**Human resource**

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Gaining an Understanding of Change Models in Human Resources: Systems Theory vs. Social Construction Approaches

Organizational change is a major area of study in human resources, and the development of intervention strategies is becoming increasingly essential. Within such a development, two influential models of change become relevant: Systems Theory and Social Construction Approaches. The origins are different in both traditions, with each having different academic and methodological roots.

Systems Theory, for example, has its beginnings in natural sciences, especially in biology and engineering, during the mid-20th century. The notable theorists included Ludwig von Bertalanffy, who nurtured its development, believing that organizations function in a complex system with dependent elements. Agustian, K., Pohan, A., Zen, A, W., & Malik, A. J. (2023) they argue that according to this model, any disturbance or modification of any part of an organization impacts the other parts. For instance, adopting new technology by an organization affects not only the IT department but also the workflows, functions of employees, and communication channels. This holistic perspective also enables the human resource professionals to anticipate the ripples of any organizational change and deal with them accordingly.

On the other hand, \*\*Social Construction Approaches\*\* have their foundation in the social sciences, mainly sociology and psychology. Guided by theorists like Peter Berger and Thomas Luckmann, this model views reality as socially constructed through interaction and shared meanings. In other words, in the HR context, it is their perceptions and experiences that define employees' responses to change. This approach does not see change as a linear process but more as dynamic and continuous dialogue among stakeholders.

Whereas the basic outlooks on the entities are perhaps the greatest differences among these models, Systems Theory regards the entities as mechanistic; by and large, change in them is predictable, linear. In contrast, Social Construction Approaches regard reality as subjective; the process of change is emergent, based upon common interpretations. This is a huge difference with profound implications for HR practices, given that Systems Theory may beget formal, top-down interventions, while Social Construction will most certainly foster participatory strategies where the employees are also involved in the dynamics of change.

Each of them-the Systems Theory and Social Construction Approaches-offer valuable insights into organizational change. These models can be integrated by the human resource professional in appropriately proposing interventions that are not only effective but also sustainable, as they address both the structural and cultural dimensions of change.

**References**

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