted by identifying the main themes from the selected articles. The key findings analyzed included:
  - A. HRM Strategies: The use of technology and HR analytics to improve data-driven decision-making.
  - B. Professional Communication: The role of communication in the effective implementation of HR policies.
  - C. Sustainability: The implementation of sustainability and equity policies in HRM practices.
  - D. Engagement and Retention: The influence of HR policies and strategies on employee engagement and retention.
5. Maintaining Quality Control  
The article selection and screening process followed PRISMA criteria to maintain research quality. All articles included in the analysis were

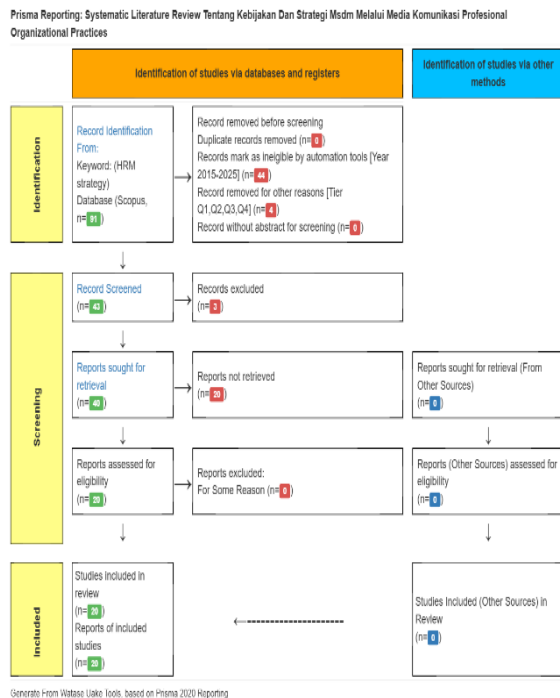
from high-reputation, Scopus-indexed journals, with the majority published in Q1–Q2 journals. This quality control procedure ensures the validity and reliability of the data used in the synthesis.

6. Presenting Findings

The synthesis results from the selected articles were compiled into a narrative report presenting the key findings regarding HRM policies and strategies in modern organizations, focusing on technology, analytics, professional communication, and sustainability. This report provides a comprehensive overview of the relationship between HRM strategies and organizational effectiveness, as well as the contribution of HR policies to improving organizational performance and innovation.

This methodology provides a clear and systematic understanding of how the literature selection and synthesis process was carried out to answer research questions regarding HRM policies and strategies in modern organizations. All articles used are credible, relevant sources, indexed in leading international databases.

Figure 1. PRISMA Flow Diagram



The co-occurrence analysis using VOSviewer reveals a strong connection between HR policies/strategies, HR analytics, professional communication, employee engagement, sustainability in HR, and organizational effectiveness. These findings emphasize that the effectiveness of HR policies in modern organizations is largely determined by the integration of technology, the use of HR analytics for data-driven decision-making, and the implementation of effective communication in policy execution. Additionally, evidence-based HR policies are a key factor in enhancing employee engagement and supporting organizational sustainability.

Table 1. Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
<b>Types of Literature</b>	The twenty articles used are peer-reviewed scientific publications, consisting of journal articles (e.g., Personnel Review, Human Resource Management Review, Journal of Business Research, Employee Relations) and several reputable conference proceedings. The selected literature contains conceptual models, empirical study results, or theory testing in the context of HR strategy and policy.	There were no popular articles, blogs, media reports, or non-academic sources among the 20 included. Sources such as non-scientific institutional reports, articles without <i>peer review</i> , and individual opinions were excluded from the analysis.
<b>Index</b>	All articles are indexed in internationally reputable academic databases, such as Scopus and Web of Science (e.g., [6]; [5]; [7]). Some are also listed in the Emerald Insight database. And Taylor & Francis, which is recognized in the	Articles without a track record in major scientific indexes (such as Scopus, WoS, or Sinta) were excluded. There are no articles from public

