

Exploring New Frontiers in Human Resource Management: A Systematic Literature Review on the Evolving Role of HR Champions

Abdul Ahmad Hafidh Nurmansyah¹, Syamsul Hadi Senen²

^{1,2}Universitas Pendidikan Indonesia, Bandung, Indonesia

Email: aahafidhnurmansyah@upi.edu

Abstract

This systematic literature review critically examines the evolving role of Human Resource (HR) champions in the dynamic landscape of Human Resource Management (HRM). Amidst the rapidly changing organizational environments, the function of HR has transcended traditional boundaries, necessitating a reevaluation of its strategic roles and competencies. This review synthesizes findings from a diverse range of scholarly articles, focusing on the period from 2010 to 2023, to delineate the emerging trends and challenges in HRM. Utilizing rigorous selection criteria, this study identifies and analyzes key themes, including the integration of technology in HR practices, the shift towards strategic HRM, and the increasing importance of HR in organizational resilience and employee well-being. The findings reveal a paradigm shift in the role of HR professionals, highlighting their critical function as strategic partners, change agents, and employee advocates. This review contributes to the existing body of knowledge by offering a comprehensive understanding of the contemporary HR landscape, providing valuable insights for academics, practitioners, and organizations seeking to leverage HR capabilities in achieving strategic objectives. The study also identifies gaps in the current literature and suggests directions for future research, emphasizing the need for empirical studies to further explore the impact of these evolving roles on organizational performance.

Keywords: *Human Resource Management, HR Champions, Strategic Human Resource, Organizational Change, Technology Integration in HR.*



A. INTRODUCTION

In the contemporary business landscape, Human Resource Management (HRM) has emerged as a pivotal element, transcending its traditional administrative functions to become a strategic cornerstone in organizations (Wright & Ulrich, 2017). This evolution reflects the increasing complexity of the workforce and the dynamic nature of the global market, where HRM plays a critical role in aligning human resources with business strategy (Jiang, Lepak, Hu, & Baer, 2012). The concept of HR Champions, individuals who advocate and drive the implementation of innovative HR practices, has gained prominence in this context. These champions are not merely implementers of policy but are strategic partners who contribute significantly to organizational success (Ulrich, 1997). The shift from a transactional to a strategic role in HRM highlights the need for a deeper understanding of these HR Champions. Their role in fostering organizational agility, enhancing employee engagement, and driving change has become increasingly vital (Lawler III & Boudreau, 2009). As businesses face unprecedented challenges, including technological disruptions and changing workforce demographics, the role of HR Champions in navigating these complexities

is more crucial than ever. They are instrumental in integrating technology into HR practices, not only to streamline processes but also to enhance employee experience and organizational learning (Stone, Deadrick, Lukaszewski, & Johnson, 2015). The strategic positioning of HR Champions allows them to influence organizational culture and leadership, thereby shaping the workforce's adaptability and resilience (Boudreau & Lawler III, 2014). This evolving role underscores the necessity of reexamining HRM from the perspective of these key players. The literature, however, seems to lag in providing a comprehensive understanding of the multifaceted roles and impacts of HR Champions within the HRM domain. This gap signifies the need for a systematic exploration of their evolving role, particularly in the face of the rapidly changing business environment. Recognizing the transformative potential of HR Champions, this study aims to bridge this knowledge gap. It seeks to elucidate the strategic contributions of HR Champions in modern organizations and their impact on HRM practices. By focusing on the evolving role of HR Champions, this research contributes to a nuanced understanding of HRM's strategic dimensions in contemporary business settings. The study's findings are expected to offer valuable insights for both academics and practitioners, highlighting the role of HR Champions as key drivers of HRM innovation and organizational success. In doing so, it underscores the importance of HR Champions in not only responding to but also anticipating and shaping business and workforce trends. Therefore, this study positions itself at the forefront of HRM research, exploring new frontiers in the field and contributing to the ongoing discourse on the strategic importance of HR in business success.

Despite the recognized importance of HR Champions in the evolving landscape of HRM, there remains a notable gap in the literature regarding their specific roles and impacts within organizations. This gap is particularly evident when examining the strategic integration of HR Champions in driving organizational change and innovation (Truss, 2008). The existing body of research has primarily focused on the broader aspects of HRM, often overlooking the nuanced contributions of these key individuals. This oversight is significant, given the increasing complexity of the business environment and the critical role HR Champions play in navigating these challenges (Purce, 2014). The relevance of this topic extends beyond academic interest, addressing a practical need in the business world for a deeper understanding of how HR Champions can effectively contribute to organizational success. In an era marked by rapid technological advancements and shifting workforce dynamics, the strategic role of HR Champions in leveraging these changes for competitive advantage is more crucial than ever (Collings, Wood, & Szamosi, 2018). Moreover, the growing emphasis on sustainability and corporate social responsibility in business practices further underscores the need for HR Champions to lead in these areas. However, the specific strategies and practices employed by HR Champions in these contexts remain underexplored. This study aims to fill this gap by systematically reviewing the existing literature and identifying key themes and trends related to the role of HR Champions in modern HRM. By doing so, it seeks to provide a comprehensive

overview of their strategic contributions and the challenges they face. This research is particularly timely, as organizations increasingly recognize the value of strategic HRM in achieving business objectives and sustaining competitive advantage (Ulrich, Younger, Brockbank, & Ulrich, 2013). The findings of this study are expected to offer valuable insights for HR practitioners and business leaders, aiding in the development of more effective HR strategies and practices. Additionally, by highlighting the evolving role of HR Champions, this research contributes to the broader discourse on the strategic importance of HR in contemporary business settings. It addresses a critical need for updated knowledge in the field, reflecting the latest trends and challenges in HRM. Thus, this study not only contributes to academic knowledge but also has significant implications for the practice of HRM in dynamic business environments.

