

Analysis Of Improving Human Resource Competency On Global Business Challenges At (PT P)

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Abstract

This research uses a qualitative descriptive approach to explore the challenges faced by (PT P) in improving human resource capabilities. Data sources used include direct observation, interviews with HR managers and staff, as well as analysis of company documents. In addition, secondary information was obtained from various relevant literature, scientific articles and previous research. The aim of this research is to identify the HR management strategies implemented at (PT P) and to understand how these strategies influence employee performance amidst increasingly fierce global competition. From the analysis results, it is known that (PT P) has implemented several competency development programs, including technology-based training and the implementation of a performance management system. However, there are challenges regarding equitable access to these programs, with some employees feeling that they do not receive enough support in using new technology, which has an impact on their performance. These findings indicate the need for more adaptive HR policies to overcome existing challenges and maximize employee potential in facing competition at the global level.

Keyword: Human Resources; HR Management; Competency; Globalization

1. Introduction

The era of globalization brings major changes in various aspects of life, including the business and industrial world. These changes encourage companies to become more competitive and adaptive to rapid market dynamics. One of the biggest challenges faced by companies is how to manage Human Resources (HR) to remain relevant and competitive amidst global challenges. HR is a strategic asset that determines a company's success in achieving long-term goals. Globalization not only increases competition but also affects expectations of HR competency. Companies must now ensure that their employees not only have technical skills, but are also able to adapt to changes in the dynamic business environment, both in terms of technology and regulations (World Economic Forum, 2020). This is increasingly relevant in the context of PT P, a leading company in Indonesia in certification services. As a member of the global Certification network, PT P plays an important role in ensuring the quality and compliance of various products at the international level. Human resources at PT P face various challenges, ranging from mastering global standards, cross-cultural communication skills, to adapting to new technologies such as blockchain and the Internet of Things (IoT). Based on the results of the pre-research conducted, 80% of respondents stated that technology-based training is essential to help them understand global demands. However, 75% of respondents felt that there was a competency gap between their abilities and the needs of the international market. In addition, the implementation of digital systems is also a major concern, with 70% of respondents assessing the need for technology to improve operational efficiency. Technological advances have become one of the most influential aspects in business transformation. Deloitte (2022) revealed that 85% of global companies invest in technology-based HR management systems to increase productivity. The same applies to PT P which faces competition from other certification companies, both domestically and abroad. Not only that, changes in international regulations add complexity, where companies must continuously update their approach to ensure compliance with the latest standards. Therefore, employee satisfaction and motivation are also crucial aspects in maintaining HR performance. 60% of respondents in the pre-research stated that the current reward program has not been able to optimally increase their motivation. Gallup's study (2023) shows that companies with effective incentive strategies tend to have 20%-30% higher productivity than companies that do not have similar strategies.

Although companies have provided training related to new technologies such as blockchain or IoT, only 40% of employees actively participate in the training. This shows a significant gap in employee engagement in technology training that is highly relevant to current digital transformation trends. To address this, companies need to integrate new technology training into the annual mandatory training calendar, so that all employees have an equal opportunity to acquire the latest skills. Collaboration with leading technology partners can also be done to provide deeper insights into the latest technological developments. In addition, e-learning and microlearning-based training approaches can be a solution so that employees can learn without disrupting their main work, providing flexibility in improving digital competence. Then, it is very important to note that the implementation of a technology-based performance management system still needs to be improved. This system has great

potential to increase employee productivity, but only if implemented in the right way. Companies must ensure that the system implemented really supports employee performance and does not become an additional burden. The use of a cloud-based platform that allows employees to monitor target achievement in real time can be an effective solution. In addition, training on the use of this system must also be provided so that employees can make maximum use of it. Personalization in the performance management system is also needed so that each employee can work with targets that are in accordance with their position and challenges. With this approach, companies can ensure that technology not only improves work efficiency, but also provides higher motivation for employees through transparency and faster feedback. Thus, companies need to develop a more comprehensive and integrated strategy in facing the challenges of globalization and digital transformation. Focusing on improving employee competency through more intensive and technology-based training will ensure that employees are ready to face the increasingly rapidly changing market dynamics and present opportunities to increase productivity and the company's overall competitiveness.

2. Literature Review

2.1 Theory

2.1.1 Definition of Human Resources (HRM)

2.1.1.1 Definition of Human Resources Management

Human Resources Management (HRM) is a way to manage the relationships and roles of human resources within an organization in order to achieve goals optimally. According to Marwansyah, this management includes various functions such as human resource planning, recruitment and selection, career development, compensation, and employee welfare, occupational safety and health, and industrial relations.

