



Global Human Resource Management in Improving Corporate Competitiveness.

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Abstract. Human Resource Management (HRM) has become essential to a company's success in the global marketplace in the fast-paced age of globalisation. Global HRM is an approach that takes into account global elements like market demands, labour laws, and cultural norms. Managing scattered teams, adjusting to cultural diversity, and differing labour laws are among the difficulties. Global HRM does, however, also offer advantages, such as easier access to talent from throughout the world. This journal attempts to offer useful insights for HRM practitioners and business executives in managing human resources in the age of globalisation through in-depth examination. Literature reviews serve as the data source for the qualitative and descriptive research methodology. The study's findings emphasise how crucial global human resource management is to accomplishing corporate objectives in a variety of international marketplaces. Flexibility, efficient resource management, improving cultural sensitivity, and employee participation are some of the suggested remedies. In the age of global business, companies can improve performance and accomplish their objectives by putting in place efficient HRM strategies.

Keywords: Global Human Resource Management, Corporate Performance

Abstrak. Dalam era globalisasi yang dinamis ini, manajemen sumber daya manusia global sangat penting untuk kesuksesan bisnis di pasar global. MSDM global menggunakan pendekatan yang mempertimbangkan elemen global seperti budaya, regulasi ketenagakerjaan, dan tuntutan pasar. Beberapa tantangan yang dihadapi termasuk adaptasi terhadap keanekaragaman budaya, manajemen tim yang tersebar, dan berbagai regulasi ketenagakerjaan. Namun, sumber daya manusia global juga menawarkan peluang, seperti akses yang lebih luas ke talenta global. Jurnal ini bertujuan untuk memberikan pemahaman yang berguna tentang manajemen sumber daya manusia di era globalisasi kepada praktisi MSDM dan pemimpin perusahaan. Penelitian ini dilakukan secara kualitatif dan deskriptif, dan literatur digunakan sebagai sumber data. Hasil penelitian menunjukkan bahwa manajemen sumber daya manusia global sangat penting untuk mencapai tujuan perusahaan di pasar global yang beragam. Fleksibilitas, pengelolaan sumber daya yang efektif, peningkatan kesadaran budaya, dan keterlibatan karyawan adalah solusi yang disarankan. Organisasi dapat mencapai tujuan bisnis mereka di era bisnis global dan meningkatkan kinerja mereka dengan menerapkan kebijakan MSDM yang efektif.

Kata kunci: Manajemen Sumber Daya Manusia Global, Kinerja Perusahaan

1. BACKGROUND

Companies around the world face an increasingly complex and dynamic business environment in an era of rapid globalization. The way companies operate, compete and grow is heavily influenced by rapid technological change, market globalization and unpredictable economic developments. To address these issues, Human Resource Management (HRM) has evolved from a mere administrative task to a strategic component that is critical to enhancing a company's competitiveness and success.

One important approach to managing human resources in companies operating in the global market is global human resource management. This approach includes traditional human resource management, such as employee recruitment, training, and development, but also

considers global factors that influence human resource decisions and strategies. In this context, companies are expected to understand different employment rules, cultures, and market demands.

Companies face many challenges when implementing HRM worldwide. One of them is adjusting to cultural diversity in the workplace. Cultural differences can affect how employees communicate, work in teams, and their work principles. In addition, companies must consider different labor regulations from country to country, which can affect recruitment policies, wages, and overall working conditions. Managing teams spread across the globe requires good coordination and adequate technology to help them work together.

Despite these constraints, global HR also offers many opportunities for companies. Broader access to global talent is a major advantage. Companies can attract employees with diverse backgrounds and skills by taking a global approach to recruiting and retaining employees. This can lead to new creative thinking and innovation.

2. THEORETICAL STUDY

According to Antonius (2014) in his research entitled "Human Resources in a Competitive Global Business Environment" at the *Ge Character Building Development Center* at BINUS University, human resource management is very important. Human resource management must be able to play a role in maximizing productivity, employee work quality, and ensuring that the company makes a profit through good human resource management.

In his *Master of Science thesis* at Universitas Gadjah Mada, Andi Kusuma (2005) stated that: Human Resource Management towards future changes in the business environment. Although expectations always bring success, the work environment and workforce have changed drastically, while the majority of work structures have not changed rapidly. The author tries to provide a perspective on the relationship between work and flexibility, innovation, collaboration, and power sharing amidst changes in the business environment and job demands that have occurred today. The goal is an environment where every member of the organization has a sense of bond and community.

3. RESEARCH METHODS

This research will be conducted using qualitative methods and descriptive approaches. The data collected for this study will be collected by conducting literature research on various atical articles and scientific journals, as well as previous research related

to the subject of this study. After the data is processed, the researcher will reach the desired results and conclusions.

