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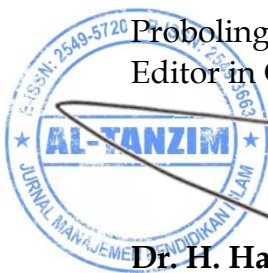
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# #4850 Summary

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## #4850 Review

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# Human Resource Management Policies In Improving Organizational Performance In The Global Business Era

## Abstract

The research aims to analyze human resource management policies in improving organizational performance in the global business era. This research method is then implemented using a descriptive qualitative approach. The data used in this study came from various research results and previous studies that still have a relationship with the content of the study. The results of this study then found that in its application, there are various challenges such as limited human resources, differences in culture and values, and difficulty in flexibility. Therefore, there is a need for several solutions in dealing with these problems, such as the use of technology and automation, increasing awareness of values and culture, and developing employee engagement programs.

**Keywords:** Human Resource Management, Policy Implementation and Organizational Performance.

## INTRODUCTION

Human resources are an important thing in any business activity because the quality of these matters determines the performance of a company. The management and development of human resources is an investment for the company because it costs money to support this, but in line with this, the benefits that the company gets are also great because the workers and employees who are owned are professional and reliable in doing all the work in the company. Thus the management and development of human resources is a determinant of success in a company or business unit, especially in the era of globalization where competitors are not only from within the country but also from abroad who participate in enlivening and competing to attract consumers' interest.

This increasingly fierce competition is what makes business actors must have quality human resources in their companies so that they have a good production process. The production process is usually associated with productivity, where if productivity increases it will be followed by an increase in the performance of the company. So the process of developing and managing human resources is one of the keys to the success of the company in order to increase competition from the company itself and improve

the brand of the company. Efficient management of human resources will be able to achieve organizational goals. Operationally, organizational goals include societal objectives; organizational objectives (organization objective); function objectives (functional objective); and personal objectives. A human resources department must have the ability to develop, use, and maintain human resources so that organizational functions can run in a balanced manner (Sedarmayanti, 2009).

On the other hand, global work patterns have changed drastically in the last thirty years. This happened due to a change in the big wave which resulted in a new wave of disruption that is currently sweeping the world. This phenomenon is called the industrial revolution 4.0 or the digital revolution. The process of industrial relocation from Europe and America to Asia (Indonesia, Vietnam, Thailand, Pakistan, India etc.) and Latin America (represented by Brazil) began in the 1970s.

According to Mello (253: 2015) there are at least three impacts for organizations to respond to new technological changes, namely: (1) the need to improve the skills and work habits of employees, (2) eliminating low-level positions and managerial levels, (3) reduced hierarchy, more 7 oriented towards cooperation or collaboration and (4) The life of workers in the industrial era 4.0 is dominated by self-directed striving for personally valued career outcomes Hirschi et.al (2016).

The McKinsey Global Institute (2017) estimates that "50% of jobs have the potential to be automated by adapting to new technologies. While less than 5% of jobs can be fully automated, 60% could have 30% or more of their activities technically automated. Activities such as collecting and processing data, physical activities and operating machines have the highest technical potential for automation. On the other hand, activities that involve interacting with stakeholders, applying expertise to decision-making, planning, and creative tasks, or managing and developing people are less susceptible to potentially automation.

Globally, automated activities affect 1.2 billion employees. More than 50% of automated jobs are in China, India, Japan and the United States, with China and India having the largest potential for automated technical jobs, equivalent to 700 million full-time employees between them. In France, Germany, Italy, Spain and the UK, 62 million full-time employees are technically automatable.

Unsurprisingly, wages are negatively correlated with potential for technical automation. Factors that affect the speed and degree of automation are: technical feasibility, costs of developing and implementing solutions, labor market dynamics, economic and regulatory benefits and societal acceptance. (McKensey, 2017). Industrial Revolution Era

4.0 and beyond: 75% of jobs involve science, technology, engineering and math skills, *internet of things*, lifelong learning. There are 55% of organizations stating that the digital talent gap is getting wider (LinkedIn, 2017), Indonesia needs to improve quality workforce skills with digital technology (Parrray, ILO, 2017), the increasing importance of social skills at work (The Economist, 2017).

In today's global business era, competition is getting tougher and companies are required to be able to compete effectively and efficiently on an international scale. Companies must be able to adapt quickly to changes in technology, markets, and regulations, and take advantage of available global opportunities. In this context, human resource management (HR) is becoming increasingly important, because the success of an organization is highly dependent on the quality and performance of its employees.

