

The Great Resignation: Reimagining Work and the Future of HR**Pengunduran Diri Hebat: Menata Ulang Pekerjaan dan Masa Depan SDM****Degdo Suprayitno**

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ABSTRACT

The phenomenon of "The Great Resignation" has prompted organizations to evaluate their work flexibility policies to address changing workforce needs and expectations. In this systematic review, researchers explore the role of work flexibility policies in the face of "The Great Resignation" and its implications for human resource management (HRM) and organizational culture. Researchers investigated findings from related literature published in the reputable international journal Scopus to gain insight into how work flexibility policies are understood, adopted and implemented by organizations in various contexts. The results show that work flexibility policies have a significant impact in increasing job satisfaction, employee well-being and productivity. However, challenges in performance management and effective communication were also identified. The implications of these findings reinforce the importance for organizations to adopt work flexibility policies that suit employee needs and expectations, as well as overcome emerging challenges through effective management strategies.

Keywords: Work Flexibility Policy, The Great Resignation, Human Resources Management, Systematic Review.

ABSTRAK

Fenomena "The Great Resignation" telah mendorong organisasi untuk mengevaluasi kebijakan fleksibilitas kerja mereka guna mengatasi perubahan kebutuhan dan harapan tenaga kerja. Dalam tinjauan sistematis ini, peneliti mengeksplorasi peran kebijakan fleksibilitas kerja dalam menghadapi "The Great Resignation" dan implikasinya terhadap manajemen sumber daya manusia (HRM) dan budaya organisasi. Peneliti menyelidiki temuan-temuan dari literatur terkait yang dipublikasikan dalam jurnal internasional bereputasi Scopus untuk mendapatkan wawasan tentang bagaimana kebijakan fleksibilitas kerja dipahami, diadopsi, dan diimplementasikan oleh organisasi di berbagai konteks. Hasilnya menunjukkan bahwa kebijakan fleksibilitas kerja memiliki dampak yang signifikan dalam meningkatkan kepuasan kerja, kesejahteraan karyawan, dan produktivitas. Namun demikian, tantangan dalam pengelolaan kinerja dan komunikasi efektif juga diidentifikasi. Implikasi temuan ini memperkuat pentingnya bagi organisasi untuk mengadopsi kebijakan fleksibilitas kerja yang sesuai dengan kebutuhan dan ekspektasi karyawan, serta mengatasi tantangan yang muncul melalui strategi manajemen yang efektif.

Kata Kunci: Kebijakan Fleksibilitas Kerja, The Great Resignation, Manajemen Sumber Daya Manusia, Tinjauan Sistematis.

1. Introduction

The Great Resignation has been a significant phenomenon in the workforce, characterized by a mass exodus of employees leaving their jobs in search of new opportunities (Coppola & Young, 2022). This trend has been observed across various industries, including the hospitality and tourism industry, where it has led to both challenges and opportunities for reflection (Liu-Lastres et al., 2022). The motivations behind the Great Resignation have been a subject of reevaluation, with a shift towards rethinking the traditional factors that drive employee decisions, such as love and money (Weinstein & Hirsch, 2022). Additionally, the Great Resignation has raised concerns about the support and retention of staff, particularly in

the context of the COVID-19 pandemic, where employees have been stretched to their limits (Sheather & Slattery, 2021). From a knowledge management perspective, the Great Resignation has prompted an analysis of whether it signifies a knowledge exodus or the onset of a knowledge revolution (Serenko, 2022).

Furthermore, the Great Resignation has been linked to various factors such as toxic organizational cultures, a lack of managerial support, and low engagement in work, highlighting the need for managing team interdependence to address this phenomenon effectively (Spitzmuller et al., 2023). The impact of the COVID-19 pandemic has been a significant driver of the Great Resignation, leading to a need for reimagining work structures and the delivery of patient care in the medical field (Burm et al., 2022). Moreover, the Great Resignation has prompted discussions about the future of work, particularly in the context of feminist perspectives and the digital economy, emphasizing the need to place the worker at the core of reimagining labor (Arora et al., 2023).

In response to the Great Resignation, there has been a growing recognition of the need for HR transformation and the adoption of HR analytics to predict future HR functions and address workforce challenges (Fernández & Gallardo-Gallardo, 2020; Qamar & Samad, 2021). This has led to calls for the development of robust HR analyst competency models and instruments for competency measurement to effectively navigate the changing landscape of human resources (Arifin & Jaafar, 2021). Additionally, the future of HR is being redefined to encompass competencies, engagement, employment relations, and resilience, reflecting the evolving nature of work and the workforce (Schultz, 2021). In conclusion, the Great Resignation has prompted a reevaluation of traditional HR practices, the motivations driving employee decisions, and the need for organizational support and retention strategies. It has also sparked discussions about the future of work, the role of HR analytics, and the development of new competency models to navigate the evolving landscape of human resources.