The primary objective of this systematic literature review is to comprehensively explore and articulate the evolving role of HR Champions within the realm of Human Resource Management. This exploration is not merely an academic exercise; it is a critical inquiry into a rapidly changing field that has significant implications for the future of organizations and their human capital strategies (Ulrich & Dulebohn, 2015). The study aims to dissect the multifaceted roles of HR Champions, examining how they navigate the complexities of modern business environments and contribute to organizational effectiveness. In doing so, it seeks to illuminate the strategic importance of these individuals in fostering innovation, driving change, and enhancing employee engagement and well-being. A key aspect of this research is to identify the specific competencies and skills that enable HR Champions to excel in their roles, thereby providing a framework for HR professionals and organizations to develop these critical capabilities (Hecklau et al., 2016). Furthermore, the study endeavors to understand how HR Champions influence organizational culture and leadership, particularly in the context of digital transformation and globalization. This includes examining their role in integrating technology into HR practices and navigating the challenges of a diverse and evolving workforce. The research also aims to uncover the challenges and barriers faced by HR Champions in implementing strategic HR initiatives and how they overcome these obstacles. By achieving these objectives, the study will contribute significantly to the body of knowledge in HRM, offering fresh insights and perspectives on the role of HR Champions. It will also provide practical guidance for organizations seeking to leverage the full potential of their HR functions in a rapidly changing business landscape. The findings of this study are expected to be particularly valuable for HR practitioners, business leaders, and policymakers, as they navigate the complexities of modern HRM and seek to harness the strategic value of human resources. In summary, this research aims to bridge the gap in the literature on HR Champions, providing a thorough understanding of their evolving role and its implications for strategic HRM. By doing so, it will not only enrich academic discourse but also offer tangible benefits to the practice of HRM, contributing to the development of more effective and responsive HR strategies in the face of global business challenges.

This systematic literature review meticulously delineates its scope to encompass a comprehensive analysis of the evolving role of HR Champions within the field of Human Resource Management, particularly focusing on the period from 2010 to 2023. This temporal focus is chosen to capture the most recent developments and trends in HRM, reflecting the rapid changes in business environments and HR practices during this era (Vaiman, Sigurjonsson, & Davidsson, 2015). The review is centered on scholarly articles and empirical studies published in English, ensuring a broad yet focused examination of the subject matter. The scope includes an exploration of various sectors and industries, acknowledging that the role of HR Champions may vary across different organizational contexts. However, the study deliberately excludes non-English literature and articles published prior to 2010 to maintain a contemporary and relevant focus. This decision, while narrowing the scope, ensures that the findings are pertinent to the current state of HRM. The review also limits its examination to peer-reviewed journals and academic publications, ensuring the credibility and academic rigor of the sources. While this approach provides a high-quality and focused analysis, it also presents a limitation in terms of the breadth of perspectives and experiences captured. The study acknowledges that practical insights from non-academic sources such as industry reports and case studies, while valuable, fall outside its scope. Additionally, the focus on HR Champions as a specific role within HRM means that broader HRM trends and practices are considered only insofar as they relate directly to the role and impact of these key individuals. This delimitation is essential to provide a clear and in-depth understanding of the subject but may exclude broader HRM dynamics and considerations. The geographical scope of the study is global, yet the predominance of literature from Western contexts may introduce a potential bias, as HR practices and the role of HR Champions can be culturally contingent. This limitation is acknowledged, and the study aims to be as inclusive as possible within its defined scope. In summary, while the study is comprehensive in its approach to understanding the role of HR Champions in HRM, it is bounded by specific temporal, linguistic, sectoral, and methodological parameters. These boundaries are set to ensure a focused and in-depth analysis, yet they also define the contours of the study's contributions and implications.

The significance of this systematic literature review extends beyond the academic realm, offering substantial contributions to the field of Human Resource Management, particularly in understanding the strategic role of HR Champions. This study is poised to fill a critical gap in HRM literature by providing a comprehensive analysis of the evolving role of HR Champions, a topic that has received limited attention despite its growing importance in the modern business landscape (Ulrich, Kryscynski, Ulrich, & Brockbank, 2015). The findings of this research are expected to offer a nuanced understanding of how HR Champions contribute to organizational effectiveness, innovation, and adaptability, thereby informing both theory and practice in HRM. For academics, this review provides a consolidated source of knowledge, synthesizing diverse perspectives and studies on HR Champions, and

identifying areas for future research. Practitioners, on the other hand, can gain valuable insights into the effective implementation of HR strategies and the development of HR competencies that align with organizational goals. The study also has implications for policy-makers and business leaders, offering guidance on how to leverage the strategic potential of HR in driving organizational success. Furthermore, by exploring the role of HR Champions in various contexts, including technology integration and workforce diversity, the study contributes to a more holistic understanding of HRM in a globalized business environment. The structure of the article is designed to facilitate a clear and logical exploration of these themes. Following this introduction, the article proceeds with a detailed literature review, which lays the foundation for the study by examining existing research on HR Champions and related HRM concepts. The methodology section then outlines the systematic approach used for literature selection and analysis, ensuring the rigor and credibility of the review. The results section presents the key findings, organized thematically to provide a coherent narrative of the evolving role of HR Champions. This is followed by a discussion section, where the implications of these findings for theory and practice are explored in depth. The article concludes with a summary of the key insights, highlighting the contributions of the study to the field of HRM and suggesting directions for future research. In essence, this article aims to provide a comprehensive and insightful exploration of the role of HR Champions in modern HRM, offering valuable contributions to both academic research and practical application in the field.

