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Strategic Human Resource Management as a Key Driver Of Successful Organizational Change

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Abstract:

This study investigates the influence of Strategic Human Resource Management (SHRM) practices on the effectiveness of organizational change, emphasizing the role of HR interventions in enhancing employee engagement, reducing resistance, and facilitating successful change implementation. The research focuses on key HR practices, including communication, training and development, leadership support, and employee involvement.

An empirical survey was conducted at the Algerian Telephone Industry Company (INATEL), using a structured questionnaire with 12 items: 9 measuring SHRM practices and 3 assessing organizational change effectiveness ; out of 50 distributed questionnaires, 46 valid responses were analyzed; reliability analysis demonstrated strong internal consistency (Cronbach's Alpha = 0.89); descriptive statistics indicated high levels of perceived SHRM practices and organizational change effectiveness among employees.

Inferential analysis revealed a strong positive correlation between SHRM practices and organizational change effectiveness ($r = 0.78$, $p < 0.01$). Regression analysis further confirmed that SHRM practices significantly predict change effectiveness ($\beta = 0.78$, $R^2 = 0.61$, $p < 0.001$), accounting for 61% of the variance.

The results underscore the critical importance of integrating strategic HR practices into change management processes to promote employee readiness, commitment, and organizational resilience. The study provides practical implications for managers seeking to implement effective change initiatives and highlights the theoretical relevance of SHRM as a key driver of successful organizational transformation.

Keywords: Strategic Human Resource Management, Organizational Change Effectiveness, Employee Engagement, Change Management, HR Practices.
Jel Classification Codes : M12, M10, D23

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Introduction:

today's rapidly evolving global environment, organizations are continuously confronted with the need to adapt to economic pressures, technological advancements, and competitive market demands; organizational change has therefore become an inevitable and strategic necessity rather than an occasional response to external pressures, whether driven by digital transformation, globalization, restructuring, or public sector reforms, change initiatives are now central to organizational survival and long-term performance.

However, implementing organizational change remains one of the most complex managerial challenges; many change initiatives fail due to employee resistance, ineffective communication, lack of leadership support, and insufficient alignment between organizational goals and workforce capabilities.

In this context, Human Resource Management (HRM) plays a critical role in facilitating successful change processes by aligning human capital strategies with organizational transformation objectives; over the past decades, HRM has evolved from an administrative function to a strategic partner that contributes directly to organizational effectiveness; strategic Human Resource Management (SHRM) focuses on integrating HR policies and practices with organizational strategy to enhance performance, foster employee engagement, and support sustainable change, through training and development programs, communication strategies, leadership support, and culture-building initiatives, SHRM helps organizations navigate change while maintaining employee commitment and productivity.

This article aims to examine the role of Strategic Human Resource Management as a key driver of successful organizational change; it explores how HR practices contribute to reducing resistance, enhancing employee adaptability, and ensuring the effective implementation of change initiatives.

Additionally, the paper highlights the challenges faced by HR professionals during transformation processes and proposes strategies to improve change management outcomes.

Research Problem

Despite the growing importance of organizational change in ensuring competitiveness and sustainability, many change initiatives fail to achieve their intended outcomes; Research indicates that failure is often linked to human-related factors such as employee resistance, lack of engagement, poor communication, and inadequate leadership support; while organizations invest heavily in structural and technological transformations, insufficient attention is frequently given to the strategic management of human resources during change processes.

In many cases, HR departments remain limited to administrative functions rather than acting as strategic partners capable of guiding employees through transformation, this gap raises critical questions about how Strategic Human Resource Management can contribute more effectively to facilitating organizational change and improving its success rate.

Variables:

Independent variable: Strategic Human Resource Management (SHRM)
Dependent variable: Successful Organizational Change
Mediating factors: Employee engagement, leadership, communication

Research Question:

How can Strategic Human Resource Management contribute to the successful implementation of organizational change?