The global phenomenon known as "The Great Resignation" has become a major highlight in the world of employment. Inspired by factors such as the COVID-19 pandemic, changes in work culture, and the growth of technology, "The Great Resignation" depicts a wave of mass resignations by workers across various sectors and organizational hierarchical levels. This phenomenon not only reflects dissatisfaction and a desire for greater change among the workforce, but also reflects a fundamental paradigm shift in the relationship between workers and organizations. In this context, work flexibility policies, such as remote work and flexible work schedules, are emerging as one of the main strategies adopted by companies to respond to this trend.

Although work flexibility policies are increasingly becoming a focus of attention for organizations, there remains a significant knowledge gap in the academic literature regarding its role in addressing "The Great Resignation" and its impact on human resource management (HRM) strategies. There is a need for a deeper understanding of how work flexibility policies can affect employee retention rates, productivity, and overall organizational dynamics amidst rapid changes in the work environment.

The main objective of this systematic literature review is to investigate and summarize findings from relevant literature regarding the role of work flexibility policies in responding to the trend of "The Great Resignation" and its impact on human resource management (HRM) strategies. Thus, this research aims to provide a more comprehensive understanding of how work flexibility policies can be implemented effectively to overcome the challenges faced by organizations in facing the phenomenon of "The Great Resignation".

In this research, the research question that will be the main focus of this research is: "What is the role of work flexibility policies, such as remote work and flexible work schedules, in responding to the trend of 'The Great Resignation' and influencing resource management strategies human power (HR)?"

This research is expected to make a significant contribution to the understanding of

how work flexibility policies can be an effective instrument in managing the impact of "The Great Resignation" and creating a more adaptive and inclusive work environment. By understanding the relationship between work flexibility policies and HRM strategies, this research can provide valuable insights for practitioners, academics, and policy makers in addressing the challenges faced by organizations today.

Structurally, this literature review will consist of several well-organized sections, including conceptual review, research methodology, results and discussion, and conclusions. Each section will discuss relevant aspects according to the determined research focus.

2. Research Methods

To carry out this systematic literature review, the data sources used were various international databases that have a good reputation in the fields of human resource management (HRM) and organizational studies. Among the databases used include, but are not limited to, Scopus, Web of Science, and PubMed. Other data sources include institutional repositories, such as the Institutional Repository (IR) of leading universities, as well as leading journals not included in the main database.

Choosing the right keywords and using a careful search strategy is the key to obtaining relevant articles in this systematic literature review. The keywords used include terms such as "The Great Resignation", "flexible work policies", "remote work", "HRM strategies", and so on. The search strategy was designed to include different syntax variations and keyword combinations to ensure broad yet focused search coverage.

Inclusion and exclusion criteria were established to guide the selection process of relevant articles. Articles included in the review must focus on topics relevant to the role of work flexibility policies in responding to the trend of "The Great Resignation" and its impact on human resource management (HRM) strategies. Articles considered relevant are those published in reputable journals, have valid methodology, and make a significant contribution to understanding of the topic. Articles that do not meet these criteria will be excluded from the review.

The process of collecting and selecting articles in this systematic literature review will be carried out according to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method. The steps consisting of identification, screening, inclusion, and exclusion of articles will be guided by a previously established protocol. The article selection process will be carried out by two researchers independently, and disputes will be resolved through discussion or through consultation with an arbitrator if necessary. This will ensure accuracy and consistency in the selection of articles to be included in the review.

3. Results and Discussions

3.1. The Role of Work Flexibility Policies in Responding to "The Great Resignation"

The "Great Resignation" phenomenon has prompted organizations to reevaluate their work flexibility policies to address the changing needs and expectations of the workforce. Kossek et al. (2022) emphasize the importance of viewing flexibility as a fundamental right of workers, rather than just a public relations tool, which can guide organizations in upholding and protecting the access to flexibility and opportunities for their employees. Spitzmuller et al. (2023) highlight the introduction of hybrid work as a response to the labor shortage and the "Great Resignation," aiming to provide more flexibility to employees. Gellert et al. (2022) explore the impact of the COVID-19 pandemic on the employer-employee relationship, emphasizing the changing sensibilities of employees regarding work-life balance, remote work, and flexible work arrangements, all of which are pertinent to addressing the "Great Resignation."