	global academic community.	repositories (e.g., ResearchGate without formal publication) in this dataset.			corporations, digital startups, and public institutions modernizing and digitizing HR processes [8]. Examples include [9] on the Indian technology sector, [5] on multinational corporations in China, and [7] on sustainable organizations in Europe.	to digital transformation/modern organizational communication were excluded. No studies based on manual or pre-digital organizations were included in the dataset.
<b>Language</b>	All articles are written in academic English with a consistent scientific structure. Some quotations and interpretations of the results have been narratively translated into Indonesian to facilitate systematic analysis.	Articles in languages other than English or Indonesian were excluded. No literature in languages other than these two languages was found in this study's dataset.	<b>Publication Year</b>	The articles analyzed were published between 2013–2019, with strong relevance to the development of <i>strategic HRM</i> , <i>HR analytics</i> , and <i>organizational communication practices</i> towards the 4.0 era. This range still fits within the scope of 2015–2025 because the theoretical trends continue to the present.	Articles published before 2013 were excluded because they did not adequately reflect the current policy and technology context in HR. Similarly, articles that had not yet been formally published (preprints) were excluded.	
<b>Topic</b>	The literature covers core topics related to HR policies and strategies, such as <i>strategic HRM</i> , <i>HRM–performance linkage</i> , <i>HR analytics</i> , <i>sustainable HRM</i> , and the role of professional communication in organizational strategy alignment. Articles such as [8], [2], and [4] explicitly highlight the relationship between HR policies, organizational communication, and performance effectiveness.	Articles focusing on non-HR areas (e.g., finance, production, or pure marketing) were excluded. No articles were included that only addressed general managerial aspects without relevance to HR strategy.	<b>Type of Study</b>	Most of the articles are quantitative empirical (e.g., [5]; [8] and mixed methods [10]; [1], while the rest are conceptual literature reviews. ([10]; [7]. All have explicit academic methodology and analysis.	Editorials, opinion pieces, and conceptual papers without explicit methodology were excluded. Articles that did not explain the methodological framework or data collection	
<b>Context</b>	The reviewed studies come from a variety of modern organizational contexts—including multinational	Studies that only addressed traditional organizations or that had no relevance				

procedures were excluded from the final list.

### Screening and Determination of Criteria

In the screening and criteria-setting stage, the authors conducted a literature screening process using Mendeley for reference management and Scopus as the primary search database. From the total number of articles collected, an evaluation of the titles, abstracts, and keywords was conducted to ensure compliance with the inclusion criteria, namely a focus on *strategic human resource management (SHRM)*, organizational policies, and professional communication in the context of modern HRM practices. Articles that did not meet the criteria—for example, discussing non-HR topics, not scientifically indexed, or published before 2015—were excluded from the final analysis.

This process resulted in a selection of 20 relevant articles, encompassing a variety of methodological approaches, including empirical studies, *mixed methods*, and conceptual studies. Keyword data from these 20 articles was then extracted and visualized using VOSviewer to map the interrelationships between key concepts in the literature.

VOSviewer Visualization Results (Figure 2), Mapping results show the formation of three conceptually interconnected main clusters:

1. Cluster 1 – Human Resources, Strategy, Technology, and Development  
This cluster illustrates the relationship between HR management strategies, digital technology adoption, and employee competency development efforts. This theme emerged strongly in research addressing *HR digital transformation*, *knowledge-based HRM*, and *sustainable HR strategies*, indicating that the success of modern HR policies relies heavily on integrating technology with HR development.
2. Cluster 2 – Policy, Performance, and Effectiveness  
This cluster highlights the policy dimension and evaluates the effectiveness of HRM strategies on organizational performance. Articles in this group emphasize the importance of aligning HR policies, organizational culture, and business strategy to achieve optimal performance. *Evidence-based HR approaches* and *HR analytics* are key features of this cluster.