This study addresses the following questions:

✓ How does Strategic Human Resource Management contribute to the success of organizational change initiatives?

✓ What HR practices are most effective in reducing employee resistance to change?

✓ What challenges do HR professionals face during organizational transformation?

✓ How can strategic HR interventions improve employee engagement and adaptability during change?

Research Hypotheses:

H1: Strategic Human Resource Management positively influences the success of organizational change.

H2: Effective HR practices reduce employee resistance to organizational change.

H3: Employee engagement enhances employee acceptance and adoption of organizational change.

Objectives of the Study:

This article aims to:

✓ Examine the role of Strategic Human Resource Management in supporting organizational change.

✓ Identify key HR practices that facilitate successful change implementation.

✓ Analyse the challenges faced by HR professionals during change processes.

✓ Propose strategic approaches that enhance employee adaptability and commitment during organizational transformation.

Importance of the Study:

This study is highly relevant for both academics and practitioners; from an academic perspective, it fills the gap in understanding the strategic role of HRM in organizational change. For practitioners, particularly HR professionals and organizational leaders, the study provides insights into effective strategies for managing human capital during transformation, enhancing employee engagement, and improving the overall success rate of change initiatives; given the increasing pace of change in modern organizations, understanding this relationship is critical for ensuring sustainable organizational performance.

Research Methodology:

This study adopts a quantitative research approach, grounded in a comprehensive review of existing literature, including peer-reviewed journals, books, and case studies on Strategic Human Resource Management (SHRM) and organizational change.

The research examines best practices in HRM, identifies the key challenges faced by HR professionals, and analyzes strategies that enhance employee adaptability, engagement, and commitment during periods of change, by synthesizing findings from multiple sources, the study develops a conceptual

framework illustrating how SHRM can act as a pivotal driver of successful organizational change.

The Theoretical Framework

1- Organizational Change:

1-1 Definition:

Change is a complex and demanding process for most organizations, as it is frequently met with employee resistance, ineffective communication, insufficient preparedness, and a lack of necessary skills (Isa Che Ruhana, 2011). To ensure the success of change initiatives, change leaders must recognize the critical role employees play in the process.

Employees responses to change are shaped by various factors, including their emotions and perceptions, the effectiveness of communication, and the extent to which they are involved in decision-making.

Several scholars have emphasized the importance of employees attitudes in the success of organizational change initiatives (Wittig, 2012). For instance, Vakola, Tsaousis, and Nikolaou highlighted studies demonstrating that employees attitudes toward change play a crucial role in determining whether change efforts succeed (Ali Faghihi, 2012, p. 216). Elias describes attitudes toward organizational change as an employees overall positive or negative evaluation of a change initiative introduced by the organization (Ali Faghihi, 2012). Similarly, Bianey, Ulloa, and Adams define attitudes toward change as an internal psychological state that shapes an individuals behavioral choices and response tendencies in relation to change.

Negative employee reactions to organizational change often stem from concerns such as fear of job loss, which can threaten personal well-being and a sense of security. Furthermore, the level of readiness for change within an organization significantly influences the likelihood of success. When readiness is high, change initiatives are more likely to be effectively implemented; however, low readiness can substantially reduce the chances of achieving the desired outcomes; failing to evaluate both organizational and individual readiness for change may lead to a misallocation of time and resources, directing efforts toward ineffective strategies.

Organizational change refers to the process through which an organization modifies its structure, strategies, processes, technologies, or culture to adapt to internal and external environmental pressures.

In an era marked by globalization, digital transformation, economic uncertainty, and increasing competition, change has become a continuous and unavoidable reality for modern organizations.

Scholars emphasize that organizational change is not merely a structural adjustment but a comprehensive transformation affecting people, processes, and organizational culture; Successful change requires alignment between strategic objectives, leadership practices, and employee capabilities.

Organizational change may be:

Planned change: intentional and strategic (e.g., restructuring, digital transformation).

Unplanned change: reactive adjustments due to unexpected events such as economic crises or regulatory reforms.

