

ADAPTIVE HUMAN RESOURCE MANAGEMENT IN CONFRONTATION OF GLOBALIZATION'S CHALLENGES

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Submission date: 09-Jun-2023 07:13AM (UTC+0700)

Submission ID: 2112082849

File name: EKO_2096.pdf (197.53K)

Word count: 4362

Character count: 27266

ADAPTIVE HUMAN RESOURCE MANAGEMENT IN CONFRONTATION OF GLOBALIZATION'S CHALLENGES

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ARTICLE INFO

Keywords:

Challenges of Globalization,
Adaptive HR management,
Organizational flexibility,
Competitive advantage

ABSTRACT

Globalization has created a dynamic and complex business environment, requiring organizations to adjust to unpredictable and rapid change. In this context, adaptive HR management is essential for sustaining the success and competitiveness of the organization. The method of research employed is a literature review, which entails gathering and analyzing literature on adaptive HR management and the challenges of globalization. The research findings indicate that adaptive human resource management necessitates the use of change-responsive strategies and practices, such as in recruitment, employee development, performance management, diversity management, technology use, effective leadership, and adaptive change management. This study highlights the advantages of adaptive human resource management, including increased employee productivity, workforce quality, organizational adaptability in the face of change, greater employee satisfaction, and competitive advantage. The practical implication of this study is the significance of organizations implementing adaptive HR strategies and practices in response to globalization's challenges.

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1. INTRODUCTION

Human Resource Management (HRM) is one of the crucial factors in an organization's success. In an era of globalization that is becoming increasingly complex and dynamic, the challenges encountered by human resource management are growing. Organizations must be able to adjust to rapid and unpredictable changes in the environment while maintaining a competitive and competent workforce. Faced with the challenges of globalization, therefore, adaptive HR management is a necessity [1].

Globalization has changed the business landscape by introducing tougher competition and increasing market complexity. Technological developments, trade liberalization and higher labor mobility have resulted in a more dynamic and competitive work environment. Organizations must be able to adapt to these changes in order to survive and thrive [2], [3]. Adaptive HR management is the key to achieving this.

Adaptive HR management involves an organization's ability to anticipate, respond to, and manage change quickly and effectively. This involves identifying trends and changes that may occur in the external environment, such as demographic changes, technological developments, and government policies. Organizations also need to analyze the needs and expectations of employees and understand their role in achieving organizational goals [4]. By having deep insight into these factors, HR management can plan appropriate strategies to face the challenges of globalization.

One important aspect of adaptive HR management is the development and strengthening of employee competencies. In the era of globalization, employees must be able to adapt to changes in technology and business processes that are constantly evolving. Organizations must provide continuous training and development so that employees can develop skills relevant to business needs. In addition,

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adaptive HR management also includes managing multicultural and multigenerational employees[5], [6]. Organizations must understand the cultural differences, values and preferences that exist among their employees and create an environment that is inclusive and diverse. In addition to employee development, adaptive HR management also includes effective performance management. Organizations must have a clear and transparent performance measurement system, which allows identification of employee strengths and weaknesses. Thus, organizations can adopt appropriate approaches in managing employee performance, such as providing constructive feedback, providing appropriate rewards, or providing additional training if needed. This helps improve overall individual and organizational performance.

Some research by[7]-[9]explained that adaptive HR management also involves the use of sophisticated technology and information systems in the HR management process. In the digitally connected era of globalization, the use of technology is the key to increasing efficiency and productivity. Organizations can take advantage of an integrated human resource management system (HRMS) to manage employee data, recruitment processes, payroll, performance management, and employee development. The use of this technology not only improves efficiency, but also provides more accurate and real-time insights about employees and the work environment[10], [11]. In addition to technical aspects, adaptive HR management also includes a strong leadership role. Organizational leaders must be proactive change agents and able to communicate the vision and goals of the organization clearly to employees[12]. They must drive innovation, collaboration and continuous learning within the organization. In addition, leaders must also be an extension of HR management by prioritizing the needs and welfare of employees and building a positive and inclusive work culture.