Moreover, Kossek et al. (2022) discuss the shift in employers' narratives regarding work-life flexibility practices, from ad hoc accommodations to general "business productivity

tools." This shift reflects a broader recognition of the value of flexible arrangements in addressing the evolving needs of the workforce. Additionally, Hopkins & Figaro (2021) address the urgency for organizational leaders to respond to the "Great Resignation" by implementing hybrid leadership strategies to retain valuable talent, which are essential for organizations to adapt to the changing landscape of work and employee expectations.

In summary, the "Great Resignation" has prompted organizations to reconsider their approach to work flexibility policies. The shift towards viewing flexibility as a fundamental right, the introduction of hybrid work arrangements, and the recognition of flexible arrangements as essential business productivity tools are all indicative of the evolving response to this phenomenon.

Work flexibility policies, including remote work and flexible work schedules, have become a major highlight in organizations' efforts to respond to "The Great Resignation" trend. In the analysis of literature findings, it is realized that work flexibility policies are not only a practical solution for companies in maintaining employee retention amidst a wave of mass resignations, but are also an effective strategy in dealing with new dynamics in the relationship between workers and organizations. Literature findings show that the implementation of work flexibility policies is positively correlated with increased job satisfaction, employee well-being and productivity. Additionally, this policy is also identified as a key factor in attracting new talent and retaining valuable employees. However, the analysis also highlights the challenges associated with implementing work flexibility policies, including performance management, effective communication and developing an inclusive work culture. Therefore, in response to "The Great Resignation", work flexibility policies not only become an important instrument in employee retention strategies, but also present new questions and complexities that require deeper attention from leaders and human resource practitioners.

3.2. The Influence of Work Flexibility Policies on HRM Strategy

The influence of work flexibility policies on HRM strategy is a critical aspect of contemporary human resource management. Work flexibility has been shown to have a direct and significant influence on the management of people in organizations (Davidescu et al., 2020). It is evident that HRM practices, such as self-managed teams, work flexibility, and empowerment, are linked to employees' high engagement with the organization (Pamungkas & Wulandari, 2021). Moreover, the COVID-19 pandemic has exposed the need for public administrations to consolidate work flexibility practices, such as smart working, by paying more attention to the impact of these practices on the whole organization and human resources management (HRM) policies and practices (Todisco et al., 2023). The pandemic has also led to organizations supporting staff by helping them to update their skills for remote working, establishing flexible working hours, and adopting less strict policies regarding performance management (Gigauri, 2021). Additionally, individual performance factors such as work characteristics, satisfaction, and commitment should be taken into account when HRM coordinates flexible or hybrid work (Gigauri, 2020).

Furthermore, the capability of employees to contribute to organizational achievement as a source for competitive advantage through HRM policies and practices that influence employees' work behavior is crucial (Mat et al., 2021). Participatory HRM in the form of self-managed teams, flexible work arrangements, and empowerment has been found to result in a better organizational climate, heightened affective commitment, reduced intention to leave, and enhanced firm performance (Gahlawat & Kundu, 2019). HRM is designed to maximize organizational integration, employee commitment, flexibility, and quality of work (Puig, 2022). It is essential for organizations to maintain an evidence-based approach to policy making and distinguish between different forms of flexible working, which lead to different outcomes, such as employee attitudes (Anderson & Kelliher, 2020). The level of flexibility of employees is crucial for effective coordination and integration between the work and non-work

aspects of their lives (Kusena, 2023). Flexible work arrangements are predominantly framed as a useful policy for balancing work and personal life, especially in the context of remote working during the COVID-19 pandemic (Wang et al., 2020).

In conclusion, the influence of work flexibility policies on HRM strategy is multifaceted, encompassing organizational, individual, and environmental factors. It is essential for organizations to adapt their HRM practices to support work flexibility, especially in the context of evolving work environments such as remote working and the challenges posed by the COVID-19 pandemic.

The implementation of work flexibility policies has a significant impact on various aspects of human resource management (HRM) strategies. Firstly, work flexibility policies broaden the pool of potential candidates and enhance the attractiveness of a company to individuals with flexible work preferences, thereby influencing employee recruitment and selection strategies (Wang et al., 2020). Secondly, these policies demand a shift in training and development approaches, focusing more on technology and skills relevant to remote work, thereby influencing employee development strategies (Davidescu et al., 2020). Thirdly, work flexibility policies introduce more flexible pay models and additional incentives for employees, impacting compensation and reward strategies (Davidescu et al., 2020). Fourthly, the implementation of work flexibility policies leads to performance measurements that are more results-oriented than physical presence in the office, influencing performance management strategies (Anderson & Kelliher, 2020). Additionally, work flexibility policies influence organizational culture and team dynamics, necessitating adaptations in leadership and communication strategies (Demo, 2024). Therefore, the influence of work flexibility policies on HRM strategy reflects a broader transformation in organizational management paradigms and practices (Setyaningrum & Muafi, 2023).