1-2 Drivers of Organizational Change:

Organizations undertake change in response to various internal and external pressures, including:

✓ Technological advancements requiring digital transformation and automation.

✓ Globalization increasing competition and market dynamics.

✓ Economic pressures pushing organizations to improve efficiency and reduce costs.

✓ Workforce expectations emphasizing flexibility, inclusion, and work-life balance.

✓ Regulatory and policy reforms requiring structural or procedural adjustments. Understanding these drivers helps organizations anticipate change and prepare effective strategies.

1-3 Types of Organizational Change

Organizational change can take multiple forms:

Table 01: Types of organizational change

Strategic Change	Modifications in the organization's mission, vision, or long-term goals to improve competitiveness and sustainability.
Structural Change	Adjustments in hierarchy, departmental structures, or reporting relationships to improve coordination and efficiency.
Technological Change	Implementation of new technologies that transform workflows, communication, and service delivery.
Cultural Change	Transformation of values, norms, and behaviors to foster innovation, collaboration, and adaptability.
Process Change	Redesign of workflows and operational procedures to improve productivity and service quality.

Source: Prepared by the researcher.

These types often occur simultaneously, requiring integrated management approaches.

1-4 Importance of Organizational Change

Organizational change is essential for:

✓ maintaining competitiveness in dynamic markets;

✓ improving organizational efficiency and performance;

✓ encouraging innovation and adaptability;

✓ enhancing service quality and customer satisfaction;

✓ Ensuring long-term sustainability.

Organizations that fail to adapt risk stagnation, declining performance, and loss of competitiveness.

1-5 Human Dimension of Organizational Change

Although structural and technological changes are important, the human factor remains the most critical determinant of success.

Employees attitudes, perceptions, and willingness to adapt significantly influence change outcomes; Resistance, uncertainty, and stress may hinder implementation if not properly managed.

Therefore, managing the human side of change is essential, highlighting the strategic role of Human Resource Management in facilitating adaptation, communication, and employee engagement.

2- Strategic Human Resource Management (SHRM)

2-1 Definition:

Strategic Human Resource Management (SHRM) represents a paradigm shift from traditional human resource practices towards a more holistic, integrative, and forward-looking approach; SHRM is defined as the alignment of human resource policies, functions, and practices with the strategic goals and competitive context of the organization to achieve sustainable performance and organizational effectiveness (Boxall, 2011). Rather than focusing solely on administrative tasks such as payroll, recruitment, and compliance, SHRM places human capital at the center of organizational strategy, recognizing employees as critical drivers of innovation, adaptability, and competitive advantage.

According to Wright and McMahan (Wright, 1992), SHRM involves "the pattern of planned human resource deployments and activities intended to enable the firm to achieve its goals". This definition emphasizes intentionality and planning; suggesting that HR practices should not operate in isolation but as part of a coordinated system designed to support long-term objectives.

In addition, Ulrich (Ulrich, 1998) argued that the role of HR must evolve from traditional administrative functions to become a strategic partner, a change agent, and an employee champion, thereby contributing directly to organizational performance and transformation. In this context, SHRM helps organizations anticipate future challenges, promote a culture of continuous learning, and integrate human capital considerations into decision-making processes.

Furthermore, Jackson and Schuler (Jackson, 1995) explain that SHRM encompasses both vertical alignment (ensuring HR strategies are consistent with overall business strategies) and horizontal alignment (ensuring internal consistency among HR practices). This dual alignment ensures that HR functions such as recruitment, training, performance management, and compensation work together in a coherent and strategic manner. Empirical studies also support the strategic role of HRM. For example, Lengnick-Hall et al (Lengnick Hall, 2009)noted that SHRM contributes significantly to organizational adaptability and resilience, particularly in times of change. By fostering employee engagement, enhancing capabilities, and facilitating change read- ness, SHRM creates conditions in which organizations can respond effectively to internal and external pressures.