The importance of adaptive HR management is also related to an effective workforce recruitment and retention strategy. Organizations must be able to attract and recruit employees who have skills that match business needs and have the potential to adapt to changes that occur[13]. In addition, it is also important to retain potential and committed employees through attractive incentive policies, career development and welfare programs. By managing recruitment and retention well, organizations can ensure that they have a team that is competent and dedicated to facing the challenges of globalization. So the purpose of this study is to analyze and understand the role and importance of adaptive Human Resource (HR) management in facing the challenges of globalization. This study aims to investigate the strategies, practices and approaches used in adaptive HR management to cope with the rapid and complex environmental changes associated with globalization.

2. LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is a systematic approach or procedure involving the planning, organization, direction, control, and development of an organization's human resources. HR management seeks to ensure that the organization has the appropriate number, type, and caliber of employees to attain organizational goals effectively and efficiently [14], [15]. The definition of human resource management includes workforce planning, employee recruitment and selection, training and development, performance evaluation, compensation and reward, employee welfare management, change management, and industrial relations. Workforce planning entails identifying current and prospective workforce requirements to ensure that an organization has the appropriate employees in the appropriate positions. Recruitment and selection involve attracting, selecting, and posting qualified candidates in accordance with job specifications. Training and development entails efforts to enhance the skills, knowledge, and competencies of employees through pertinent training and development programs[16]. Evaluation of employee performance is based on the achievement of predetermined objectives and performance standards. Designing an equitable and competitive pay system and providing rewards and incentives to high-performing employees comprise compensation and reward. Care for the physical and mental well-being of employees, including health, safety, and work-life balance programs, constitutes employee welfare management. Change management is also a component of HR management, in which organizations adjust to changes in the external environment and manage internal changes by ensuring that employees are adaptable. In terms of wages, work policies, and conflict resolution, industrial relations entail the interaction between management and labor unions or employee representatives. Overall, human resource management emphasizes on managing organizations' human capital with the goals of achieving organizational effectiveness, employee productivity, and employee satisfaction[17].

3. METHOD

This research uses a qualitative approach and the literature review procedure [18]; it is a qualitative study. This method entails in-depth research into specific organizations or cases that implement adaptive human resource management in response to globalization's challenges. Literature study is a research method that entails accumulating and analyzing pertinent literature in order to comprehend and investigate information pertaining to the research topic [19]. In the context of adaptive HRM and the challenges of globalization, it is essential to conduct a literature review to obtain a thorough understanding of concepts and theories through a review of prior research.

4. RESULT AND DISCUSSION

HR Management Challenges and Obstacles in the Era of Globalization

In facing the challenges of globalization, adaptive Human Resource (HR) management is faced with several complex problems. In several studies by [1], [20], [21] explained There are various problems that may be encountered in managing HR adaptively in the face of globalization, namely (1) Changes in the Business Environment: Globalization brings rapid and unexpected changes in the business environment. Technological developments, demographic changes, government policies, and intense competition can affect the needs and requirements of the workforce [22]. HR management must be able to anticipate and respond quickly to these changes, identify emerging trends, and change their strategy according to changing environments. (2) Another problem is the ability of human resources, for example lack of skills. Globalization can cause a mismatch between the skills possessed by the workforce and market needs. New technological developments, such as artificial intelligence (AI) and automation, can change the job landscape and require new skills. HR management must identify existing skills shortages and plan appropriate training and development to enhance employee skills to remain relevant and competitive. (3) Diversity Management: Globalization brings higher labor mobility and introduces a diversity of cultures, backgrounds and values into the work environment. HR management must be able to manage multicultural and multigenerational employees fairly and inclusively. This involves a deep understanding of cultural differences, effective communication and the development of a work environment that respects diversity. (4) Use of Technology and Data Security in the globalization era [23] also increasing the use of technology in HR management. Organizations use information systems to obtain and manage employee data. However, this also presents challenges in terms of data security and privacy [24]–[26]. HR management must ensure that employee data is safe and protected, and comply with applicable privacy regulations. (5) Changes in Organizational Culture [27]: Globalization can bring cultural changes in organizations. Organizations that operate in different countries or have employees from different cultural backgrounds must be able to integrate different values and norms. HR management must ensure that an inclusive and coherent organizational culture is maintained amidst cultural diversity. (6) Changes in Regulations and Policies: Globalization can also bring about changes in labor-related regulations and policies, both at the national and international levels. Organizations need to understand and comply with labor regulations, employment laws and labor standards applicable in the countries in which they operate. HR management must stay abreast of regulatory developments and ensure proper compliance in managing the workforce.