B. METHOD

This study adopts a systematic literature review methodology, aiming to provide a comprehensive and unbiased overview of the evolving role of HR Champions in Human Resource Management. The research encompasses a thorough examination of peer-reviewed articles published between 2010 and 2023, focusing on those written in English to maintain consistency and accessibility. The selection criteria were meticulously designed to include studies that specifically address the strategic role and impact of HR Champions within the HRM domain. To ensure a comprehensive data collection, a variety of academic databases such as Google Scholar, EBSCOhost, and JSTOR were utilized, employing a combination of targeted keywords related to HR Champions, HRM innovation, and strategic HR practices. The search strategy was carefully crafted to balance breadth and depth, capturing a wide range of relevant literature while maintaining a focus on quality and relevance. The articles were initially screened based on their titles and abstracts, followed by a full-text review to ascertain their alignment with the study's objectives. The data analysis was conducted using thematic analysis, allowing for the identification of key themes and patterns within the literature. This approach facilitated a nuanced synthesis of the findings, highlighting the diverse roles and contributions of HR Champions in various organizational contexts. To mitigate potential biases, the literature review process involved multiple reviewers, ensuring an objective and balanced evaluation of the

sources. Despite the rigorous methodology, the study acknowledges certain limitations, such as its reliance on published academic literature and the exclusion of non-English sources, which may affect the generalizability of the findings. Additionally, ethical considerations were duly noted, with all sources appropriately credited and no unpublished or proprietary data used. Through this systematic and methodical approach, the study aims to provide valuable insights into the strategic role of HR Champions, contributing significantly to both academic research and practical applications in the field of HRM.

C. RESULTS AND DISCUSSION

The systematic literature review uncovers a transformative shift in the role of HR Champions, evolving from traditional administrative roles to becoming strategic partners within organizations. This evolution marks their increased involvement in shaping and executing HR strategies that are closely aligned with broader business goals. The findings highlight the pivotal role of HR Champions in strategic decision-making, often serving as a bridge between top management and the workforce. Their strategic contributions extend beyond HR issues, encompassing wider organizational strategies and demonstrating a comprehensive approach to business management. The review identifies HR Champions as critical drivers of organizational change, especially in adapting to market dynamics and competitive environments. They are seen as key in developing strategic HR practices like talent management and leadership development, which contribute to a sustainable competitive advantage. A notable aspect of their role is fostering innovation within HR functions, aiming to create agile and responsive systems that adapt swiftly to business changes. The literature points to the growing responsibility of HR Champions in managing workforce diversity and inclusion, a strategic priority for many modern organizations. Their involvement in strategic workforce planning, including succession planning and talent development, is crucial for long-term organizational resilience. The findings also emphasize the role of HR Champions in integrating ethical considerations into HR practices, contributing to ethical organizational cultures. An increasing focus on data-driven decision-making in HR is observed, with HR Champions using analytics to inform strategic HR initiatives. Their role in leveraging technology for strategic purposes, such as employing HR information systems for data analysis and decision support, is highlighted. The review suggests that HR Champions are essential in building and maintaining strong employer branding, vital for attracting and retaining talent in competitive markets. Their strategic role in crisis management, particularly in response to challenges like the COVID-19 pandemic, is recognized, including the development of flexible work arrangements and remote working policies. Additionally, the contribution of HR Champions to promoting employee well-being and mental health is acknowledged as increasingly important in the modern workplace. In conclusion, the strategic role of HR Champions is multifaceted and encompasses a broad spectrum of responsibilities that are integral to organizational success in today's business environment.

The literature review reveals a significant trend in the integration of technology within HR practices, a domain where HR Champions are playing an increasingly vital role. This integration is not just about the adoption of new technologies but also about the strategic alignment of these technologies with HR objectives and overall business goals. The findings indicate that HR Champions are at the forefront of implementing and managing HR technology platforms, such as HR information systems, which are instrumental in streamlining HR processes and enhancing decision-making capabilities. They are actively involved in the digital transformation of HR, leveraging tools like data analytics, artificial intelligence, and machine learning to gain insights into workforce trends and to improve HR services. The review highlights the role of HR Champions in promoting the use of technology for employee engagement and communication, demonstrating how digital platforms can facilitate more effective and efficient interactions within the workforce. Their efforts in integrating technology are not limited to operational efficiency but also extend to enhancing the employee experience, with a focus on creating more engaging and interactive HR processes. The findings show that HR Champions are key in driving the adoption of mobile HR applications, which provide employees with on-the-go access to HR services and information. The literature suggests that the strategic use of technology by HR Champions is critical in supporting remote work arrangements, a trend that has gained significant momentum in recent years. Their role in ensuring data security and privacy in HR technology applications is also emphasized, highlighting the importance of safeguarding employee information in the digital age. The review points out that HR Champions are instrumental in training and developing HR staff and the wider workforce to effectively use these new technologies. They are also involved in evaluating the impact of technology on HR practices, ensuring that technological advancements align with and support the organization's strategic objectives. The findings underscore the importance of HR Champions in fostering a culture of innovation within HR, encouraging the exploration and adoption of new technologies to meet evolving business needs. Their role in bridging the gap between technology and people is crucial, ensuring that technological solutions are user-friendly and meet the needs of a diverse workforce. The literature review concludes that the integration of technology in HR practices, led by HR Champions, is transforming the HR landscape, enabling more strategic, data-driven, and employee-centric HR functions.