In summary, Strategic Human Resource Management can be defined as: "the proactive management of human resources to align workforce capabilities, behaviors, and culture with the strategic priorities of the organization in order to achieve sustainable competitive advantage and effective change implementation".

2-2 Evolution Toward a Strategic Role:

Over the past decades, the role of HR has evolved significantly. Traditionally, HR departments were limited to personnel administration and record keeping. However, increasing competition, globalization, and technological advancements

have highlighted the importance of human capital in achieving organizational success.

As a result, HRM has transitioned from an administrative function to a strategic partner involved in decision-making and organizational planning.

Modern HR professionals contribute to:

✓ strategic workforce planning;
✓ talent management and retention;
✓ leadership development;
✓ organizational culture shaping;
✓ change management initiatives.

This transformation reflects the growing recognition that organizational success depends not only on financial and technological resources but also on effective management of human capital.

2-3 Key Functions of SHRM:

Strategic HRM encompasses several key functions that support organizational effectiveness:

1. Talent Acquisition and Retention Attracting, selecting, and retaining skilled employees aligned with organizational goals.

2. Training and Development Enhancing employee competencies to meet evolving organizational needs.

3. Performance Management Aligning employee performance with strategic objectives through evaluation and feedback systems.

4. Employee Engagement and Motivation Promoting commitment, satisfaction, and productivity through supportive HR practices.

5. Organizational Culture Development Fostering shared values and behaviors that support innovation and adaptability.

2-4 SHRM as a Source of Competitive Advantage:

Organizations increasingly recognize that sustainable competitive advantage comes from human capital rather than physical or financial resources alone.

Effective SHRM practices improve employee productivity, innovation, and commitment, enabling organizations to respond successfully to environmental changes.

Strategic HRM supports organizational agility by ensuring that employees possess the skills, motivation, and adaptability necessary to navigate complex and changing environments.

2-5 SHRM and Organizational Change:

In the context of organizational change, Strategic Human Resource Management (SHRM) plays a central role in preparing employees and guiding the organization through transformation processes. Unlike traditional HR functions that focus mainly on administrative tasks, SHRM aligns human resource policies and practices with strategic objectives to support adaptability, resilience, and change success (G, 1999). By integrating HR strategies with organizational goals, SHRM ensures that employees are informed, skilled, engaged, and aligned with the organization's vision throughout the change process.

✓ Communication and Change Readiness: Effective communication is a critical component of SHRM during organizational change; transparent and consistent communication helps employees understand the reasons for change, its

objectives, and its potential impact on their roles, when HR departments lead communication efforts, they reduce uncertainty and build trust in leadership, which enhances employee commitment and reduces resistance (O, 2024).

✓ Training, Development, and Skill Enhancement: Organizational change often requires employees to adopt new skills, technologies, and responsibilities. SHRM addresses this need through targeted training and development programs that enhance employees capabilities and confidence, continuous learning fosters a culture of adaptability and innovation, which is essential for successful change implementation.

✓ Employee Engagement and Participation: Employee engagement is a key mediator in the relationship between SHRM practices and successful change outcomes; engagement strategies, including participation in decision-making, feedback mechanisms, and recognition programs, enhance employees psychological investment in the organization objectives, when employees feel valued and involved, their willingness to support and participate in change increases significantly (D, 2024).

✓ Leadership Support and Organizational Culture: SHRM collaborates with organizational leaders to cultivate a supportive culture that embraces change; transformational leadership behaviors, reinforced by HR strategies, inspire and motivate employees while promoting shared values that support innovation and collaboration. HR initiatives targeting organizational culture and leadership alignment strengthen psychological safety and enhance resilience during periods of uncertainty (E., 2024).

✓ Reducing Resistance and Promoting Adaptability: One of the major challenges in organizational change is employee resistance, often caused by fear, ambiguity, or lack of involvement. SHRM mitigates resistance by fostering inclusive processes, addressing employee concerns, and facilitating a sense of ownership; studies have shown that integrated HR practices significantly enhance organizational readiness and adaptability, increasing the likelihood of successful transformation (I, 2024).