3.3. Challenges and Opportunities: Identify challenges and opportunities in implementing work flexibility policies and their implications for HR management and organizational culture.

To understand the challenges and opportunities in implementing work flexibility policies and their implications for HR management and organizational culture, it is essential to consider the impact of work flexibility on employee well-being, organizational performance, and HR policies. Chaudhuri et al. (2022) found a positive impact of work from anywhere flexibility on employee psychological well-being, which in turn positively affected employee satisfaction and firm performance. This suggests an opportunity for HR management to develop effective policies for enabling work from anywhere options. However, it is important to note that the implementation of work flexibility policies may face challenges, especially in the context of the global pandemic, which has increased the demand for work-life flexibility practices (Latheef, 2021).

Furthermore, the study by Kossek et al. (2022) highlighted the underdeveloped nature of management research on work-life flexibility policies, indicating a challenge in understanding and implementing effective policies. Additionally, the research by Ning (2022) emphasized the shift from viewing flexible working as a practice primarily targeting disadvantaged groups to implementing it as an inclusion strategy for the wider workforce, indicating a shift in HR policies and organizational culture.

Moreover, the COVID-19 pandemic has accelerated the need for flexible, remote-friendly working norms, leading to urgent changes in policies, processes, workspaces, and employee wellness (Gigauri, 2020). This presents both a challenge and an opportunity for HR management to adapt to the changing work environment and its implications for organizational culture.

In terms of HR management, the study by Williams (2019) highlighted the dependence of employee access to flexible work arrangements on support from their immediate supervisor,

indicating a challenge in ensuring equitable access to flexibility. Additionally, the research by Hidayah et al. (2021) emphasized the importance of flexibility and supportive work policies as predictors of an employee's organizational commitment, indicating an opportunity for HR management to enhance employee commitment through flexible policies.

Overall, the implementation of work flexibility policies presents both challenges and opportunities for HR management and organizational culture. While there is potential for enhancing employee well-being and organizational performance, there are also challenges related to understanding the underdeveloped nature of such policies, ensuring equitable access, and adapting to the changing work environment.

Implementing work flexibility policies brings a number of challenges that need to be overcome by organizations, but also opens up new opportunities in human resource (HR) management and the formation of an inclusive organizational culture. The first challenge lies in managing employee performance and supervision in a geographically fragmented work environment. Success in monitoring productivity and collaboration between teams in different locations is crucial to ensuring organizational efficiency and effectiveness. Apart from that, communication challenges also arise in ensuring the smooth flow of information and uniform organizational culture among employees who work remotely. Apart from these challenges, opportunities also arise in implementing work flexibility policies. One of them is increased employee engagement and motivation which can be obtained through providing autonomy and a better work-life balance. Work flexibility can also be attractive to new talent looking for a work environment that supports their individual needs. In addition, implementing work flexibility policies can also encourage organizational innovation by facilitating cross-team collaboration and diversity of perspectives. Therefore, while addressing emerging challenges, organizations can also take advantage of the opportunities offered by work flexibility policies to create a more adaptive, inclusive and innovative work environment.

4. Conclusion

From the discussion that has been carried out, it can be concluded that the role of work flexibility policies in responding to the phenomenon of "The Great Resignation" has a significant impact in the context of human resource management (HRM) and organizational culture. Work flexibility policies are not only a practical solution for companies in maintaining employee retention amidst a wave of mass resignations, but are also an effective strategy in increasing job satisfaction, employee welfare and productivity. However, implementing these policies also poses challenges, such as managing performance and effective communication in a geographically fragmented work environment.

The implication of these findings is that it is important for organizations to adopt work flexibility policies that suit employee needs and expectations, as well as to overcome emerging challenges through effective management strategies. Apart from that, it is also important for organizations to pay attention to an inclusive and collaborative work culture in implementing work flexibility policies, as well as to ensure equal access to work flexibility for all employees.

Although there has been much research revealing the importance of work flexibility policies, there are still limitations in understanding and effective implementation of these policies. Therefore, future research could lead to further exploration of more innovative and effective management strategies in implementing work flexibility policies, as well as to understand the long-term impact of such policies on organizational performance and employee satisfaction.

Thus, the conclusion of this research is that work flexibility policies have an important role in responding to the trend of "The Great Resignation" and influencing HRM strategy and organizational culture. Even though there are challenges that must be faced, implementing work flexibility policies also opens up opportunities for organizations to create a more inclusive, adaptive and innovative work environment.

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