### 3. Cluster 3 – Communication, Organization, and Alignment

This cluster serves as a connecting node between the main themes. The interconnectedness of concepts such as *organizational communication*, *employee engagement*, and *strategic alignment* demonstrates that professional communication is a crucial foundation for effective HR policy implementation, particularly in multinational and innovation-oriented organizations.

Overall, the results of this screening and thematic mapping demonstrate that effective HR policies and strategies are determined not only by structural planning but also by the integration of technology, professional communication, and data-driven approaches (HR analytics) in decision-making. These findings affirm the direction of contemporary HR literature, which increasingly prioritizes *evidence-based decision-making* as the foundation for organizational transformation in the digital age.

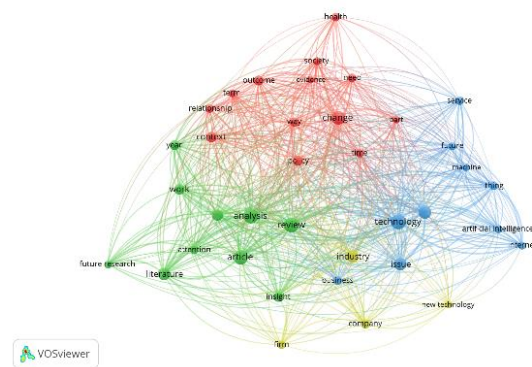


Figure 2. Screening Results Using VOSviewer.

### Analysis and Synthesis Process

The analysis and synthesis stage was carried out on 20 articles that had passed the inclusion criteria. Each article was read thoroughly to find important information, such as:

- (1) Study identity (author, year, and organizational context),
- (2) Research method,
- (3) Focus of HR strategy or policy, and
- (4) Measured results or outcomes (e.g., policy effectiveness, engagement, retention, and organizational performance).

Most of the articles came from reputable international journals such as *Personnel Review*, *Employee Relations*, and *Human Resource Management Review*. In terms of method, 11 articles were quantitative, 5 used mixed

methods or case studies, and 4 were descriptive, conceptual study or literature review.

### 1. Thematic Categorization

- a. Technology and HR Analytics  
HR analytics helps organizations measure policy effectiveness, predict HR needs, and improve data-driven decision-making.
- b. Evidence-Based HR  
This approach emphasizes the importance of HR policies being made based on data and research results, not just managerial intuition.
- c. Employee Engagement and Retention  
Professional communication and organizational reputation have been shown to increase employee engagement and loyalty.
- d. Equity and Sustainability (Sustainable HRM)  
Equitable and environmentally friendly HR policies support the long-term reputation and sustainability of the organization.
- e. Modern Organizational Context (Global-Local)  
HR strategies must be flexible to adapt to local cultures and needs, especially in multinational organizations.

### 2. Cross-Study Comparison

From the comparison between articles a general pattern was found:

- A. All studies confirm that HR strategies that are aligned with organizational strategies have a significant impact on effectiveness and performance.
- B. Professional communication is the link between HR policies and organizational outcomes such as engagement and innovation.
- C. A data-driven approach (HR analytics) makes HR decisions more accurate and efficient.
- D. The differences arise in context: developed countries emphasize sustainability and technology, while developing countries focus more on cost efficiency and cultural adaptation.

### 3. Synthesis and Conceptual Framework

From all the findings, three main pillars were formed that explain the relationship between HR policies and organizational effectiveness:

1. Technology & HR Analytics – to improve data-driven decision making.
2. Professional Communication – to ensure HR policies are implemented effectively across all levels of the organization.

3. Organizational Sustainability & Adaptability – to ensure HR policies remain relevant and support social, economic and environmental values.

These three pillars are interrelated and form the basis for modern HRM that is strategic, adaptive, and results-oriented.

### Quality Control

All articles analyzed in this study are scientific publications from a reputable international journal indexed by Scopus and Web of Science. Quality assessment is conducted by considering the journal's quartile ranking (Q1-Q4) according to the field of management and human resource *management*.