(Flippo, 2019) also states that HRM is personnel management that includes planning, organizing, directing, and terminating employment, as well as developing compensation and maintaining employment relations, all of which are carried out to achieve goals at the individual, organizational, and community levels.

Meanwhile, (Sastrohadiwiry, 2020) replaces the term HRM with workforce management, which focuses on the utilization, development, and regulation of the workforce in order to produce optimal benefits for the organization.

This includes planning, recruitment, selection, training, development, compensation, career, safety and health, industrial relations, and termination (Kasmir, 2019). The intangible assets of a company are its people. Because they are important in an organization, it is very important to have competent management.

A comprehensive principled approach is needed to solve the challenges of human resource management. Regarding how it relates to management philosophy, According to Sedarmayanti (2017), HRM is a method of handling human resource problems that is based on the idea that people are assets, rules that benefit all parties, and the development of organizational culture and values.

2.1.1.2 Main Components of HRM

The components of Human Resource Management can be broadly classified into three categories:

- **Entrepreneurs:** these individuals invest capital to earn income, with the amount of income depending on the company's profit margin.
- **Workers:** are the company's greatest asset because without their involvement, operations will not run. Workers actively participate in choosing strategies, procedures, systems, and goals to be achieved. Therefore, employees are paid according to the terms of the contract and are viewed as service providers (mind and effort).
- **Leader:** is someone who holds others accountable for their work to achieve goals by using his or her position of authority and leadership to guide others. The act of influencing others to work together and carry out his or her instructions efficiently is known as leadership.

2.1.1.3 Functions and objectives of HRM in organizations

Human resources are the main element of an organization compared to other resource elements such as capital, technology, because humans themselves control other factors. Increasing the productive contribution of each person in the company by using various responsible methods is the goal of human resource management. Leaders must understand a number of human resource management ideas because they supervise the work of others or subordinates. Managers who practice effective human resource management must determine the best way to employ their staff to meet their business goals. In order to explore and utilize human resource potential effectively, it is important to understand the needs of individuals in order to employ human resources well. The most important aspect of human resource management is to utilize all available human resources fully and continuously to maximize their potential and enable them to contribute effectively and efficiently to the achievement of organizational goals.

2.1.1.4 Strategic Approach to HRM Strategic

Human Resource Management has shifted the orientation of human resource management theory from a micro focus on individual employees to something more macro, examining the function of HRM in organizational performance and the overall objectives of management within the framework of systems theory and strategy theory. The perception of people is troublesome. Some of the important roles of human resource management are,

- Planning, which involves organizing personnel effectively and efficiently to meet business demands and advance its goals.
- The planning process involves the creation of personnel programs.
- Establishing division of labor, work relationships, delegation of authority, integration, and coordination within the organizational chart is the act of organizing all personnel. Because the organization merely serves as a vehicle to achieve goals.
- Directing is the task of guiding each employee to ensure their willingness to collaborate and work together.

2.1.1.5 Development of the HRM concept over time

Humans generally have diverse capacities, so the development of human resource management is not an easy task. Therefore, to implement human resource development, related parties must be involved. Sustainable human resource management and development is needed if a company wants to contribute to the achievement of its vision, mission, and goals. To achieve the best results, human resource development is a long process. Human resource

development can be defined as a general management process by organizing, planning, directing, and supervising. The process of acquiring or recruiting people, providing remuneration, integrating various elements, and maintaining them in order to meet goals are examples of human resource development.

Therefore, careful planning is needed before human resource growth can occur in agricultural companies. The process of creating a company's human resource management must be able to anticipate and analyze future possibilities, as well as plan for opportunities and difficulties. Long-term requirements must be taken into account when recruiting new employees so that existing employees can be maximized over time.

2.1.2 Globalization and Its Impact on HRM

2.1.2.1 Definition of globalization and its characteristics

Globalization is the process of worldwide integration that occurs through the exchange of goods, ideas, and other cultural elements. The desire of every individual to make an impact on the global economy is one of the factors that contribute to globalization. The proximity, interdependence, and connectivity of countries and societies around the world are clearly demonstrated by the contemporary era of globalization.