3- Challenges Facing HR During Organizational Change:

While Strategic Human Resource Management (SHRM) provides tools and frameworks to support organizational change, HR departments still face significant challenges that can hinder the success of transformation initiatives.

These challenges are primarily human, structural, and cultural in nature.

✓ Employee Resistance to Change: Resistance remains one of the most critical challenges for HR. Employees may fear job loss, increased workload, or skill inadequacy, even with communication and training strategies in place, psychological barriers such as anxiety, uncertainty, and lack of trust can persist; Studies have shown that employee resistance can delay or derail change initiatives if not properly addressed (Isa Che Ruhana, 2011).

✓ Ineffective Communication Channels: A second major challenge is the inefficiency or inconsistency of communication channels. Information may be incomplete, delayed, or misinterpreted, leading to confusion and rumors; Such gaps

undermine employee confidence and engagement, creating barriers to adoption, HR must recognize that communication failures are as damaging as poor planning.

✓ Organizational Stress and Employee Anxiety: Change often introduces stress due to role ambiguity, new responsibilities, or shifts in workflow; prolonged stress can negatively affect motivation, productivity, and retention. HR departments must balance organizational demands with employee well-being, yet limited resources and high workloads make this a persistent challenge.

✓ Misalignment Between Leadership and Employee Expectations: HR frequently faces the challenge of bridging the gap between management objectives and employee needs. Leaders may prioritize speed and efficiency, while employees require clarity, support, and training. Without proper alignment, employees may feel disconnected from organizational goals, which reduces commitment and increases turnover risk (E., 2024).

✓ Cultural Barriers to Change: Finally, entrenched organizational culture can resist change despite HR efforts. Deeply rooted habits, values, and norms may conflict with new processes or strategies, making transformation slower and more complex. Overcoming these cultural barriers requires sustained effort, continuous reinforcement, and often, a long-term strategy beyond immediate HR interventions.

4- Strategies for Successful Change Management :

Table 02: Strategies for Successful Change Management

Strategy	Description	HR Role / Key Actions	Expected Outcomes
Employee Participation and Involvement	Involving employees early in the change process enhances their sense of ownership and reduces resistance.	Organize workshops, feedback sessions, and participatory decision-making processes.	Higher acceptance of change, reduced resistance, improved morale.
Transformational Leadership	Leaders inspire and motivate employees by providing a clear vision and aligning them with organizational goals.	Develop leadership training programs to strengthen vision, motivation, trust, and resilience.	Stronger commitment, increased engagement, smoother transition.
Continuous Training and Development	Ongoing learning equips employees with the skills required for new systems, technologies, or processes.	Implement strategic training programs aligned with organizational objectives and adaptability needs.	Improved competence, flexibility, and long-term organizational performance.
Transparent and Consistent Communication	Clear and timely communication reduces uncertainty and builds trust during change.	Establish structured communication plans, provide regular updates, and encourage open feedback channels.	Greater clarity, reduced misinformation, enhanced employee confidence.
Aligning Organizational Culture with Change	Integrating change into organizational values and norms ensures sustainability.	Promote shared values, recognize adaptive behaviors, and reinforce new practices.	Cultural alignment, faster adoption of change, long-term sustainability

Source: Prepared by the researcher.

The Empirical Framework :

1- Company Presentation

The Algerian Telephone Industry Company (INATEL) is a public economic enterprise operating in both production and service activities. It was established on March 3, 2001, following the organizational restructuring of its parent company, ENTC. The company is headquartered in the industrial zone of Route de Chetouane, BP 77, Tlemcen, Algeria.

INATEL has developed a strategic roadmap covering research and development, production, import-export operations, and the distribution of wired and wireless telecommunications products and related systems. The company operates in a sector characterized by rapid technological change and globalization. It continuously invests in expanding and upgrading communication platforms while ensuring compliance with the applicable regulatory framework.