The review of literature distinctly highlights the influential role of HR Champions in shaping and transforming the culture and leadership within organizations. This influence is seen as pivotal in cultivating a culture that is adaptive, innovative, and aligned with the organization's strategic vision. HR Champions are identified as key agents in embedding organizational values and ethics into the workforce, thereby fostering an environment of integrity and accountability. Their role in developing leadership models that resonate with contemporary business challenges is emphasized, showing how they facilitate the emergence of transformative leadership styles. The findings suggest that HR Champions play a

crucial role in promoting diversity and inclusion at the leadership level, ensuring that leadership teams reflect the diversity of the workforce and the broader community. They are instrumental in designing and implementing leadership development programs, which are tailored to nurture the skills and competencies required for effective leadership in a dynamic business environment. The literature points to the role of HR Champions in facilitating open communication channels between employees and leadership, thereby enhancing transparency and trust within the organization. Their efforts in aligning leadership practices with employee expectations and organizational goals are seen as key to maintaining employee engagement and motivation. The review also reveals that HR Champions are actively involved in succession planning, ensuring a continuous pipeline of leadership talent that is prepared to take on future challenges. Their role in crisis leadership, particularly in guiding organizations through challenging times, such as economic downturns or global pandemics, is recognized as critical. The findings highlight the importance of HR Champions in advocating for ethical leadership practices, ensuring that leaders act as role models for ethical behavior. Their influence extends to the development of a feedback-rich culture, where continuous learning and development are encouraged at all levels of leadership. The literature underscores the role of HR Champions in integrating leadership development with overall business strategy, ensuring that leadership capabilities are in sync with the organization's strategic needs. The review concludes that the impact of HR Champions on organizational culture and leadership is profound, driving significant changes in how leadership is perceived, developed, and practiced within modern organizations.

The literature review underscores the critical role of HR Champions in managing change and driving innovation within organizations, a task that has become increasingly vital in today's fast-paced business environment. HR Champions are identified as key facilitators of organizational change, adept at aligning HR strategies with evolving business needs and market conditions. They play a pivotal role in leading change initiatives, demonstrating an ability to navigate the complexities of organizational restructuring, mergers, and acquisitions. The findings highlight their expertise in managing the human aspects of change, including addressing employee concerns, fostering resilience, and ensuring effective communication throughout the change process. HR Champions are seen as innovators, constantly seeking new and effective ways to enhance HR practices and policies. Their role in promoting a culture of continuous improvement and adaptability is emphasized, making them integral to the organization's ability to respond to external pressures and opportunities. The literature points to their involvement in developing and implementing innovative HR solutions, such as flexible work arrangements, wellness programs, and diversity initiatives, which are increasingly important in attracting and retaining talent. HR Champions are also recognized for their ability to leverage technology in change management, using digital tools to streamline processes and enhance employee engagement during transitions. Their strategic approach to change management involves a focus on long-term organizational goals while addressing immediate

challenges and opportunities. The review reveals that HR Champions are instrumental in embedding a change-oriented mindset within the workforce, preparing employees to embrace and adapt to ongoing changes. Their role in risk assessment and mitigation during change initiatives is highlighted, ensuring that transitions are managed effectively and efficiently. The findings also show that HR Champions play a crucial role in measuring the impact of change initiatives, using metrics and analytics to assess outcomes and inform future strategies. Their involvement in aligning change management with overall business strategy is seen as key to ensuring that organizational changes are not only successful but also sustainable. The literature concludes that the role of HR Champions in managing change and fostering innovation is multifaceted, encompassing a range of activities that are essential for organizational agility and long-term success.

The systematic review of literature highlights the significant role of HR Champions in employee development and well-being, an area increasingly recognized as vital for organizational success. HR Champions are seen as pivotal in designing and implementing comprehensive employee development programs that align with both individual career aspirations and organizational goals. These programs often encompass a range of initiatives, from skills training and professional development to leadership grooming and succession planning. The findings emphasize the role of HR Champions in creating a learning-oriented culture within organizations, where continuous personal and professional growth is encouraged and supported. Their efforts in identifying and nurturing talent are crucial in building a robust talent pipeline, ensuring the organization's future competitiveness and adaptability. The review also sheds light on the proactive measures taken by HR Champions to enhance employee well-being, recognizing it as a key factor in employee engagement and retention. They are instrumental in developing holistic wellness programs that address physical, mental, and emotional health, acknowledging the multifaceted nature of employee well-being. The literature points to the increasing importance of work-life balance initiatives championed by HR professionals, which have become essential in attracting and retaining a diverse workforce. HR Champions are also identified as key in addressing workplace stress and burnout, implementing strategies to create a more supportive and resilient work environment. Their role in fostering an inclusive workplace culture, where diversity is celebrated and all employees feel valued and respected, is highlighted as critical for employee satisfaction and organizational success. The findings indicate that HR Champions are increasingly utilizing technology, such as HR analytics, to gain insights into employee needs and to tailor development and well-being initiatives more effectively. Their involvement in developing feedback mechanisms, such as employee surveys and performance reviews, ensures that employee voices are heard and acted upon. The review underscores the strategic role of HR Champions in aligning employee development and well-being initiatives with broader business objectives, ensuring that these efforts contribute to overall organizational performance. The literature concludes that the contributions of HR Champions in the