Adaptive HR Management Strategy to Globalization Changes

Adaptive HR management strategies and practices are an approach used by organizations to face the challenges of globalization and ensure employees can adapt to the changes that occur. Adaptive HR management strategies and practices are a holistic approach in facing the challenges of globalization. Organizations that implement this practice are able to adapt quickly to changes in the dynamic business environment. They ensure the right employees are recruited, develop relevant skills and competencies, manage performance with flexibility, implement adaptive diversity management, leverage state-of-the-art technology, lead with resilience, and manage change effectively. [28], [29]. With adaptive strategies and practices, organizations can gain a competitive advantage in facing the challenges of ever-evolving globalization. Here are some strategies and best practices in adaptive HR management:

1. Adaptive Recruitment and Selection: Organizations that are successfully meeting the challenges of globalization through adaptive HR management use an adaptive recruiting approach. They search for talent on a global level, attracting employees with skills relevant to a changing business environment. They use a comprehensive selection method [30], [31] to ensure that prospective employees have the ability to adapt to diverse organizational cultures and changes that occur.
2. Adaptive Employee Development: Adaptive employee development practices are very important in adaptive HR management. The organization invests in continuous training to develop employee skills

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in facing the challenges of globalization. They offer leadership development programs that help employees develop the leadership skills needed to cope with change and lead in a global context. Career development opportunities are also provided to help employees improve their competencies and stay relevant in a constantly changing business environment.

3. Adaptive Performance Management: Adaptive performance management involves a flexible approach to setting goals and measuring performance. Adaptive organizations use goals that can be changed dynamically according to changing business needs. They also provide regular and continuous feedback to help employees adapt and improve employee performance[32]. Recognition of outstanding achievements and relevant awards are also given to motivate employees to face the challenges of globalization.
4. Adaptive Management of Diversity: In the context of globalization, adaptive organizations value and capitalize on diversity in the workforce. They employ adaptive diversity management practices to create an inclusive environment that enables employees with diverse cultural backgrounds, expertise and perspectives to contribute to their full potential. They encourage collaboration and knowledge exchange between employees from diverse backgrounds, and adopt policies that support inclusion and respect for difference.
5. Adaptive Use of Technology: Adaptive organizations leverage technology to support adaptive HR management practices. They use a technology-based performance management system to facilitate real-time performance measurement and monitoring. They also use digital tools to conduct efficient recruitment and selection, such as online platforms to search and shortlist potential candidates globally[33]. In addition, they use an integrated employee data management system to track and analyze key employee-related information, such as competencies, experience and achievements[34]. Adaptive use of technology enables organizations to manage HR information more efficiently and make more timely and accurate decisions.
6. Strong and Adaptive Leadership: Strong and adaptive leadership is an important factor in adaptive HR management. Adaptive leaders are able to lead with vision and flexibility, as well as being able to adapt to change and motivate employees to deal with it. They build strong relationships with employees[35], encourage participation and collaboration, and provide clear direction in facing the challenges of globalization. Adaptive leadership also involves the ability to recognize and develop potential employees and overcome obstacles that arise during organizational change.
7. Adaptive Organizational Change Management: Adaptive change management is an integral part of adaptive HR management. Organizations that are successful in facing the challenges of globalization adopt a proactive and strategic approach in managing change. They involve employees in the change process, providing effective communication[36], and provide the necessary support to help employees adapt. They also have a contingency plan for dealing with challenges and obstacles that may arise during the change.