An effective HR management policy can assist companies in recruiting, developing, motivating and retaining quality employees. Quality employees can make a positive contribution to organizational performance, such as increased productivity, innovation, customer satisfaction, and profits. Therefore, the implementation of effective HR management policies is very important for companies in the global business era (Arifudin et al., 2021).

However, the implementation of effective HR management policies also faces challenges, especially in the global business era. Companies must take into account cultural and regulatory differences in different countries, as well as global competition in recruiting employees. Therefore, companies need to have a mature strategy in developing effective HR policies. With the industrial revolution 4.0, companies must pay attention to new trends in HR management such as the use of information technology, work from home, and digitalization of business processes.

Companies must be able to integrate technology and innovation in HR policies in order to compete in an increasingly digital global business era (Herdilah et al., 2023). In the Indonesian context, the implementation of effective HR management policies is very important considering that Indonesia is one of the developing countries in the global business era. Companies in Indonesia must be able to develop effective HR policies to improve organizational performance and compete on an international scale (Warto & Samsuri, 2020).

implementation of effective HR management policies and their impact on organizational performance in the global business era is very relevant and important. This research can assist companies in developing effective HR policies, as well as provide a better understanding of the factors that influence organizational performance in the global



business era. In addition, this research can also assist companies in finding solutions to the challenges faced in implementing effective HR management policies. In this case, research on the implementation of effective HR management policies in Indonesia can provide better insight into the factors that affect organizational performance in Indonesia and solutions to the challenges faced in implementing effective HR policies (Rahmanto & Soediantono, 2022). Through the brief explanation above, the researcher then intends to look at how the implementation of human resource policies can be implemented effectively to improve organizational performance in the global business era.

## RESEARCH METHODS

The research used is a qualitative approach method with. Sugiyono (2011), qualitative methods can function to describe and understand the meaning behind the data that appears. According to Sugiyono (2011), qualitative methods will tend to direct research into descriptive research types. Therefore, this research is a type of descriptive qualitative research. Descriptive qualitative research can describe and provide an understanding of complex reality.

The benefits possessed by this type of descriptive qualitative research are certainly in accordance with the research objectives. In this study, the data collection method used was documentation and literature studies. The research data used in this study were obtained through literature studies by looking at various scientific articles and journals, as well as various previous studies which are still related to the contents of this research. The collected research data will be processed, so that later the results and conclusions desired by the researcher can be found.

## RESULTS AND DISCUSSION

### The Context of HR Management Policies in the Global Business Age

In the era of global business, companies do not only face competition from local companies, but also from international companies. This makes companies must be able to manage their human resources well to remain competitive. Therefore, HR management policies in the global business era need to take into account various factors that affect organizational performance. One important factor in the context of HR management policies in the global business era is workforce diversity. Global organizations have employees from many different countries and cultures. This difference can affect organizational performance if not managed properly. Therefore, HR management policies must consider cultural differences and values in managing

employees. The policy must promote inclusivity and respect for diversity, and ensure that all employees feel valued and treated fairly.

Technological developments and digitalization will affect HR management policies in the global business era. Organizations must be able to adopt technology and efficient HR management systems. In this regard, companies must ensure that their employees have the necessary skills and knowledge to work with such technologies. Investing in employee training and development and building an organizational culture that is open to innovation and technological change is critical to adopting technology and an efficient HR management system. HR management policies in the era of global business are required to be able to take into account increasingly fierce competition and pressure to produce better and more effective performance. This requires comprehensive performance measurement, employee development, proper use of incentives and rewards, and effective performance management to ensure employees stay motivated and focused on organizational goals.

Appropriate HR management policies can also increase employee satisfaction and strengthen employee loyalty to the organization. In the era of complex global business, HR management policies are required to be able to take into account social and environmental issues. Corporate social responsibility, sustainability and international cooperation in promoting high HR standards across industries and countries are things to consider. HR management policies that are responsible for these issues can enhance a company's reputation and support sustainable business growth.

In developing HR management policies in the global business era, organizations must consider various factors and adopt the right approach to manage their human resources. Effective human resource management will help organizations to improve their performance and achieve their business goals. Therefore, it is important to consider the global business context in developing HR management policies. Along with the development of technology and digitization, organizations must also consider how to manage remote workers. This can help organizations to expand their reach and gain.

qualified workforce from various locations around the world. However, managing remote employees can also pose challenges, such as difficulties in managing employees, building a strong work culture, and ensuring effective communication between employees. Increasingly fierce competition also requires organizations to consider the use of flexible and temporary workers (contingent workers). The use of a flexible workforce can help organizations adapt their production capacity to changing market demands.