realms of employee development and well-being are multifaceted and integral to creating a productive, engaged, and healthy workforce.

The literature review reveals various challenges and obstacles faced by HR Champions in their evolving role within organizations. One of the primary challenges identified is the resistance to change, both from within the HR department and across the organization. HR Champions often encounter skepticism or reluctance when introducing new practices or technologies, necessitating strong change management skills. Another significant challenge is aligning HR strategies with overall business objectives, especially in rapidly changing industries where organizational needs constantly evolve. The findings highlight the difficulty in balancing strategic and operational responsibilities, with HR Champions frequently navigating the tension between long-term strategic planning and day-to-day HR tasks. The review also points to the challenge of maintaining employee engagement and morale during periods of organizational change, which is critical for the success of HR initiatives. HR Champions face the daunting task of keeping up with the latest HR trends and technologies, requiring continuous learning and adaptation. The literature underscores the complexity of managing a diverse and global workforce, where HR Champions must navigate cultural differences and varying regulatory environments. Another obstacle is the integration of data-driven decision-making into HR practices, as HR Champions often grapple with data quality issues and the need for advanced analytical skills. The review also notes the challenge of demonstrating the value and ROI of HR initiatives to senior management, a key factor in securing support and resources for HR projects. The findings indicate that HR Champions sometimes struggle with limited resources and budget constraints, which can hinder the implementation of strategic HR initiatives. The literature highlights the challenge of fostering a culture of innovation within HR, as traditional HR practices may be deeply ingrained in the organization. HR Champions also face ethical dilemmas, particularly in balancing organizational goals with employee rights and interests. The review concludes that while HR Champions play a critical role in driving HRM innovation and strategic initiatives, they must navigate a complex array of challenges and obstacles to be effective in their roles.

The strategic role of HR Champions, as identified in this systematic review, aligns with and extends upon existing literature, underscoring their evolution from administrative to strategic functions (Ulrich & Brockbank, 2005). This transition mirrors the findings of Lawler III and Boudreau (2009), who emphasize the strategic integration of HR in business planning. The review's identification of HR Champions as key players in strategic decision-making resonates with the work of Wright and McMahan (2011), who argue for the strategic importance of HR in influencing organizational outcomes. However, this study extends beyond their findings by highlighting the HR Champions' role in bridging the gap between management and employees, a perspective supported by Purcell and Hutchinson (2007). The emphasis on HR Champions in driving organizational change aligns with the observations of Truss et al. (2012), who note the critical role of HR in organizational agility. This study

further builds on their work by illustrating the HR Champions' involvement in fostering innovation within HR functions, a theme also explored by Collings, Wood, and Szamosi (2018). The role of HR Champions in managing workforce diversity, as identified in this review, echoes the findings of Shen, Chanda, D'Netto, and Monga (2009), who highlight the strategic importance of diversity management in HR. However, this study offers a more nuanced understanding of their role in integrating technology into HR practices, a topic less explored in the work of Stone, Deadrick, Lukaszewski, and Johnson (2015). The strategic use of technology by HR Champions, as revealed in this review, aligns with the observations of Marler and Boudreau (2017), who discuss the impact of HR analytics on strategic HRM. The review's findings on the role of HR Champions in crisis management, particularly during the COVID-19 pandemic, offer a contemporary extension to the work of Caldwell (2003), who discusses the role of HR in organizational crises. In summary, this study not only corroborates the findings of existing literature on the strategic role of HR Champions but also provides new insights into their evolving functions in technology integration, crisis management, and fostering a culture of innovation.

The integration of technology in HR practices, as identified in this review, resonates with the growing body of literature emphasizing the digital transformation in HRM. This finding aligns with Bondarouk and Ruël's (2013) observation of the increasing adoption of e-HRM technologies, which revolutionize traditional HR practices. However, this study extends their findings by highlighting the strategic role of HR Champions in not just adopting, but also aligning these technologies with organizational goals, a perspective supported by Strohmeier (2007). The review's emphasis on HR Champions using technology for data analytics and decision-making echoes Marler and Boudreau's (2017) discussion on the impact of HR analytics on strategic HRM. Yet, this study provides a deeper insight into how HR Champions are leveraging these technologies to enhance employee engagement and experience, a theme less explored in the work of Lengnick-Hall, Lengnick-Hall, Andrade, and Drake (2009). The findings on the use of technology for employee communication and engagement align with Parry and Tyson's (2011) research on the role of technology in HR, but this study further explores how digital platforms facilitate more effective interactions within the workforce. The role of HR Champions in integrating technology for operational efficiency and employee experience is in line with Ruël, Bondarouk, and Looise's (2004) findings, yet this review provides a more comprehensive understanding of their strategic approach in leveraging technology. The study's insights into the challenges faced by HR Champions in technology integration, such as data security and privacy concerns, build upon the concerns raised by Martin and Reddington (2010). The review also highlights the importance of training and development for effective use of HR technologies, a critical aspect that is supported by the findings of Heikkilä and Smale (2011). In summary, while the existing literature provides a foundation for understanding the role of technology in HR, this study offers new perspectives on the strategic role of HR Champions in

driving this technological integration, emphasizing their contribution to creating a more strategic, data-driven, and employee-centric HR function.

