

From Interpretation to Action: A Systematic Literature Review on the Role of Sensemaking in HRM and Directions for Future Research

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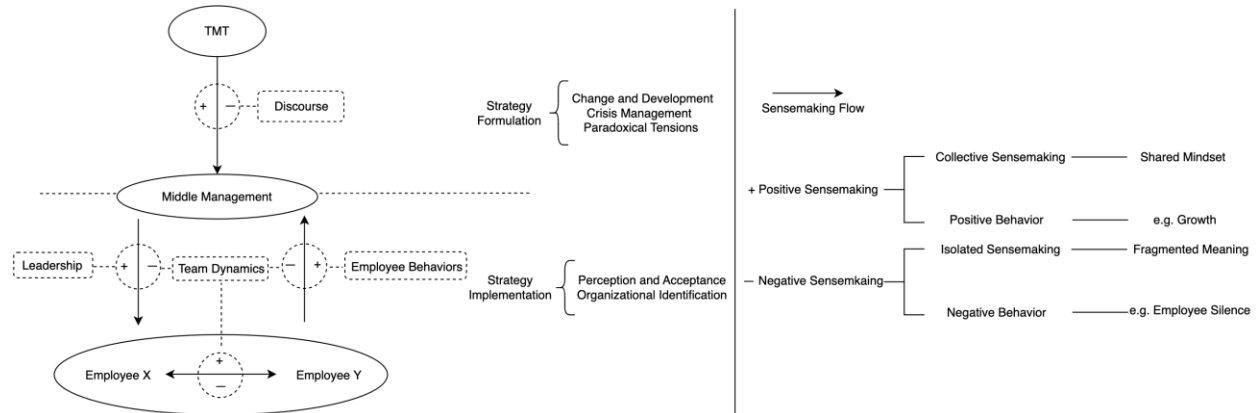
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Abstract

This paper systematically reviews the application of sensemaking theory within human resource management (HRM) across macro, meso, and micro organizational levels. By synthesizing 62 peer-reviewed studies published between 1995 and 2024, it maps how sensemaking influences various HRM domains involving top management teams, middle managers, and operational-level employees. The analysis identifies key themes where sensemaking is applied across from navigating organizational change to understand individual identity construction. The findings highlight the broad applicability of sensemaking theory in understanding and enhancing HRM practices. However, the review also reveals gaps in the existing literature, particularly a limited focus on international contexts, workforce diversity, and cultural influences. The paper concludes by suggesting avenues for future research to incorporate these dimensions, emphasizing the need to explore how sensemaking processes operate in diverse and globalized organizational settings.

Keywords: review, sensemaking theory, human resource management (HRM)

Figure 1. A conceptual framework of HRM domains with the application of sensemaking theory



(Source: the author)

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