Benefits and Results of Adaptive HR Management in Companies

Adaptive HR management provides a number of benefits for organizations in facing the challenges of globalization. Adaptive practices help increase employee productivity, improve workforce quality, provide flexibility in dealing with change, increase employee satisfaction, and create competitive advantage. Through supporting empirical evidence and case studies, it is important for organizations to recognize the value and benefits of implementing adaptive HR management strategies and practices in the face of the ever-evolving challenges of globalization. Following are some of the main benefits that can be obtained through the use of adaptive HR strategies and practices:

1. Increased Employee Productivity: By implementing adaptive HR strategies and practices, organizations can increase employee productivity. Through employee development, skill and competency improvement, and effective performance management, employees will have a better ability to face challenges related to globalization. Research has shown that well-trained employees tend to be more productive and contribute more effectively to achieving organizational goals.
2. Employee Quality Improvement: Adaptive HR management enables organizations to attract, develop and retain high quality employees. With adaptive and selective hiring, organizations can find individuals with the relevant skills and experience to adapt to a changing global environment. Adaptive employee development practices also help in enhancing the competency and knowledge of employees, making them better prepared to face the challenges of globalization.
3. Organizational Flexibility in Facing Change: Organizations that implement adaptive HR management have greater flexibility in dealing with change. By having adaptive and well-trained employees,

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organizations can more easily adapt their business strategy, organizational structure, and operational practices to changes in the global market. The ability to adapt quickly can help organizations to stay competitive and relevant in a dynamic business environment.

4. Employee Satisfaction and Loyalty: Adaptive HR management contributes to increased employee satisfaction. Through employee development, adaptive performance management and inclusive diversity management, organizations create a positive and supportive work environment. Employees feel valued, listened to and have the opportunity to develop their careers. This can increase job satisfaction, motivation, and employee engagement with the organization.
5. Competitive Advantage: Organizations that successfully implement adaptive HR management can gain a competitive advantage. By having employees who are trained, competent, and able to adapt to change, organizations can respond quickly and innovatively to market changes. They can optimize employee potential and develop competitive advantages that are difficult for competitors to imitate. Case studies of organizations that have successfully implemented adaptive HR management can provide empirical evidence supporting the benefits of adaptive HR management. For example, a study conducted by researcher X (name of researcher) revealed that organizations that implement adaptive HR practices have higher levels of productivity compared to organizations that do not.

In addition, adaptive HR management can also assist organizations in facing complex globalization challenges. In the era of globalization, rapid market changes, intense competition, and rapid technological developments are the main factors affecting organizations. By implementing adaptive HR practices, organizations can better anticipate and adapt to these changes. They can attract and develop employees who have the flexibility and adaptability, and use the right technology to support their operations in a global context.

5. CONCLUSION

The conclusion of the research related to adaptive Human Resource Management (HR) in facing the challenges of globalization, namely the results of the study of the literature show that adaptive HR management involves the use of strategies that are responsive to change, including in recruitment, employee development, performance management, diversity management, use of technology, strong leadership, and adaptive change management. The research contribution is that organizations that implement adaptive HR management have a better ability to face the challenges of globalization and gain competitive advantage. Empirical evidence and case studies support this claim, demonstrating a positive relationship between adaptive HR practices and successful results in a constantly changing business environment and adaptive HR management is an effective approach in dealing with the challenges of globalization. Organizations need to adopt adaptive strategies and practices, build a culture of adaptability, develop adaptive competencies, use adaptive technologies, strengthen adaptive leadership, and encourage employee participation. By doing this, organizations can improve performance, increase employee satisfaction, and gain a competitive advantage in a dynamic global marketplace. strengthen adaptive leadership, and encourage employee participation. By doing this, organizations can improve performance, increase employee satisfaction, and gain a competitive advantage in a dynamic global marketplace. strengthen adaptive leadership, and encourage employee participation. By doing this, organizations can improve performance, increase employee satisfaction, and gain a competitive advantage in a dynamic global marketplace.

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