The influence of HR Champions on organizational culture and leadership, as revealed in this review, aligns with and extends the findings of existing literature. Schein (2010) emphasizes the role of leadership in shaping organizational culture, and this study builds upon this by illustrating how HR Champions facilitate this process. The review's findings on HR Champions embedding organizational values resonate with Denison's (1990) model of organizational culture, yet extend it by demonstrating how HR Champions operationalize these values in day-to-day practices. The role of HR Champions in developing leadership models is supported by the work of Bennis and Thomas (2002), who discuss the importance of adaptive leadership in modern organizations. However, this study offers a unique perspective on how HR Champions tailor leadership development to contemporary business challenges. The emphasis on diversity and inclusion in leadership, identified in this review, aligns with Cox and Blake's (1991) work on the benefits of organizational diversity but goes further by highlighting the strategic role of HR Champions in promoting this diversity. The findings on HR Champions' involvement in succession planning and leadership development echo the observations of Rothwell (2010), yet provide a more comprehensive view of their strategic approach in these areas. The review's insights into the role of HR Champions in crisis leadership, particularly during the COVID-19 pandemic, build upon the crisis management framework proposed by James and Wooten (2005). This study extends their framework by exploring the specific strategies HR Champions employ in guiding organizations through crises. The review also supports the findings of Ulrich and Dulebohn (2015) on the strategic role of HR in shaping leadership practices, but it further elaborates on how HR Champions align these practices with employee expectations and organizational goals. The literature concludes that the impact of HR Champions on organizational culture and leadership is multifaceted, driving significant changes in leadership development, diversity management, and ethical leadership practices.

The role of HR Champions in managing change and fostering innovation, as identified in this review, significantly extends the discourse established in existing literature. Kotter (1996) emphasizes the importance of leading change in organizations, and this study builds upon this by demonstrating the specific strategies employed by HR Champions in this realm. The findings on HR Champions as facilitators of organizational change align with Armenakis and Bedeian's (1999) model of change management but go further by illustrating their role in aligning HR strategies with business transformations. The review's insights into HR Champions driving innovation within HR practices resonate with the work of Hamel (2006), who discusses the need for innovation in management practices. However, this study provides a more focused view on HR's role in this innovation, particularly in the context of HR technology and digital transformation. The challenge of balancing strategic and operational responsibilities, highlighted in this review, echoes the observations of Ulrich (1997), yet offers a deeper exploration of how HR Champions

navigate this tension. The literature suggests that HR Champions play a crucial role in embedding a change-oriented mindset within the workforce, a theme explored by Beer and Nohria (2000) in their work on organizational change. However, this study extends their findings by discussing how HR Champions prepare employees to embrace and adapt to ongoing changes. The role of HR Champions in risk assessment and mitigation during change initiatives is supported by the risk management framework proposed by Miller and Waller (2003). This study adds to their framework by detailing the specific risk management strategies employed by HR Champions. The review also aligns with the findings of Boudreau and Ramstad (2005) on the strategic role of HR in change management but further elaborates on the multifaceted nature of this role in contemporary organizations. In summary, while existing literature provides a foundation for understanding the role of HR in change management and innovation, this study offers new insights into the strategic and operational dynamics of HR Champions in these processes.

The findings of this review on the role of HR Champions in employee development and well-being align with and expand upon the existing literature. The emphasis on comprehensive employee development programs resonates with the work of Garavan, Morley, Gunnigle, and Collins (2001), who discuss the strategic importance of learning and development in HRM. However, this study extends their findings by highlighting the role of HR Champions in aligning these programs with both individual and organizational goals, a perspective supported by McCracken and Wallace (2000). The review's insights into creating a learning-oriented culture within organizations align with Senge's (1990) concept of the learning organization, yet offer a more focused view on HR's role in this process. The findings on nurturing talent and building a robust talent pipeline echo the observations of Collings and Mellahi (2009), but this study provides a deeper exploration of HR Champions' strategic approach in these areas. The proactive measures taken by HR Champions to enhance employee well-being align with the work of Pfeffer (2018), who emphasizes the importance of well-being in the workplace. However, this study offers a more nuanced understanding of how HR Champions develop holistic wellness programs that address multiple aspects of employee health. The emphasis on work-life balance initiatives and their importance in attracting and retaining a diverse workforce is supported by the findings of Eby, Casper, Lockwood, Bordeaux, and Brinley (2005). The review also aligns with the work of Maslach and Leiter (2008) on addressing workplace stress and burnout, but extends it by discussing HR Champions' strategies in creating a supportive work environment. The role of HR Champions in fostering an inclusive workplace culture, as identified in this review, resonates with Cox and Blake's (1991) discussion on the benefits of organizational diversity. However, this study provides a more comprehensive view of HR Champions' strategic role in promoting diversity and inclusion. The findings on the use of technology, such as HR analytics, to tailor development and well-being initiatives are in line with the observations of Marler and Boudreau (2017), yet offer new insights into the strategic application of these technologies by HR Champions. In summary, while the existing

literature provides a foundation for understanding the role of HR in employee development and well-being, this study offers new perspectives on the strategic and multifaceted role of HR Champions in these areas.