However, the management of flexible and temporary employees also requires a different HR management policy and must consider the rights and protection of employees. Human resource management policies in the global business era must also pay attention to emerging trends in human resource management, such as flexible career development approaches, more open performance management, and the use of technology and data analytics to measure performance and improve efficiency. It can be said that development HR management policies in the era of global business require a strong understanding of the global business context and the factors that influence organizational performance. In developing policies, organizations must consider how to manage employees from various backgrounds and cultures, adopt technology and efficient HR management systems, pay attention to increasingly fierce competition, consider social and environmental issues, and adopt developing trends in human resource management. .

### **Key Elements of an Effective HR Management Policy**

An effective human resource management policy is one of the keys to improving organizational performance. There are several key elements that must be considered in the development of an effective HR management policy, including:

- a. **HR Requirement Planning.** The first element that must be considered in the development of HR management policies is HR needs planning. Organizations need to consider HR needs that match their business goals. HR planning must also take into account factors such as the ability, competence, and availability of employees in the labor market.
- b. **Recruitment and Selection.** The second important element in HR management policy is recruitment and selection. Organizations must ensure that they recruit and select the right employees with the skills, abilities and experience appropriate to the required position. This can help organizations to acquire qualified employees and contribute to their business goals.
- c. **Training and Development** The third element of an HR management policy is employee training and development. Organizations must provide appropriate training and development so that employees have the necessary skills and knowledge to carry out their duties and responsibilities effectively. Employee training and development can also help organizations to improve their performance and achieve their business goals.
- d. **Performance Management** The fourth element in HR management policy is performance management. Organizations must have effective systems in place to

measure employee performance and provide constructive feedback. Performance management can help organizations to identify high performing employees and reward and recognize them, while non performing employees can be given proper feedback and support to improve their performance.

- e. Compensation and Rewards The fifth element in HR management policy is compensation and rewards. Organizations must have fair and transparent policies in providing compensation and rewards to employees. This can help organizations to retain qualified and high-performing employees, as well as increase employee motivation and satisfaction.
- f. Conflict Management. The last element in HR management policy is conflict management. Organizations must have clear policies and procedures for conflicts that arise between employees. This can help organizations to minimize the negative impact of conflict on employee performance and productivity.

Overall, the key elements of an effective HR management policy must pay attention to different aspects of HR management, starting from HR needs planning, recruitment and selection, training and development, performance management, compensation and rewards, to conflict management. Organizations that have effective HR management policies will be better able to attract, develop, and retain qualified employees. However, keep in mind that an effective HR management policy must be adapted to the changing and evolving global business context. Organizations must be able to adapt their strategy to technological developments, global competition, regulatory changes, and other changes occurring in the business environment. In addition, organizations must consider cultural diversity and perspectives in dealing with HR issues in a global context.

In conducting business on an international scale, organizations need to pay attention to the needs of employees from various backgrounds, languages and different cultures. Organizations that can create an inclusive and diverse work environment are better able to attract and retain talented and high-performing employees. In addition, organizations also need to consider work flexibility and work-life balance strategies that can increase employee productivity and provide benefits to the organization as a whole. Then in the context of HR management policies in the global business era, organizations must pay attention to technological developments and innovation in HR management.

Technology can help organizations to effectively acquire and analyze employee data, as well as facilitate communication and collaboration between employees from different geographic locations. In addition, technology can also help organizations build a more open, collaborative, and innovative work culture. In developing an effective HR management policy, organizations must consider the challenges and opportunities that

arise in the complex and dynamic global business environment. Organizations that can overcome challenges and take advantage of these opportunities with effective HR management policies will be better able to improve organizational performance and achieve the desired business goals.

### **Challenges in the Implementation of Human Resource Management Policies**

In carrying out the implementation of this resource management policy, there are many challenges that hinder the effective implementation process. Rapid changes in the global business environment are a major challenge for organizations in implementing effective HR management policies. Rapid changes in technology, regulations, and global markets mean that organizations must be able to adapt quickly to stay relevant and compete in global markets.

Organizations should identify the latest business trends and adapt their HR management policies to suit these changes. However, this challenge can also be an opportunity for organizations to develop innovative and effective HR management policies in the face of rapid global business changes. In addition to adaptation challenges, organizations also experience limited resources in implementing effective HR management policies.

Implementing an effective HR management policy requires adequate human resources, time and budget. However, many organizations experience limited resources, especially in terms of time and budget. Therefore, organizations need to carry out careful planning in implementing HR management policies and prioritizing available resources. Then cultural differences and values are also a challenge in the implementation of effective HR management policies. Organizations operating in different countries or regions often face differences in culture and values that can affect the way the organization deals with HR management issues.