The development of the Internet and the telegraph are two examples of significant advances in transportation and telecommunications infrastructure that have contributed to globalization and fostered the interconnectedness of economic and cultural activities. While some argue that globalization began in the contemporary era, others trace the origins of globalization back to early European exploration of the New World. Scholars also observe that globalization began in the third millennium BC. The world became increasingly interconnected economically and culturally in the late 19th and early 20th centuries. Since the mid-1980s and especially since the mid-1990s, the term "globalization" has become increasingly popular. Four fundamental dimensions of globalization were recognized by the International Monetary Fund (IMF) in 2000: trade and transactions, money movement and investment, migration and movement of people, and the spread of knowledge.

Globalization is also related to environmental issues such as overfishing, transboundary air and water pollution, and climate change. The natural environment, economy, socio-cultural resources, business methods and labor are all affected by the globalization trend. The characteristics of globalization are:

- The elimination of commercial restrictions between countries is known as free trade.
- Companies invest abroad through foreign direct investment.
- Financial Market Integration, Global currency and stock exchanges are interconnected.
- Cultural exchange: Popular culture is spread through music, film, television, and fashion.
- Migration: Movement of individuals across countries.
- Tourism: Simple and affordable travel.
- Technological development: Internet and information technology around the world.
- Fast and efficient transportation.
- International cooperation: Collaboration in addressing global issues including terrorism and climate change. International organizations: UN, WTO, IMF.

2.1.2.2. Impact of globalization on business

Globalization has resulted in wider access to information, faster technical innovation, and interconnected international markets. This has increased productivity, opened up new economic options, and raised living standards for people around the world.

However, globalization has also resulted in problems such as social and economic disparities and the hegemony of certain cultures. Globalization offers many benefits, but it also presents significant difficulties. There is a growing gap between rich and developing countries, greater exploitation of natural resources, and threats to local cultures due to the spread of global culture.

2.1.3. Employee Performance

2.1.3.1 Definition of Employee Performance

Employee performance is defined as the results achieved by an individual in carrying out their duties. Performance can also refer to the level of individual achievement in completing overall activities within a certain period of time. Performance is another term for a group of individuals in an organization who complete their tasks and obligations.

Determining evaluation as a means of paying attention to employee performance in a set goal is very important because employees also need assessment as feedback. It is very important for business executives to pay attention to this because human resources have a direct impact on productivity. The company's goal of generating profits will increase along with productivity. Employee performance, human resources in the organization, is directly related to this increase in productivity, making human resources a very valuable asset.

2.1.3.2 Factors that influence employee performance

Employee performance is the result of a complex interaction between individual factors (motivation, ability, personality, health), organizational factors (culture, leadership, reward systems, structure, climate), and environmental factors (technology, competition, economy, politics).

2.1.4 Performance Management

The terms "management" and "performance" are combined to produce the term "performance management." The word management comes from the verb "manage" which means to control. In his book *Principles of Management*, George R. Terry defines management as a process that applies scientific and creative methods to the tasks of organizing, planning, directing, and controlling the actions of a group of people who are given resources and factors of production to achieve predetermined goals effectively and efficiently. In contrast, management is a process that involves organizing, planning, directing, and managing the use of existing resources—both human and material—to achieve goals, according to John R. Schermerhorn Jr. in his book *Management*. Referring to several definitions of experts, it can be concluded that management includes three key elements:

- a. management as a process;
- b. the existence of previously set goals.
- c. Third: achieving goals quickly and successfully Work energy kinetics is the equivalent of the English word "kinerja", which is often translated as "kinerja" in Indonesian. The word "kinerja" is an acronym for this concept.

2.1.5 Technology in HR

Technology is becoming an increasingly important tool for developing human resources (HR) in a number of industries, including government, business, education, and industry. The rapid growth of information and communication technology (ICT) has transformed education, employment, and personal growth while creating new opportunities. The potential for HR growth is increasing with the emergence of technologies such as virtual reality (VR), big data analysis, artificial intelligence (AI), and online learning. Virtual training technology and online training management systems (LMS) facilitate the design, implementation, and assessment of employee training in the workplace, thereby increasing the competitiveness and productivity of companies. However, to optimize the advantages of technology in HR development, various problems such as the digital divide, data security, and changing work dynamics must be addressed. Indonesia as a developing country with a legacy of sophisticated technology, the application of technology has great potential to improve human resources (HR) and produce superior products. Technology is a big part of everyday life and can be used to develop HR, especially in terms of information and communication devices such as mobile phones. However, due to ignorance, inappropriate use of technology can reduce the quality of HR. Among the technologies that are often used in HR administration are:

1. Human Resources Information System (HRIS): This system is used to manage employee data, including payroll and performance reviews.
2. Applicant Tracking System (ATS): Used to manage and screen job applications.
3. Learning Management System (LMS): To oversee the development and training of staff members.