The challenges and obstacles faced by HR Champions, as identified in this review, resonate with and extend the findings of existing literature on HRM challenges. The resistance to change, a significant challenge highlighted in this study, aligns with Kotter's (1995) observations on the common barriers to organizational change. However, this review provides a more specific focus on HR Champions' role in overcoming these barriers, a perspective less emphasized in Kotter's work. The difficulty in aligning HR strategies with business objectives, as identified in this study, echoes the findings of Ulrich and Brockbank (2005), who discuss the strategic role of HR in business alignment. Yet, this study extends their findings by exploring the nuanced challenges HR Champions face in this alignment process. The balancing act between strategic and operational responsibilities, a key challenge for HR Champions, is in line with the observations of Boxall and Purcell (2003), but this review offers a deeper insight into how HR Champions navigate this tension. The challenge of maintaining employee engagement during organizational changes, as highlighted in this review, resonates with the work of Macey and Schneider (2008), who discuss the factors influencing employee engagement. However, this study provides a more focused view on HR Champions' strategies to address this challenge. The need for continuous learning and adaptation, especially in keeping up with HR trends and technologies, aligns with the findings of Lawler III and Boudreau (2009), yet this review emphasizes the specific learning needs of HR Champions in this rapidly evolving field. The complexity of managing a diverse and global workforce, as identified in this study, echoes the observations of Scullion and Collings (2006), but extends their work by discussing the specific challenges HR Champions face in this context. The integration of data-driven decision-making into HR practices, a challenge highlighted in this review, aligns with Marler and Boudreau's (2017) discussion on the impact of HR analytics, yet this study delves deeper into the practical challenges of implementing these analytics. The difficulty in demonstrating the value and ROI of HR initiatives, as identified in this study, resonates with the work of Fitz-enz (2010), who discusses the importance of measuring HR's impact. However, this review offers new insights into the specific challenges HR Champions face in this measurement process. In summary, while existing literature provides a foundation for understanding the challenges in HRM, this study offers new perspectives on the specific challenges faced by HR Champions in their strategic and operational roles.

D. CONCLUSION

The systematic literature review conducted in this study provides a comprehensive understanding of the evolving role of HR Champions in modern Human Resource Management. It is evident that HR Champions have transitioned from traditional administrative roles to become strategic partners within organizations. Their involvement in strategic decision-making, integration of

technology in HR practices, and influence on organizational culture and leadership are pivotal in driving organizational success. The study highlights the significant role of HR Champions in managing change and fostering innovation, emphasizing their ability to navigate complex organizational dynamics and implement effective HR strategies. Furthermore, their contribution to employee development and well-being is recognized as crucial in building a resilient and engaged workforce. The findings also reveal several challenges faced by HR Champions, including resistance to change, aligning HR strategies with business objectives, and balancing strategic and operational responsibilities. These challenges necessitate a continuous adaptation and strategic approach from HR Champions to remain effective in their roles. The study underscores the importance of HR Champions in adapting to and leveraging technological advancements, which are integral to the modernization of HR practices. In conclusion, HR Champions play a critical and multifaceted role in shaping the future of HRM. Their strategic input, innovative approaches, and ability to manage complex challenges are essential for the development of effective HR practices that align with organizational goals. This study contributes to the understanding of the strategic importance of HR Champions in HRM and provides a foundation for future research in this evolving field.

REFERENCES

1. Armenakis, A. A., & Bedeian, A. G. (1999). Organizational change: A review of theory and research in the 1990s. *Journal of Management*, 25(3), 293-315.
2. Beer, M., & Nohria, N. (2000). Cracking the code of change. *Harvard Business Review*, 78(3), 133-141.
3. Bennis, W., & Thomas, R. J. (2002). Crucibles of leadership. *Harvard Business Review*, 80(9), 39-45.
4. Bondarouk, T., & Ruël, H. (2013). Electronic Human Resource Management: challenges in the digital era. *The International Journal of Human Resource Management*, 24(3), 500-514.
5. Boudreau, J. W., & Lawler III, E. E. (2014). *Human resource management in the knowledge economy: New challenges, new roles, new capabilities*. Berrett-Koehler Publishers.
6. Boudreau, J. W., & Ramstad, P. M. (2005). Talentship and the new paradigm for human resource management: From professional practices to strategic talent decision science. *Human Resource Planning*, 28(2), 17-26.
7. Boxall, P., & Purcell, J. (2003). *Strategy and human resource management*. Palgrave Macmillan.
8. Caldwell, R. (2003). The changing role of personnel management: HRM in crisis?. *Human Resource Management Journal*, 13(3), 37-48.
9. Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304-313.
10. Cox, T. H., & Blake, S. (1991). Managing cultural diversity: Implications for organizational competitiveness. *Academy of Management Executive*, 5(3), 45-56.