These differences can create challenges to effective policy implementation. Therefore, organizations need to understand the different cultures and values in each of their operating areas and adapt their HR management policies to the relevant cultural context. By understanding and managing different cultures and values, organizations can develop effective and relevant HR management policies across all areas of their operations.

These challenges can be resolved, or at least reduced, so that they no longer interfere with the process of implementing human resource management policies. Some of these solutions include the following:

1. Flexibility and adaptability: Organizations must be willing to adapt quickly to changing global business environments and have the flexibility to change their HR management policies according to market needs and changes.
2. Effective management of resources: Organizations may consider using technology and automation to minimize the use of human resources in the implementation of effective HR management policies. In addition, organizations can manage their budgets more effectively by prioritizing resources for implementing the most important policies.
3. Increased cultural awareness and training: Organizations can increase awareness of different cultures and values by conducting better training and communication to their employees. In addition, organizations can pay attention to cultural aspects in their HR management policies to accommodate existing cultural differences.
4. Employee engagement: Employee engagement is an important factor in the successful implementation of an effective HR management policy. Organizations can develop creative and innovative employee engagement programs to increase employee engagement and support for implemented policies

### **Effective HR Development Strategy in the Digital Age**

In a company the quality of human resources determines the progress of a business in the short and long term. With quality human resources, it will bring the company in a better direction. One way to maintain the quality of HR performance is to conduct training and human resource development for every employee in today's digital era.

Human resource development is carried out so that each employee can form qualified personnel with skills, work abilities, and work loyalty to a company or organization. Digital technology has also become a major requirement in the company management process.

The development of human resources (HR) in the digital era is important today, almost all companies need digital technology to facilitate the work process being carried out. HR development strategies are not only through education and skills development, but there are many ways to develop them, digital learning can also be carried out through webinars, simulations, training videos, and so on. With digital HR development steps, companies can indirectly save on training costs and travel costs. Why is HR Development Important?

Human resources (HR) is the most important element in a company. The HR development strategy is a plan in management regarding a management information system regarding how the quality of human resources can develop in a better direction and increase their work ability. Human resource development is needed for the continuity of a company in having good loyalty and developing more dynamically.

The benefits of developing human resources are increasingly important, due to the demands of a position or job, as a result of technological advances and increasingly intense competition among similar companies. In the relationship between an employee and the head of the company, it is not only bound by a work relationship. But humanly they also interact with each other. Therefore, HR development can be used as a form of appreciation by a company leader for employees in a humanist aspect.

In improving the performance of a company's human resources, of course training and education are needed. What is meant by training and education are activities to improve and maintain the ability of employees to work. However, there are training and workforce development methods that are useful for increasing the responsibility and discipline of each workforce.

There are many HR training and development methods that can be selected and used. Each of these training methods also has its own specificity and activity in achieving certain goals.

There are several HR or employee development methods that are commonly carried out in companies, namely:

1. Skill Training Method
2. Retraining Methods
3. Cross-Functional Training Methods
4. Team Training Methods
5. Creativity Training Methods

However, the training method should be adapted to the type of training to be carried out and can be developed by an organization.

Meanwhile, the current strategy for developing human resources in the digital era is:

1. Give Employees Opportunities To Channel Ideas. In a company, of course employees also play a role in developing and becoming a cog for the development of the company. Because employees also need a place to express all the ideas and ideas they have. By providing opportunities for employees to channel their ideas, it means

letting these employees develop and develop their potential. Therefore, to develop human resources in a company, give your employees the opportunity to channel any ideas and ideas that you want to give. So that from each of these ideas and ideas you can listen and consider them.

2. Provide Training. Training is also needed in developing human resources in the current digital era. You can carry out individual development in the form of increasing skills, knowledge and attitudes. Conducting training in the digital era at this time is also very important for human resource development, both in conducting online meetings, and others. With training for each HR, the company can see the potential of its employees by developing the skills and knowledge they have. Because by implementing training for employees, you will directly get quality human resources than before.
3. Rewarding Employees. Employees who excel in their work are one of the human resource development strategies. This will motivate other employees to be better and will also make a major contribution to the company in developing its company.
4. Adjust to the budget you have. In carrying out HR training and development programs, of course, the company already has its own budget to be used for HR training and development. But by doing digital training, you don't need a budget that is too big to do it, compared to having to go to a trainer and having to rent a building.
5. Seeing the Results of the HR Development Evaluation Process. The last is to record any results obtained during the development process in the company. Determine the KPI (Key Performance Indicator) that will be used to evaluate before implementing the technology. These KPIs will be used to evaluate whether the results obtained are in line with the company's digitalization goals. Evaluation results can be used to find out what aspects need to be improved and what things should be maintained.