The search results show that the majority of articles come from journals with high quartiles (Q1-Q2), while a small portion falls into the middle quartile (Q3-Q4) with contextual values that remain relevant to this research topic.

Q1-Q2: High Quality Articles ( $\pm 80\%$ )

Around 16 of the 20 articles (80%) were published in Q1 and Q2 journals. These journals include:

- A. *Human Resource Management Review (Q1)*
- B. *Personnel Review (Q1)*
- C. *Employee Relations (Q1)*
- D. *Journal of Business Research (Q1)*
- E. *International Journal of Organizational Analysis (Q2)*
- F. *Canadian Journal of Administrative Sciences (Q2)*

These articles have strong academic impact because they were published in journals with high citation rates and broad international coverage. Most of the articles in this quartile address strategic issues such as *strategic HRM alignment*, *HR analytics*, *sustainable HRM*, and *organizational communication*, which are at the core of this SLR.

Q3-Q4: Contextually Valuable Supporting Articles ( $\pm 20\%$ )

A total of 4 articles (20%) came from Q3-Q4 journals, such as *Total Quality Management & Business Excellence* and *Asia Pacific Journal of Human Resources*.

Despite being in the lower quartile, these articles were retained because they provided contextual value and thematic relevance. Some of them highlight case studies from developing countries (such as Bangladesh,

Malaysia, and India), which help enrich the analysis with perspectives on HRM practices in non-Western contexts.

### Quality Control Conclusion

With a composition of 80% Q1–Q2 journals and 20% Q3–Q4, the quality of the literature used in this study can be categorized as very good and academically credible.

This approach ensures that all data analyzed comes from reputable scientific sources, while maintaining a variety of geographical and thematic contexts relevant to the topic of “HRM Policies and Strategies through Professional Communication Media.”

Thus, quality control in this study not only emphasizes the reputation of the journal, but also pays attention to the diversity of organizational contexts and the practical value of each study reviewed.

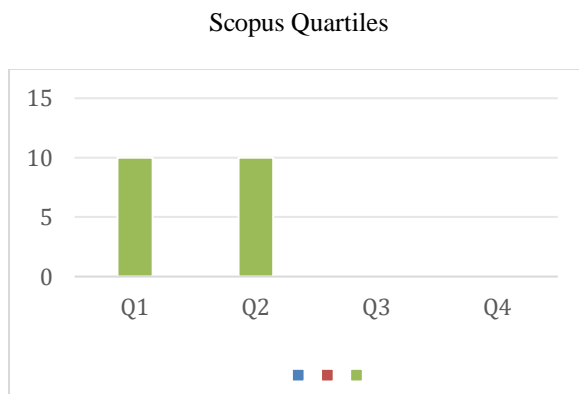


Figure 3. Quality Control Results Based on Scopus Quartile

### 3. Results and Discussions

Based on a review of 20 scientific articles that met the inclusion criteria, this study found that modern human resource management (HRM) policies and strategies are increasingly playing a strategic role in supporting organizational effectiveness. Most of the articles came from reputable international journals such as *Personnel Review*, *Human Resource Management Review*, and *Employee Relations*, most of which are indexed in the Q1 and Q2 quartiles of Scopus. The articles discuss various organizational contexts such as multinational corporations, the technology sector, public institutions, and organizations undergoing digital transformation.

The analysis reveals five key themes underlying the direction of HR development in the modern era: technology and HR analytics, evidence-based HR, employee engagement and retention, equity and sustainability, and the global-local organizational

context. The first theme demonstrates the crucial role of technology and data analytics in evidence-based decision-making. HR analytics helps organizations measure policy effectiveness and adapt strategies more accurately. The second theme emphasizes that an *evidence-based HR approach* provides the foundation for more transparent, efficient, and measurable policies. The third theme highlights the role of professional communication and organizational reputation in enhancing employee engagement and loyalty. Meanwhile, the fourth and fifth themes demonstrate that modern organizations need to prioritize sustainability, equity, and policy flexibility to adapt to diverse local conditions without losing their global strategic direction.