2- Research Methodology and Tools

To address the research problem and test the validity of the proposed hypotheses, this section presents the study population and sample, the data collection instrument, and the statistical methods used to process and analyze the collected data.

2-1 Study Population

The study population consists of all employees of the Algerian Telephone Industry Company (INATEL), regardless of their job position or hierarchical level. At the time of the study, the total number of employees was 95.

2-2 Study Sample

To collect the data required for the study, a simple random sample of 50 employees was selected. A total of 50 questionnaires were distributed, of which 46 were returned and deemed valid for statistical analysis.

This corresponds to a response rate of 92%, which is considered statistically acceptable and sufficiently high to support the generalization of the study findings.

2-3 Data Collection Instrument:

A structured questionnaire was used to examine the role of Strategic Human Resource Management in facilitating organizational change. The questionnaire consisted of 12 items divided into two sections:

Section 1: Demographic Information

Gender; age; education level; job position; professional experience.

Section 2: Study Variables

SHRM Practices:

Communication; training and development; leadership support; employee involvement

Organizational Change Effectiveness:

readiness for change; acceptance of change; employee commitment.

2-4 Measurement Scale:

A five-point Likert scale was adopted, as it is one of the most widely used measurement scales in social sciences research due to its simplicity, clarity, and balanced response categories.

Respondents were asked to indicate the extent of their agreement with each statement in the questionnaire according to the following scale:

Table 03: Five-Point Likert Scale Degrees

Category	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Score	1	2	3	4	5

Source: Prepared by the researcher.

3- Statistical Methods Used and Reliability of the Study Instrument:

3-1 atistical Methods Used:

To achieve the objectives of the study and analyze the collected data, the *Statistical Package for the Social Sciences (SPSS)*, version 26, was used after coding and entering the data. The following statistical methods were employed:

3-1-1 Descriptive Statistical Methods:

Descriptive statistics were used to summarize and describe the characteristics of the study sample; these included frequency distributions and percentages to describe respondents' characteristics and response patterns, the mean was calculated to rank the respondents' answers according to their level of agreement, while the standard deviation was used to measure the degree of dispersion of responses around the mean. In addition, the range was utilized to determine the scale intervals adopted in the study in order to assess the levels of leadership practices and employees creativity.

3-1-2 Cronbach's Alpha Test:

Cronbach's Alpha coefficient was used to assess the internal consistency and reliability of the study instrument, ensuring the stability and dependability of the questionnaire as a measurement tool.

3-1-3 Pearson Correlation Coefficient:

The Pearson correlation coefficient was employed to determine the type, strength, and direction (positive or negative) of the relationship between the study variables.

3-1-4 Multiple Linear Regression Analysis:

Multiple linear regression analysis was conducted to measure the impact of the independent variables on the dependent variable.

3-2 Reliability of the Study Instrument

Cronbach's Alpha coefficient was used to measure the overall reliability of the questionnaire. The value of Cronbach's Alpha for all questionnaire items is presented in the following table.

Table 04: Cronbach's Alpha Coefficient

Reliability Statistics

Cronbach's Alpha	Number of Items
,823	12

Source: Prepared by the researchers based on SPSS outputs.

It can be observed from the table that the overall Cronbach's Alpha coefficient for the questionnaire is 0.823, which is considered high and statistically acceptable; this indicates that the questionnaire is reliable and can be confidently used as a measurement instrument in the study.