## CONCLUSION

In a rapidly changing global business environment, organizations must be able to adapt quickly to stay relevant and compete in the global marketplace. However, implementing effective HR management policies can present challenges, particularly in terms of resource constraints, differences in culture and values, and issues of flexibility and adaptation. To address these challenges, organizations can develop creative and innovative solutions, such as considering the use of technology and automation, increasing cultural awareness and training, managing their resources more effectively, and developing effective employee engagement programs. Implementation of effective



HR management policies can help organizations to improve their business performance in this unique global business era. By addressing challenges and developing appropriate solutions, organizations can optimize their human resources and improve efficiency and effectiveness in managing their human resources.

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This increasingly fierce competition is what makes business actors must have quality human resources in their companies so that they have a good production process. The production process is usually associated with productivity, where if productivity increases it will be followed by an increase in the performance of the company. So the process of developing and managing human resources is one of the keys to the success of the company in order to increase competition from the company itself and improve

the brand of the company. Efficient management of human resources will be able to achieve organizational goals. Operationally, organizational goals include societal objectives; organizational objectives (organization objective); function objectives (functional objective); and personal objectives. A human resources department must have the ability to develop, use, and maintain human resources so that organizational functions can run in a balanced manner (Sedarmayanti, 2009).

On the other hand, global work patterns have changed drastically in the last thirty years. This happened due to a change in the big wave which resulted in a new wave of disruption that is currently sweeping the world. This phenomenon is called the industrial revolution 4.0 or the digital revolution. The process of industrial relocation from Europe and America to Asia (Indonesia, Vietnam, Thailand, Pakistan, India etc.) and Latin America (represented by Brazil) began in the 1970s.

According to Mello (2015) there are at least three impacts for organizations to respond to new technological changes, namely: (1) the need to improve the skills and work habits of employees, (2) eliminating low-level positions and managerial levels, (3) reduced hierarchy, more oriented towards cooperation or collaboration and (4) The life of workers in the industrial era 4.0 is dominated by self-directed striving for personally valued career outcomes Hirschi et.al (2016).

The McKinsey Global Institute (2017) estimates that "50% of jobs have the potential to be automated by adapting to new technologies. While less than 5% of jobs can be fully automated, 60% could have 30% or more of their activities technically automated. Activities such as collecting and processing data, physical activities and operating machines have the highest technical potential for automation. On the other hand, activities that involve interacting with stakeholders, applying expertise to decision-making, planning, and creative tasks, or managing and developing people are less susceptible to potentially automation.

Globally, automated activities affect 1.2 billion employees. More than 50% of automated jobs are in China, India, Japan and the United States, with China and India having the largest potential for automated technical jobs, equivalent to 700 million full-time employees between them. In France, Germany, Italy, Spain and the UK, 62 million full-time employees are technically automatable.

Unsurprisingly, wages are negatively correlated with potential for technical automation. Factors that affect the speed and degree of automation are: technical feasibility, costs of developing and implementing solutions, labor market dynamics, economic and regulatory benefits and societal acceptance. (McKensey, 2017). Industrial Revolution Era

4.0 and beyond: 75% of jobs involve science, technology, engineering and math skills, *internet of things*, lifelong learning. There are 55% of organizations stating that the digital talent gap is getting wider (LinkedIn, 2017), Indonesia needs to improve quality workforce skills with digital technology (Parry, ILO, 2017), the increasing importance of social skills at work (The Economist, 2017).

In today's global business era, competition is getting tougher and companies are required to be able to compete effectively and efficiently on an international scale. Companies must be able to adapt quickly to changes in technology, markets, and regulations, and take advantage of available global opportunities. In this context, human resource management (HR) is becoming increasingly important, because the success of an organization is highly dependent on the quality and performance of its employees.

An effective HR management policy can assist companies in recruiting, developing, motivating and retaining quality employees. Quality employees can make a positive contribution to organizational performance, such as increased productivity, innovation, customer satisfaction, and profits. Therefore, the implementation of effective HR management policies is very important for companies in the global business era (Arifudin et al., 2021).

However, the implementation of effective HR management policies also faces challenges, especially in the global business era. Companies must take into account cultural and regulatory differences in different countries, as well as global competition in recruiting employees. Therefore, companies need to have a mature strategy in developing effective HR policies. With the industrial revolution 4.0, companies must pay attention to new trends in HR management such as the use of information technology, work from home, and digitalization of business processes.