4. RESULTS AND DISCUSSION

Management Source Power Man Global

The use of international resources to achieve corporate goals without considering geographic location is known as global human resource management. According to this definition, global human resource management is the use of human resources to achieve organizational goals. In contrast, Morgan defines global human resource management as influencing all three dimensions of human resource activities: human resource activities, types of workers, and countries of operation (Dowling, 1998).

According to Brewster (2005), global human resource management depends on the ability of companies to evaluate the extent to which they should apply similar practices worldwide (convergence) or adapt them to local conditions. To achieve a balance between local autonomy and international consistency, all multinational companies face a problem. They must choose whether their human resource policies should "converge" worldwide to remain the same in each location or "diverge" to adapt to local needs.

Frederick Herzberg's *Theory of Motivation* is one of the theories in Global Human Resource Management. This theory divides motivational factors into two categories: hygiene factors and motivator factors. Hygiene factors include external factors such as salary, work environment, and company policies, while motivator factors include internal factors such as To improve employee performance and motivation, companies must ensure that the motivational elements are met.

Challenge Management Source Power Man

Due to political, social, legal, and cultural differences among countries, human resource management (HRM) faces many complex challenges. To address these issues, managers must be able to adapt their approach to their local context. They can use international HRM concepts and techniques, such as managing employees in international companies, managing expatriate employees, and comparing HRM practices across countries.

Some factors that influence the understanding of human resources (HR) that differ between countries are as follows:

- a. Culture: Dealing with cultural differences in each country is a challenge for managers in managing the existing workforce. They must be able to create a work environment that harmonizes the local culture and employees.
- b. Education: Cross-country human resource management is also influenced by differences in education between countries. Since the quality of the workforce is influenced by the level of education, the approach to human resource management in developed countries will be different from that in developing countries. Therefore, the approach to human resource management may differ between countries due to variations in education levels.
- c. Economic system: Human resource management is influenced by the economic system of the country in which the company operates. For example, human resource management in a country with a liberal economic system will be different from human resource management in a country with a centralized economic system. As a result, HR management must have the ability to adapt to the economic system of the country in which they operate.
- d. Legal system The creation and implementation of human resource management is influenced by the political system implemented by a country. Human resource management must be able to adapt to the political system prevailing in the country where it operates.

The level of education also plays an important role in determining the quality of human resources and human resource management practices (Krisna, 2024) . In addition, variations in economic and political systems between countries also affect human resource management practices, as different political systems and liberal or centralized economies require different approaches to human resource management.

Implementation Policy Management Source Power Man

There are efforts that must be made to deal with these difficulties. It is hoped that these efforts will resolve or at least reduce some of these problems, so that they no longer interfere with the process of implementing human resource management policies. Some of these solutions are as follows:

- a. Flexibility and Adaptability: Companies must be able to adapt quickly to changes in the global business environment and have the ability to change human resource management policies according to market changes and needs.
- b. Effective resource management: Organizations can consider the use of technology and automation to minimize the use of human resources while implementing effective HR

management policies. In addition, organizations can better manage their budgets by prioritizing resources to implement the most important policies.

- c. Increasing cultural awareness and training: Organizations can increase awareness of different cultures and values by providing better training and communication to their employees. In addition, organizations can consider cultural elements in their HR management policies to accommodate existing cultural differences.
- d. Employee involvement: Employee involvement is the key to successful implementation of HR management policies.

5. CONCLUSION AND SUGGESTIONS

Conclusion

Global or international human resource management refers to the use of international human resources to achieve organizational goals without considering geographic location. The goal of human resource management is to ensure that multinational companies can continue to operate well in various countries by managing existing human resources so that the human resources employed can continue to work optimally because they have the ability to adapt to the environment in which they work.

Effective human resource management policies can present problems, especially in terms of adaptability and flexibility, resource constraints, and cultural and value differences. Implementing effective human resource management policies can help organizations improve performance and achieve business goals in the new era through the use of technology and automation, increased cultural awareness and training, more efficient resource management, and innovative employee engagement programs. Organizations can optimize their human resource management and improve efficiency and effectiveness by facing problems and finding the right solutions.

Global or international human resource management is the use of international human resources to achieve organizational goals without considering geographic location. To ensure that multinational companies can operate well in various countries, human resource management is a way to ensure that the human resources employed can continue to work enthusiastically because they can adjust to their work environment .

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innovative solutions such as the use of technology and automation, increasing cultural awareness and training, better managing resources, and creating effective employee engagement programs. Organizations can optimize their human resource management and improve efficiency and effectiveness by facing problems and finding the right solutions.

Suggestion

For companies to be assessed, companies must provide awards that have an impact on employee career advancement, such as promotions or promotions, for employees who innovate or change the way they work to help the company advance and maintain their innovative spirit. It is hoped that for further researchers, this research will help other researchers conduct further research on innovation culture with various objects and techniques. They will use these results as a basis for comparing which strategies are most effective.

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