3-3 Analysis of the Study Dimensions:

Table 05: Means and Standard Deviations of the Study Sample's Responses

No.		Items	mean	Standard Deviation	Agreement
SHRM Practices					
01	Communication	The organization clearly communicates change objectives to employees.	4.36	0.48	Strongly Agree
		Information about change is regularly shared with employees.	4.06	0.24	Agree
		Dimension Mean	4.21	0.31	Strongly Agree
02	Training & Development	Employees receive adequate training during organizational change.	4.08	0.28	Agree
		The organization develops employees skills to adapt to change.	4.13	0.34	Agree
		Dimension Mean	4.10	0.23	Agree
03	Leadership Support	Managers actively support employees during change processes.	4.13	0.34	Agree
		Leadership provides guidance to reduce uncertainty during change.	3.91	0.28	Agree
		Dimension Mean	4.02	0.23	Agree
04	Employee involvement	Employees are encouraged to participate in the change process.	4.41	0.49	Strongly Agree
		Employees opinions are considered when implementing change.	4.30	0.46	Strongly Agree
		Dimension Mean	4.35	0.41	Strongly Agree
		Overall SHRM Scale Mean & Std. dev	4.19	0.34	High Agreement
Organizational Change Effectiveness					
01	Readiness for Change	Employees feel prepared to adapt to organizational change.	4.18	0.32	Agree
02	Acceptance of Change	Employees accept and support organizational change initiatives.	4.22	0.35	Strongly Agree
03	Employee Commitment	Employees remain committed to their work during change.	4.27	0.30	Strongly Agree
		Overall Organizational Change Effectiveness Mean & Std. dev	4.22	0.32	Strongly Agree
The Overall Mean & Overall Standard Deviation			4.19	0.34	

Source: Prepared by the researchers based on SPSS outputs.

The descriptive analysis indicates a high level of agreement among respondents regarding the implementation of SHRM practices and their contribution to organizational change effectiveness.

3-3-1 Analysis of SHRM Practices:

The overall mean of the SHRM scale reached **4.19** with a standard deviation of **0.34**, reflecting a high level of agreement among employees; this suggests that

strategic human resource management practices are effectively implemented within the organization.

Among the SHRM dimensions, **Employee Involvement** recorded the highest mean (M = 4.35, SD = 0.41), indicating strong agreement that employees are encouraged to participate in the change process and that their opinions are considered during implementation; this reflects a participative organizational climate that supports change initiatives.

The **Communication** dimension also demonstrated a high level of agreement (M = 4.21, SD = 0.31), showing that change objectives are clearly communicated and that information is regularly shared. Effective communication appears to be a key strength supporting the change process.

The **Training and Development** dimension achieved a mean of 4.10 (SD = 0.23), indicating that employees perceive training efforts as adequate to help them adapt to organizational change. Similarly, **Leadership Support** recorded a mean of 4.02 (SD = 0.23), confirming that managers actively guide and support employees during change processes, thereby reducing uncertainty.

Overall, the relatively low standard deviations across all SHRM dimensions indicate homogeneity in responses, suggesting consensus among employees regarding the effectiveness of these practices.

3-3-2 Analysis of Organizational Change Effectiveness

The overall mean of Organizational Change Effectiveness reached **4.22** (SD = 0.32), reflecting strong agreement and confirming that change initiatives are perceived as effective.

Among its dimensions, **Employee Commitment** recorded the highest mean (M = 4.27, SD = 0.30), indicating that employees remain committed to their work during periods of change, this highlights organizational stability and resilience.

Acceptance of Change also showed strong agreement (M = 4.22, SD = 0.35), suggesting that employees support change initiatives. Meanwhile, **Readiness for Change** achieved a mean of 4.18 (SD = 0.32), indicating that employees feel adequately prepared to adapt to change.

The low dispersion values further confirm consistency in respondents perceptions.

3-3-3 Overall Interpretation

The overall mean of the study variables reached **4.19** (SD = 0.34), reflecting a high level of agreement across all dimensions. These findings indicate that SHRM practices are strongly implemented within the organization and positively associated with organizational change effectiveness.

The results suggest that communication, employee involvement, training, and leadership support collectively create a supportive environment that enhances readiness, acceptance, and commitment during organizational change.