Companies must be able to integrate technology and innovation in HR policies in order to compete in an increasingly digital global business era (Herdilah et al., 2023). In the Indonesian context, the implementation of effective HR management policies is very important considering that Indonesia is one of the developing countries in the global business era. Companies in Indonesia must be able to develop effective HR policies to improve organizational performance and compete on an international scale (Warto & Samsuri, 2020).

implementation of effective HR management policies and their impact on organizational performance in the global business era is very relevant and important. This research can assist companies in developing effective HR policies, as well as provide a better understanding of the factors that influence organizational performance in the global



business era. In addition, this research can also assist companies in finding solutions to the challenges faced in implementing effective HR management policies. In this case, research on the implementation of effective HR management policies in Indonesia can provide better insight into the factors that affect organizational performance in Indonesia and solutions to the challenges faced in implementing effective HR policies (Rahmanto & Soediantono, 2022). Through the brief explanation above, the researcher then intends to look at how the implementation of human resource policies can be implemented effectively to improve organizational performance in the global business era.

## RESEARCH METHODS

The research used is a qualitative approach method with. Sugiyono (2011), qualitative methods can function to describe and understand the meaning behind the data that appears. According to Sugiyono (2011), qualitative methods will tend to direct research into descriptive research types. Therefore, this research is a type of descriptive qualitative research. Descriptive qualitative research can describe and provide an understanding of complex reality.

The benefits possessed by this type of descriptive qualitative research are certainly in accordance with the research objectives. In this study, the data collection method used was documentation and literature studies. The research data used in this study were obtained through literature studies by looking at various scientific articles and journals, as well as various previous studies which are still related to the contents of this research. The collected research data will be processed, so that later the results and conclusions desired by the researcher can be found.

## RESULTS AND DISCUSSION

### The Context of HR Management Policies in the Global Business Age

In the era of global business, companies do not only face competition from local companies, but also from international companies. This makes companies must be able to manage their human resources well to remain competitive. Therefore, HR management policies in the global business era need to take into account various factors that affect organizational performance. One important factor in the context of HR management policies in the global business era is workforce diversity. Global organizations have employees from many different countries and cultures. This difference can affect organizational performance if not managed properly. Therefore, HR management policies must consider cultural differences and values in managing

employees. The policy must promote inclusivity and respect for diversity, and ensure that all employees feel valued and treated fairly.

Technological developments and digitalization will affect HR management policies in the global business era. Organizations must be able to adopt technology and efficient HR management systems. In this regard, companies must ensure that their employees have the necessary skills and knowledge to work with such technologies. Investing in employee training and development and building an organizational culture that is open to innovation and technological change is critical to adopting technology and an efficient HR management system. HR management policies in the era of global business are required to be able to take into account increasingly fierce competition and pressure to produce better and more effective performance. This requires comprehensive performance measurement, employee development, proper use of incentives and rewards, and effective performance management to ensure employees stay motivated and focused on organizational goals.

Appropriate HR management policies can also increase employee satisfaction and strengthen employee loyalty to the organization. In the era of complex global business, HR management policies are required to be able to take into account social and environmental issues. Corporate social responsibility, sustainability and international cooperation in promoting high HR standards across industries and countries are things to consider. HR management policies that are responsible for these issues can enhance a company's reputation and support sustainable business growth.

In developing HR management policies in the global business era, organizations must consider various factors and adopt the right approach to manage their human resources. Effective human resource management will help organizations to improve their performance and achieve their business goals. Therefore, it is important to consider the global business context in developing HR management policies. Along with the development of technology and digitization, organizations must also consider how to manage remote workers. This can help organizations to expand their reach and gain.

qualified workforce from various locations around the world. However, managing remote employees can also pose challenges, such as difficulties in managing employees, building a strong work culture, and ensuring effective communication between employees. Increasingly fierce competition also requires organizations to consider the use of flexible and temporary workers (contingent workers). The use of a flexible workforce can help organizations adapt their production capacity to changing market demands.

However, the management of flexible and temporary employees also requires a different HR management policy and must consider the rights and protection of employees. Human resource management policies in the global business era must also pay attention to emerging trends in human resource management, such as flexible career development approaches, more open performance management, and the use of technology and data analytics to measure performance and improve efficiency. It can be said that development HR management policies in the era of global business require a strong understanding of the global business context and the factors that influence organizational performance. In developing policies, organizations must consider how to manage employees from various backgrounds and cultures, adopt technology and efficient HR management systems, pay attention to increasingly fierce competition, consider social and environmental issues, and adopt developing trends in human resource management. .