3. Material and Method

The research location is a place for researchers to conduct activities in the form of observations in order to research a problem that is the object of research. Researchers conducted observation activities at:

Company Name : PTP Inndonesia

Type : Private Company

Address : AD Premier Building, 8th Floor, Unit 5-6, Jl. TB Simatupang No.5, RT.5/RW.7, Ragunan, Ps. Minggu, South Jakarta City, Special Capital Region of Jakarta 12550

The reason researchers chose PT. PCU Indonesia as the research location is based on the existence of a significant phenomenon related to increasing human resource competency which is carried out through training and development programs that are integrated into the company's business strategy. This program not only responds to global business challenges, but also focuses on strengthening employee skills and knowledge according to market needs. Through the implementation of the Human Capital Development Plan (HCDP), PTP Indonesia creates a development system that can identify and close competency gaps, thus ensuring that employees are ready to compete internationally.

This research was conducted in a planned period from the end of September 2024 to the present. During this period, researchers collected data through various methods, such as interviews and direct observation of several participants at PTP Indonesia. The location of the

company that is the focus of this research is very relevant to the research objectives, because the company is trying to increase its competitiveness by introducing technology-based training programs and HR development that support digital transformation and adaptation to international standards. Therefore, this study is expected to provide a clear picture of how PT P Indonesia implements HR training and development to adapt to the demands of globalization and technological advances. Thus, PT P Indonesia becomes an ideal place for analysis related to the effectiveness of HR development strategies in the context of an increasingly competitive global market.

3.1 Design Study

The research design used by the researcher is a descriptive research type with a qualitative approach. Qualitative descriptive research is a method that focuses on describing phenomena in the research location. This method is carried out based on a journalistic approach, with the aim of answering the questions of who, what, where, and how. Data collection can involve various methods, such as semi-structured interviews, through surveys, and observations (Kim et al., 2017). Qualitative research is presented in order to describe and analyze events, phenomena, attitudes, activities. In this study, the data that has been collected is data in the form of images or words. In qualitative research, the form of data can be in the form of activities or events, as well as the location or place of the incident. This study was chosen because the researcher intended to obtain data and information regarding the implementation of Human Resource Competency Improvement in Facing Business Challenges. Then the data or information obtained is described according to the reality that occurs in the field and presented in the form of words or sentences and then drawn according to the conclusion.

3.2 Data Analysis

In qualitative research, the data analysis stage is the process of compiling information obtained through observation, interviews, and other sources systematically, so that it is easy to understand and explain. According to Miles and Huberman, data analysis techniques include several steps, namely data collection, data reduction, data presentation, and drawing conclusions and verification (Putria et al., 2020)

1. Data Collection

Information and data collected by researchers come from informants through various methods, such as observation, documentation, and interviews. All of this data is then combined into research notes that cover two main aspects. First, descriptive notes, which include natural observations of what is felt, seen, experienced, and heard without any interpretation from the researcher regarding the phenomena in the field. Second, reflective notes, which contain comments, impressions, and analysis of the researcher regarding the experiences obtained, especially from interviews with informants.

2. Data Reduction

Data reduction is the process of simplifying raw information collected in the field into data that is more relevant and significant for research. This process involves summarizing, selecting essential information, and focusing on important elements. Data obtained from documentation and interviews are usually not well structured, so

selection is needed to present data that is appropriate and able to answer the problems raised in the study.

3. Data Presentation

Data presentation is a step in which the information from the reduction is arranged in a systematic and easy-to-understand report. The purpose of this presentation is to help researchers understand the research results better. Unorganized data can make it difficult for researchers to draw conclusions or describe the results, because the information is still separate and not connected.

4. Conclusion Drawing / Verification

The last stage in data analysis is drawing conclusions. This process involves efforts to understand and find meaning from cause-effect relationships, as well as existing patterns. In drawing conclusions, researchers compare and connect findings in the field with existing theories, to provide answers to research questions related to improving HR competency at PT P Indonesia.