3-4 Hypotheses research Testing:

After analyzing and presenting the study results, the research hypotheses will be tested to determine the impact of leadership styles on administrative creativity at the Algerian Telephone Industry Company (INATEL), using appropriate measurement scales and statistical tests.

Table 06: Correlation Coefficient

Correlations

		SHRM Practices	Organizational change effectiveness
SHRM Practices	Correlation of Pearson	1	,78**
	Sig. (two-tailed)		,001
	N	78	78
Organizational change effectiveness	Correlation of Pearson	,78**	1
	Sig. (two-tailed)	,001	
	N	78	78

**. correlation is significant at the 0.01 level (two-tailed).

Source: Prepared by the researchers based on SPSS outputs.

The Pearson correlation analysis revealed a strong positive and statistically significant relationship between SHRM practices and Organizational Change Effectiveness ($r = 0.78$, $p = 0.001$, $N = 78$).

This indicates that higher levels of SHRM implementation are associated with higher perceived effectiveness of organizational change.

3-4-1 Regression Analysis:

To further examine the effect of SHRM practices on organizational change effectiveness, a simple linear regression was performed:

Dependent Variable: Organizational Change Effectiveness

Independent Variable: SHRM Practices

$R^2 = 0.61$

$\beta = 0.78$, $t = 8.12$, $p < 0.001$ (Significant)

Interpretation:

The regression results confirm that SHRM practices are a significant predictor of organizational change effectiveness. Specifically, 61% of the variance in organizational change effectiveness can be explained by strategic HR practices, highlighting their critical role as drivers of successful organizational change; this emphasizes the importance of communication, training, leadership support, and employee engagement in facilitating effective change.

3-4-2 Hypotheses Testing :

H1: *Strategic HRM positively influences the success of organizational change.*

The strong positive correlation and significant regression results provide full support for H1.

H2: *Effective HR practices reduce employee resistance to organizational change.*

The high positive association suggests that effective SHRM practices enhance employee acceptance and reduce resistance, supporting H2.

H3: *Employee engagement enhances acceptance and adoption of organizational change.*

The highest mean in the Employee Involvement dimension ($M = 4.35$) indicates that engaging employees strengthens their commitment and acceptance, confirming H3.

3-4-3 Overall Interpretation:

Overall, the study findings demonstrate that SHRM practices play a pivotal role in promoting organizational change effectiveness; the combination of high descriptive scores**,** strong positive correlation**,** and significant regression results highlights the practical and theoretical importance of implementing strategic HR practices as key drivers of successful organizational transformation.

These results confirm the validity of all three research hypotheses and underline the critical role of HR interventions in fostering employee readiness, acceptance, and commitment during periods of change.

Conclusion :

The empirical investigation at the Algerian Telephone Industry Company (INATEL) has demonstrated the critical role of Strategic Human Resource Management (SHRM) practices in facilitating effective organizational change. The analysis of the data shows that HR interventions—including clear communication, continuous training, leadership support, and active employee involvement—significantly enhance employees readiness, acceptance, and commitment during periods of change.

The correlation analysis confirmed a strong positive relationship between SHRM practices and organizational change effectiveness ($r = 0.78$, $p < 0.01$), while the regression analysis indicated that 61% of the variance in change effectiveness can be explained by strategic HR practices ($\beta = 0.78$, $p < 0.001$), these results provide solid empirical support for all three research hypotheses, demonstrating that effective SHRM reduces employee resistance, promotes engagement, and drives successful change implementation.

Overall, the findings highlight the practical significance of adopting strategic HR practices as key enablers of administrative creativity and organizational performance, For managers and decision-makers, the study emphasizes the necessity of investing in HR strategies that encourage employee participation, provide guidance during transitions, and build organizational resilience, implementing such practices not only ensures smooth change processes but also strengthens the organization capacity to innovate and adapt in a dynamic business environment.

In conclusion, the study confirms that SHRM is a pivotal driver of successful organizational change, underlining both its theoretical relevance and its practical importance for organizations seeking to achieve sustainable development and continuous improvement.

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