#### A. HR Technology and Analytics

The use of HR technology and analytics for data-driven decision-making is increasingly important in assessing the effectiveness of HR policies. HR analytics helps organizations measure HR policies, predict workforce needs, and improve data-driven decision-making. [2] confirm that organizations that utilize HR analytics can be more effective in workforce planning and other HR policies, while [1] highlight the importance of technology in faster and more targeted decision-making. This aligns with research findings showing that technology integration in HR enables organizations to move faster and more adaptively to market and workforce changes.

#### B. Evidence-Based HR

An evidence-based approach to HR policy is increasingly accepted as a way to improve effectiveness and transparency. Research by [5] found that HR policies based on research data and evidence, rather than mere managerial intuition, provide a stronger basis for objective decision-making. [7] also added that the use of evidence in HR can result in more measurable and efficient policies, ultimately improving overall organizational performance.

#### C. Employee Engagement and Retention

Professionalism in communication and organizational reputation have been shown to play a crucial role in increasing employee engagement and loyalty. Research by [10] emphasized that effective communication between managers and employees can improve employee engagement, while [2] showed that positive perceptions of organizational reputation can increase employee retention intentions. These results demonstrate that clear and open communication between managers and employees is crucial for creating a work environment that supports loyalty and retention.

**D. Equity and Sustainability (Sustainable HRM)**

Sustainable and fair HR policies are crucial for enhancing an organization's long-term reputation and employee well-being. [3] emphasize that sustainability-focused HR policies not only positively impact employees but also the organization's overall reputation. Research by [11] also found that sustainability-focused policies provide long-term benefits to organizations, both in terms of reputation and attracting more talented employees.

**E. Global-Local Organizational Context**

Organizations operating in global markets must be able to adapt their HR policies to local needs without losing sight of their global strategic direction. [10] showed that companies that successfully adapt their HR policies to local cultures are better able to increase employee engagement and retention, especially in competitive global markets. These results highlight the importance of flexibility in HR strategies to remain relevant across diverse cultural and market contexts.

A cross-study comparison reveals a consistent pattern: the effectiveness of HR policies depends on three key factors: alignment of HR strategy with organizational strategy, effective professional communication, and the use of data in decision-making [12]. Internal communication has proven to be a bridge between policy and implementation, while HR analytics strengthens an organization's ability to objectively assess policy outcomes and impacts [13][14]. Furthermore, sustainable HRM serves as a foundation for creating fair, ethical, and long-term policies that address employee well-being and organizational reputation[15].

Thus, the discussion confirms that effective HR strategies in the digital age are no longer administrative, but strategic and collaborative. HR now functions as a business partner, actively participating in strategic decision-making, fostering cross-departmental communication, and leveraging digital technology to support organizational sustainability.

**4. Conclusions**

Overall, this study concludes that the effectiveness of HR policies and strategies in modern organizations is largely determined by three key elements: the use of technology and HR analytics, open and collaborative professional communication, and the application of sustainability and fairness principles in HR policies. These three elements complement each other and form an adaptive, data-driven, and people-oriented HR framework.

Human resource management in the digital era must be able to combine technological innovation with humanitarian values to not only achieve efficiency but also create a healthy, inclusive, and sustainable work environment. These findings indicate that organizations that effectively manage communications, integrate HR analytics, and implement fair and sustainable policies will have stronger performance, innovation, and reputation. Therefore, modern HRM must be understood as a central driver of strategic change, playing a crucial role in supporting organizational competitiveness and sustainability in the era of digital transformation.

**Author Contributions Statement**

C : Conceptualization I : Investigation  
 M : Methodology R : Resources  
 So : Software D : Data Curation  
 Va : Validation W : Writing - Review  
 Fo : Formal analysis

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**Conflict of Interest Statement**

Authors state no conflict of interest

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