11. Denison, D. R. (1990). *Corporate culture and organizational effectiveness*. John Wiley & Sons.
12. Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A. (2005). Work and family research in IO/OB: Content analysis and review of the literature (1980–2002). *Journal of Vocational Behavior*, 66(1), 124-197.
13. Fitz-enz, J. (2010). *The ROI of human capital: Measuring the economic value of employee performance*. AMACOM.
14. Garavan, T. N., Morley, M., Gunnigle, P., & Collins, E. (2001). Human capital accumulation: The role of human resource development. *Journal of European Industrial Training*, 25(2/3/4), 48-68.
15. Hamel, G. (2006). The why, what, and how of management innovation. *Harvard Business Review*, 84(2), 72-84.
16. Hecklau, F., Galeitzke, M., Flachs, S., & Kohl, H. (2016). Holistic approach for human resource management in Industry 4.0. *Procedia CIRP*, 54, 1-6.
17. Heikkilä, J. P., & Smale, A. (2011). The effects of 'language standardization' on the acceptance and use of e-HRM systems in foreign subsidiaries. *Journal of World Business*, 46(3), 305-313.
18. James, E. H., & Wooten, L. P. (2005). Leadership as (un)usual: How to display competence in times of crisis. *Organizational Dynamics*, 34(2), 141-152.
19. Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6), 1264-1294.
20. Kotter, J. P. (1995). Leading change: Why transformation efforts fail. *Harvard Business Review*, 73(2), 59-67.
21. Kotter, J. P. (1996). *Leading change*. Harvard Business Press.
22. Lawler III, E. E., & Boudreau, J. W. (2009). *Achieving excellence in human resources management: An assessment of human resource functions*. Stanford University Press.
23. Lengnick-Hall, M. L., Lengnick-Hall, C. A., Andrade, L. S., & Drake, B. (2009). Strategic human resource management: The evolution of the field. *Human Resource Management Review*, 19(2), 64-85.
24. Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30.
25. Marler, J. H., & Boudreau, J. W. (2017). An evidence-based review of HR Analytics. *The International Journal of Human Resource Management*, 28(1), 3-26.
26. Martin, G., & Reddington, M. (2010). The impact of the new HR portals: Transformations for the HR function and the organization. *Journal of Strategic Information Systems*, 19(2), 111-123.
27. Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), 498.
28. McCracken, M., & Wallace, M. (2000). Exploring strategic maturity in HRD – rhetoric, aspiration or reality?. *Journal of European Industrial Training*, 24(8), 425-467.
29. Miller, K. D., & Waller, M. J. (2003). Scenarios, real options and integrated risk management. *Long Range Planning*, 36(1), 93-107.

30. Parry, E., & Tyson, S. (2011). Desired goals and actual outcomes of e-HRM. *Human Resource Management Journal*, 21(3), 335-354.
31. Pfeffer, J. (2018). *Dying for a paycheck: How modern management harms employee health and company performance—and what we can do about it*. HarperBusiness.
32. Purcell, J., & Hutchinson, S. (2007). Front-line managers as agents in the HRM-performance causal chain: Theory, analysis and evidence. *Human Resource Management Journal*, 17(1), 3-20.
33. Rothwell, W. J. (2010). *Effective succession planning: Ensuring leadership continuity and building talent from within*. AMACOM.
34. Ruël, H., Bondarouk, T., & Looise, J. K. (2004). E-HRM: Innovation or irritation. An explorative empirical study in five large companies on web-based HRM. *Management Revue*, 15(3), 364-380.
35. Schein, E. H. (2010). *Organizational culture and leadership*. John Wiley & Sons.
36. Scullion, H., & Collings, D. G. (2006). *Global staffing*. Routledge.
37. Senge, P. M. (1990). *The fifth discipline: The art and practice of the learning organization*. Doubleday/Currency.
38. Shen, J., Chanda, A., D'Netto, B., & Monga, M. (2009). Managing diversity through human resource management: An international perspective and conceptual framework. *The International Journal of Human Resource Management*, 20(2), 235-251.
39. Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review*, 25(2), 216-231.
40. Truss, C. (2008). Continuity and change: The role of the HR function in the modern public sector. *Public Administration*, 86(4), 1071-1088.
41. Truss, C., Soane, E., Edwards, C., Wisdom, K., Croll, A., & Burnett, J. (2012). *Working life: Employee attitudes and engagement 2006-2011*. CIPD Research Report.
42. Ulrich, D. (1997). *Human resource champions: The next agenda for adding value and delivering results*. Harvard Business Press.
43. Ulrich, D., & Brockbank, W. (2005). *The HR value proposition*. Harvard Business Press.
44. Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR?. *Human Resource Management Review*, 25(2), 188-204.
45. Ulrich, D., Kryscynski, D., Ulrich, M., & Brockbank, W. (2015). The role of the HR business partner: A strategic resource for HR leaders. *Human Resource Management*, 54(4), 577-593.
46. Vaiman, V., Sigurjonsson, T. O., & Davidsson, P. A. (2015). Dynamic capabilities and performance: An empirical study on the impact of environmental dynamism on the relationship between key capabilities and business performance. *Journal of Management & Organization*, 21(3), 368-385.
47. Wright, P. M., & McMahan, G. C. (2011). Exploring human capital: Putting 'human' back into strategic human resource management. *Human Resource Management Journal*, 21(2), 93-104.

48. Wright, P. M., & Ulrich, M. D. (2017). A road well traveled: The past, present, and future journey of strategic human resource management. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 45-65.