4. Result

Interviews with 4 participants who have various roles in the company revealed their views on the skills needed in the global market, training strategies implemented, the use of technology in HR development, and initiatives that need to be implemented for the future. The following are the results of the more in-depth and detailed interviews.

1. The Importance of Competence to Compete in the Global Market

a) Technical Skills

- Participant A: “Today, almost all jobs rely on technology. If we can’t operate the latest software or systems, we could be left behind. Especially if our company works with international clients who have adopted advanced technology.”
- Participant C: “Technical skills are the foundation of our company. Every day we use software and technology-based tools to get our work done. Without these skills, it would be impossible to survive or thrive in this competitive market.”

b) Cross-Cultural Communication Skills

- Participant B: “In an increasingly global world, it is important for us to be able to communicate with clients and colleagues from various countries. We often deal with international clients, so cross-cultural communication skills are very important.”
- Participant D: also emphasized the importance of this competency, “understanding different work cultures helps us maintain good relationships. In international cooperation, if we cannot respect other cultures, it can lead to misunderstandings.”

c) Adaptability

- Participant A: “Changes in the world of work can be very fast, especially related to technology. If we cannot adapt to these changes, we will be left behind. Employees who can be flexible and learn quickly are in high demand.”
- Participant C: “This industry is always changing. Not only in terms of technology, but also in terms of how we work and market expectations. This ability to adapt will determine whether we can continue to compete in the global market or not.”

2. The Most Effective HR Training and Development Strategy at PT P

- a) Blended Learning
 - Participant D: “With blended learning, we can learn flexibly. We access the materials online, but there are also face-to-face sessions that allow us to discuss and gain deeper understanding.”
 - Participant B: “This method provides a balance between self-learning and direct interaction with the trainer. We can learn in a way that suits our personal needs.”
 - b) On-the-Job Training and Mentoring
 - Participant A: “On-the-job training is very effective because we learn directly by doing relevant work. This gives us practical experience that we cannot get from just theoretical training.”
 - Participant C: “Mentoring in this company is very helpful. Mentors provide direct guidance and share valuable practical experience. It helps us to overcome challenges faced in the job.”
 - c) Competency-Based Training
 - Participant B: “Competency-based training ensures that we learn things that are really needed in the workplace. This is very effective because we don’t have to learn things that are not relevant to our jobs.”
 - Participant D: “Training tailored to our job competencies is very useful. In this way, the time and effort spent on training becomes more efficient.”
3. Use of Technology in Training Programs at PT P
- a) Learning Platform
 - Participant C: “The e-learning platform is very flexible. We can learn anytime, without having to leave work. This is very helpful, especially in the midst of a busy work schedule.”
 - Participant D: “E-learning makes it easy to access various training topics according to our needs. We can also repeat the material anytime if we feel the need.”
 - b) Technology-Based Simulation
 - Participant B: “Simulation gives us the opportunity to practice without worrying about making mistakes. It helps us be more prepared before facing real tasks.”
 - Participant A: “With simulation, we can practice in various scenarios that may be difficult to find in everyday work, and that is very useful.”
 - c) Analytics and Feedback from Technology
 - Participant D: “By using technology to provide real-time feedback, we can see how far we are progressin in the training. This helps us fix areas that need improvement more quickly.”
 - Participant B: “The technology gives us clearer insight into our progress. We can see if we have mastered the material or need to practice more.”
4. Initiatives That Need to be Implemented to Improve HR Competence in the Future
- a) Artificial Intelligence (AI)-Based Learning
 - Participant A: “Using AI to create a more personalized learning experience would be very helpful. We can learn according to our own needs and pace.”

- Participant C: “AI can help us maximize our learning time. By providing the right material at the right time, we can learn more efficiently.”

5. Discussion

1. The Impact of Competency-Based Training on Employee Performance

Competency-based training has been shown to improve employee performance in a way that is directly related to the work tasks they perform. For example, training designed to hone employees' technical skills has a real impact on increasing productivity. Employees who take training that is in line with job demands claim to be more confident and efficient in completing their tasks, even when facing challenges that previously felt difficult. This is in line with the findings of Harrison (2017) who explained that competency-based training not only improves technical skills, but also accelerates the achievement of organizational goals by increasing work efficiency.

Theoretically, the development of appropriate human resources through competency-based training is also supported by Sastrohadiwiryono (2020), who emphasizes that skill development that focuses on job competencies will directly affect employee performance. Training that is tailored to employees' job needs ensures that they acquire the skills needed to deal with changes in their jobs, which in turn improves individual and team performance.