### **Key Elements of an Effective HR Management Policy**

An effective human resource management policy is one of the keys to improving organizational performance. There are several key elements that must be considered in the development of an effective HR management policy, including:

- a. **HR Requirement Planning.** The first element that must be considered in the development of HR management policies is HR needs planning. Organizations need to consider HR needs that match their business goals. HR planning must also take into account factors such as the ability, competence, and availability of employees in the labor market.
- b. **Recruitment and Selection.** The second important element in HR management policy is recruitment and selection. Organizations must ensure that they recruit and select the right employees with the skills, abilities and experience appropriate to the required position. This can help organizations to acquire qualified employees and contribute to their business goals.
- c. **Training and Development** The third element of an HR management policy is employee training and development. Organizations must provide appropriate training and development so that employees have the necessary skills and knowledge to carry out their duties and responsibilities effectively. Employee training and development can also help organizations to improve their performance and achieve their business goals.
- d. **Performance Management** The fourth element in HR management policy is performance management. Organizations must have effective systems in place to

measure employee performance and provide constructive feedback. Performance management can help organizations to identify high performing employees and reward and recognize them, while non performing employees can be given proper feedback and support to improve their performance.

- e. Compensation and Rewards The fifth element in HR management policy is compensation and rewards. Organizations must have fair and transparent policies in providing compensation and rewards to employees. This can help organizations to retain qualified and high-performing employees, as well as increase employee motivation and satisfaction.
- f. Conflict Management. The last element in HR management policy is conflict management. Organizations must have clear policies and procedures for conflicts that arise between employees. This can help organizations to minimize the negative impact of conflict on employee performance and productivity.

Overall, the key elements of an effective HR management policy must pay attention to different aspects of HR management, starting from HR needs planning, recruitment and selection, training and development, performance management, compensation and rewards, to conflict management. Organizations that have effective HR management policies will be better able to attract, develop, and retain qualified employees. However, keep in mind that an effective HR management policy must be adapted to the changing and evolving global business context. Organizations must be able to adapt their strategy to technological developments, global competition, regulatory changes, and other changes occurring in the business environment. In addition, organizations must consider cultural diversity and perspectives in dealing with HR issues in a global context.

In conducting business on an international scale, organizations need to pay attention to the needs of employees from various backgrounds, languages and different cultures. Organizations that can create an inclusive and diverse work environment are better able to attract and retain talented and high-performing employees. In addition, organizations also need to consider work flexibility and work-life balance strategies that can increase employee productivity and provide benefits to the organization as a whole. Then in the context of HR management policies in the global business era, organizations must pay attention to technological developments and innovation in HR management.

Technology can help organizations to effectively acquire and analyze employee data, as well as facilitate communication and collaboration between employees from different geographic locations. In addition, technology can also help organizations build a more open, collaborative, and innovative work culture. In developing an effective HR management policy, organizations must consider the challenges and opportunities that

arise in the complex and dynamic global business environment. Organizations that can overcome challenges and take advantage of these opportunities with effective HR management policies will be better able to improve organizational performance and achieve the desired business goals.

### **Challenges in the Implementation of Human Resource Management Policies**

In carrying out the implementation of this resource management policy, there are many challenges that hinder the effective implementation process. Rapid changes in the global business environment are a major challenge for organizations in implementing effective HR management policies. Rapid changes in technology, regulations, and global markets mean that organizations must be able to adapt quickly to stay relevant and compete in global markets.

Organizations should identify the latest business trends and adapt their HR management policies to suit these changes. However, this challenge can also be an opportunity for organizations to develop innovative and effective HR management policies in the face of rapid global business changes. In addition to adaptation challenges, organizations also experience limited resources in implementing effective HR management policies.

Implementing an effective HR management policy requires adequate human resources, time and budget. However, many organizations experience limited resources, especially in terms of time and budget. Therefore, organizations need to carry out careful planning in implementing HR management policies and prioritizing available resources. Then cultural differences and values are also a challenge in the implementation of effective HR management policies. Organizations operating in different countries or regions often face differences in culture and values that can affect the way the organization deals with HR management issues.

These differences can create challenges to effective policy implementation. Therefore, organizations need to understand the different cultures and values in each of their operating areas and adapt their HR management policies to the relevant cultural context. By understanding and managing different cultures and values, organizations can develop effective and relevant HR management policies across all areas of their operations.