2. The Role of Training in Long-Term Competency Development

Competency-based training serves not only to improve short-term performance, but also to develop long-term competencies that support employee careers. Training that focuses on developing job-specific competencies helps employees to be ready to face changes in their field. Employees who feel that the training provided is relevant to their jobs report an increased ability to handle more challenging tasks, which supports their future career achievements.

This view is also supported by the findings in Marwansyah's research (2017) which states that HR development through competency-based training provides long-term results, by increasing the capacity of employees to adapt and develop their careers. This is clearly seen in interviews, where employees who have participated in competency-based training feel more prepared to take on bigger roles in the organization, because they have a deeper understanding of their job needs.

3. Training Management and Organizational Performance Improvement

Competency-based training also has a direct impact on the overall management of organizational performance. With training that focuses on relevant skills, companies can ensure that employees have the knowledge and skills needed to support the company's long-term goals. Effective training programs help create a more productive work environment, where employees can work more efficiently, solve problems more quickly, and reduce errors that can affect the bottom line. Kasmir (2019) states that successful HR management depends on how companies design and manage training programs that are relevant to employee job tasks. The right training program will improve the quality of individual work, which in turn improves the overall performance of the organization. This is reflected in interviews, where several participants expressed that they felt more organized and ready to face existing challenges after participating in competency-based training.

4. Technology in Competency-Based

Training In today's digital era, many companies are utilizing technology to speed up and simplify the competency-based training process. E-learning or Learning Management System (LMS)-based training platforms allow employees to access training materials anytime and anywhere, providing greater flexibility in the learning process. In interviews, many employees expressed that the use of technology in training allows them to learn more efficiently without having to leave their jobs.

Sedarmayanti (2017) supports this, by showing that the use of technology in training provides major benefits to companies in terms of cost and time efficiency. In addition, e-learning makes it easier for companies to provide mass training at a relatively low cost.

Flippo (2019) also emphasized that technology in training allows for the delivery of more engaging and interactive training materials, which can increase employee understanding and engagement in the learning process.

5. Global Challenges in Competency-Based Training Management

However, amidst the development of globalization and technology, major challenges in managing competency-based training remain. One of the main challenges faced by organizations in competency-based training is the need to adapt training curricula to global standards and changing market needs. With the rapid flow of information and technological developments, companies must be able to update training materials regularly to remain relevant to global industry developments.

Shuck et al. (2017) showed that one of the main challenges in competency-based training is the effective integration of training across countries with different cultures and market needs. For example, multinational companies often have to adapt training programs to meet the different standards and expectations of each market in which they operate, while ensuring that the quality of training remains consistent.

Harrison (2017) stated that the technology used in competency-based training also brings new challenges related to the digital divide. Not all countries or regions have equal access to technology, which can hinder the effective implementation of competency-based training. Employees in areas with limited access to technology may have difficulty participating in e-learning or LMS-based training, which in turn can create inequities in competency development among employees. Globalization also introduces challenges in terms of multicultural management in training. As more companies operate internationally, successful training must be able to appreciate cultural diversity and understand the differences in mindsets and values of employees from different countries. In interviews, several employees noted that while competency-based training is useful, the biggest challenge is adapting training to suit the diverse cultural backgrounds of a global company. Training that is not culturally sensitive can create its own confusion, which can reduce its effectiveness.

6. Conclusion, Implication, and Recommendation

A. Conclusion

Based on the analysis that has been done from the existing data, it can be concluded, as follows:

1. PT P Indonesia faces significant challenges in improving human resource competency amidst increasingly tight global competition.
2. The company has implemented various training and development programs that are integrated with business strategies to improve employee skills and knowledge.
3. Despite the initiatives, there are still obstacles related to equal access to development programs, where some employees feel less supported in adopting new technologies.

B. Implication

1. Theoretical Implications

This study emphasizes the importance of implementing human resource management strategies that are in line with the challenges of globalization. As expressed by

Niken Mega Ayuningtyas (2023), effective HR management contributes to the company's competitive advantage. This implication shows that HR management theory needs to be continuously updated to include factors that are relevant to global dynamics. Bava Budimansyah (2023) underlines the importance of adapting HR management strategies to changes caused by globalization. HR management theory should consider work flexibility and cross-cultural team management as essential elements in facing new challenges.