These challenges can be resolved, or at least reduced, so that they no longer interfere with the process of implementing human resource management policies. Some of these solutions include the following:

1. Flexibility and adaptability: Organizations must be willing to adapt quickly to changing global business environments and have the flexibility to change their HR management policies according to market needs and changes.
2. Effective management of resources: Organizations may consider using technology and automation to minimize the use of human resources in the implementation of effective HR management policies. In addition, organizations can manage their budgets more effectively by prioritizing resources for implementing the most important policies.
3. Increased cultural awareness and training: Organizations can increase awareness of different cultures and values by conducting better training and communication to their employees. In addition, organizations can pay attention to cultural aspects in their HR management policies to accommodate existing cultural differences.
4. Employee engagement: Employee engagement is an important factor in the successful implementation of an effective HR management policy. Organizations can develop creative and innovative employee engagement programs to increase employee engagement and support for implemented policies

### **Effective HR Development Strategy in the Digital Age**

In a company the quality of human resources determines the progress of a business in the short and long term. With quality human resources, it will bring the company in a better direction. One way to maintain the quality of HR performance is to conduct training and human resource development for every employee in today's digital era.

Human resource development is carried out so that each employee can form qualified personnel with skills, work abilities, and work loyalty to a company or organization. Digital technology has also become a major requirement in the company management process.

The development of human resources (HR) in the digital era is important today, almost all companies need digital technology to facilitate the work process being carried out. HR development strategies are not only through education and skills development, but there are many ways to develop them, digital learning can also be carried out through webinars, simulations, training videos, and so on. With digital HR development steps, companies can indirectly save on training costs and travel costs. Why is HR Development Important?



Human resources (HR) is the most important element in a company. The HR development strategy is a plan in management regarding a management information system regarding how the quality of human resources can develop in a better direction and increase their work ability. Human resource development is needed for the continuity of a company in having good loyalty and developing more dynamically.

The benefits of developing human resources are increasingly important, due to the demands of a position or job, as a result of technological advances and increasingly intense competition among similar companies. In the relationship between an employee and the head of the company, it is not only bound by a work relationship. But humanly they also interact with each other. Therefore, HR development can be used as a form of appreciation by a company leader for employees in a humanist aspect.

In improving the performance of a company's human resources, of course training and education are needed. What is meant by training and education are activities to improve and maintain the ability of employees to work. However, there are training and workforce development methods that are useful for increasing the responsibility and discipline of each workforce.

There are many HR training and development methods that can be selected and used. Each of these training methods also has its own specificity and activity in achieving certain goals.

There are several HR or employee development methods that are commonly carried out in companies, namely:

1. Skill Training Method
2. Retraining Methods
3. Cross-Functional Training Methods
4. Team Training Methods
5. Creativity Training Methods

However, the training method should be adapted to the type of training to be carried out and can be developed by an organization.

Meanwhile, the current strategy for developing human resources in the digital era is:

1. Give Employees Opportunities To Channel Ideas. In a company, of course employees also play a role in developing and becoming a cog for the development of the company. Because employees also need a place to express all the ideas and ideas they have. By providing opportunities for employees to channel their ideas, it means

letting these employees develop and develop their potential. Therefore, to develop human resources in a company, give your employees the opportunity to channel any ideas and ideas that you want to give. So that from each of these ideas and ideas you can listen and consider them.

2. Provide Training. Training is also needed in developing human resources in the current digital era. You can carry out individual development in the form of increasing skills, knowledge and attitudes. Conducting training in the digital era at this time is also very important for human resource development, both in conducting online meetings, and others. With training for each HR, the company can see the potential of its employees by developing the skills and knowledge they have. Because by implementing training for employees, you will directly get quality human resources than before.
3. Rewarding Employees. Employees who excel in their work are one of the human resource development strategies. This will motivate other employees to be better and will also make a major contribution to the company in developing its company.
4. Adjust to the budget you have. In carrying out HR training and development programs, of course, the company already has its own budget to be used for HR training and development. But by doing digital training, you don't need a budget that is too big to do it, compared to having to go to a trainer and having to rent a building.
5. Seeing the Results of the HR Development Evaluation Process. The last is to record any results obtained during the development process in the company. Determine the KPI (Key Performance Indicator) that will be used to evaluate before implementing the technology. These KPIs will be used to evaluate whether the results obtained are in line with the company's digitalization goals. Evaluation results can be used to find out what aspects need to be improved and what things should be maintained.

## CONCLUSION

In a rapidly changing global business environment, organizations must be able to adapt quickly to stay relevant and compete in the global marketplace. However, implementing effective HR management policies can present challenges, particularly in terms of resource constraints, differences in culture and values, and issues of flexibility and adaptation. To address these challenges, organizations can develop creative and innovative solutions, such as considering the use of technology and automation, increasing cultural awareness and training, managing their resources more effectively, and developing effective employee engagement programs. Implementation of effective

HR management policies can help organizations to improve their business performance in this unique global business era. By addressing challenges and developing appropriate solutions, organizations can optimize their human resources and improve efficiency and effectiveness in managing their human resources.

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SINTA 2



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