2. Practical Implications

This study suggests that organizations should develop comprehensive training programs that cover both technical and managerial skills. Investment in HR management technology is needed to improve the efficiency and accuracy of decision-making. In addition, implementing flexible work policies can improve employee productivity and well-being. Organizations also need to build effective communication systems for remote teams, and implement data-based performance evaluations to monitor HR development. Focusing on creating an inclusive and innovative work culture is essential to improving employee collaboration and satisfaction. These steps will help organizations better face global challenges.

C. Recommendation

1. For Further Research

- ❖ Further research is recommended to involve more employees from various departments and job levels to obtain a more comprehensive perspective on HR competency development.
- ❖ Use various data collection methods, such as surveys and additional observations, to reduce bias and increase the validity of the research results.
- ❖ Conduct long-term research to observe changes and developments in HR management and their impact on organizational performance over time.

2. For Companies

- ❖ Companies are advised to develop and strengthen technology-based training programs to improve employee skills and adapt to industry needs.
- ❖ Implement policies that ensure all employees have equal access to training and development programs to reduce gaps in skill development.
- ❖ Build a work culture that supports innovation and collaboration among employees, which can increase motivation and productivity.

- ❖ Leverage HR management software and digital platforms to improve the efficiency of recruitment, training, and performance appraisal processes.

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8. Appendix

1. Appendix 1 Interview Guidelines

Assalamu'alaikum warahmatullahi wabarakatuh.

Good Morning, Ma'am/Sir.

My name is Danarsyah Khairan Anwar, and I am a student of the Digital Office Administration study program currently in my 5th semester at the State University of Jakarta. I would like to thank you for taking the time to conduct research on Human Resource Management, especially in the context of the challenges of globalization faced by companies. with a focus on analyzing improving HR competencies in facing

the challenges of globalization. In this study, I would like to dig deeper into the strategies implemented by the company and how these strategies impact employee performance.

Next, I will ask some questions related to this, and I would appreciate it if you could share your views and experiences.

1. How does competency-based training affect your performance in your daily work?
2. To what extent is the training provided relevant to your job duties?
3. How does this training support your future career development?
4. What changes in competency do you feel after attending this training in the last five years?
5. Does the company use technology (e.g. e-learning) in training? How is your experience?
6. What challenges do you face in technology-based training?
7. How does the company keep training materials relevant to industry developments?
8. How does the company adapt training to the challenges of globalization and cultural differences?
9. How often does the company evaluate competency-based training based on employee feedback?
10. What impact does this training have on the company's overall performance and productivity?

Thank you very much for your time and the information you have provided. The insights you have provided are very valuable to this study. Is there anything else you would like to add or convey regarding HR management at PT P? I hope that the results of this study can provide a significant contribution to the company and HR management practices in the future.

Wassalamu'alaikum warahmatullahi wabarakatuh

2. Appendix 2 Pre-research Questionnaire

The image shows a screenshot of a Google Forms questionnaire. The title is "Kuesioner Peningkatan Kompetensi Sumber Daya Manusia di PT P dalam Menghadapi Tantangan Bisnis Global". The introduction text states: "Penelitian ini menganalisis bagaimana PT P meningkatkan kompetensi Sumber Daya Manusia (SDM) untuk menghadapi tantangan bisnis global. Fokus utama penelitian adalah mengevaluasi strategi pelatihan dan pengembangan yang diterapkan perusahaan, serta dampaknya terhadap kinerja karyawan dan perusahaan. Dengan menggunakan data dari kuesioner yang dibagikan kepada karyawan, penelitian ini bertujuan memberikan wawasan tentang kebutuhan pelatihan berbasis teknologi dan strategi motivasi yang dapat membantu PT P tetap kompetitif di pasar global." Below the introduction, there is a field for the respondent's name and a "Tidak dibagikan" (Not shared) indicator. A red asterisk indicates that the following questions are mandatory. The first question is "Apakah Anda merasa bahwa pelatihan yang disediakan perusahaan relevan dengan pekerjaan Anda?" with radio buttons for "Ya" and "Tidak". The second question is "Apakah Anda merasa kesulitan dalam beradaptasi dengan perubahan standar internasional dalam pekerjaan Anda?" with radio buttons for "Ya" and "Tidak". The third question is "Apa yang menurut Anda bisa dilakukan perusahaan untuk meningkatkan motivasi * dan kepuasan kerja karyawan?" with radio buttons for "Peningkatan insentif" and "Pelatihan lebih lanjut".

3. Appendix 3 Interview Documentation

