



# Fundamentals of International Human Resource Management

*The Basic Strategy of Optimizing Multinational  
Organization Performance*

Eny Lestari Widarni



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Author :

**Dr Eny Lestari Widarni**

STIE Jaya Negara Tamansiswa Malang,Indonesia

**Suryaning Bawono,S.E.M.Si**

STIE Jaya Negara Tamansiswa Malang,Indonesia



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Singapore

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**OPENING SPEECH**  
**CHAIRMAN OF YAYASAN MAJU JAYA**  
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Alhamdulillah, gratitude to Allah SWT, above The publication of “Fundamentals of International Human Resource Management” Book Published by Triple Nine Communication written by Dr Eny Lestari Widarni, MM and Suryaning Bawono, S.E.M.Si. at the Institute of the College of Sciences Economy Jaya Negara Tamansiswa Malang that insha Allah very helpful to the needs of students and female students in following the Learning Process Study on Campus STIE Jaya Negara Tamansiswa Malang.

This book discusses exciting things about performance evaluation including about space scope, stages in human capital and application in management, as well as what methods exist in humans advantageous capital. May Allah make this book a charity Jariah for the author, as well as making that science forgive more blessings for all of us Aamiin.

**Malang, Desember 03, 2020**  
**Chairman of the Maju Jaya Negara Foundation**  
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**OPENING SPEECH  
GENERAL COMMITTEE OF THE STUDENT  
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Gratitude for the presence of Allah SWT, for the publication of “Fundamentals of International Human Resource Management” Book published by Janega Press written by Dr Eny Lestari Widarni, MM and Suryaning Bawono, S.E.M.Si. at STIE Jaya Negara Tamansiswa Malang which is very useful in the world of education. Where education is learning, knowledge, skills and habits of a group through teaching, training or research.

This book discusses many things about education and applications in the field of Human Capital which are very helpful in the quality of human resources.

The hope is that this book will be a motivation to improve self-quality and charity for the author, as well as make knowledge that is useful and blessed for all of us.

Aamiin.

**Malang, Desember 03, 2020**  
**Registrar General of the Supreme Council The**  
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## **FOREWORD**

Praise and gratitude, we always pray to the presence of the Almighty God because of the abundance of His grace and guidance so that we can finish compiling this book. Along with the community's demands on the importance of information and education, especially on Fundamentals of International Human Resource Management, it is the main objective of this book. This book's purpose is to develop the next edition of the book and be a reference for the public, practitioners, and academics. This book contains all aspects related to human capital and the organizational environment.

Basically, this book's preparation is also a discourse for us always to learn and have an optimistic view of looking ahead that there is always a way to achieve success by utilizing the right human capital. Not to forget, we also express our gratitude because we might not have been able to complete this book without the help of various parties. The hope is that this book on human capital will benefit the community and become a reference for the community in developing their human capital capabilities. No human being is perfect and His creation, no ivory is not cracked; we welcome all comments, criticisms, suggestions, and messages that can help us be better in releasing the next edition of the book.

**Malang, Desember 03, 2020**

**Author**

**Dr. Eny Lestari Widarni, SE, MM**

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**Part 1**  
**The Basic Of International Human Resource**  
**Management**

# **Chapter 1**

## **International Human Resource Management**

An organization gets a competitive advantage if it has an efficient employee pool (Hacioglu,2019). Also, we know that a large number of organizations run their business across national borders. Hence, there is an increasing need to manage global employees. Effective global employee management is a key determinant of success or failure in international ventures. Obtaining, training and retaining employees for global organizations is a challenge in itself. International Human Resource Management plays a vital role in terms of managing employees who are located in different geographic locations and countries.

Functionally international human resource management has the same function as human resource management in general. International human resource management plays a role in providing human needs for organizations at the international level including recruitment, selection, employee recruitment, placement, training and development, data collection, payroll to dismissal and so on. Strategic International Human Resource Management is closely related to the business strategy of an organization.

Human resource management is like human resources in general. It's just that international human resource management works for companies or multi-national organizations so that it has its own challenges in carrying out the entire range of human resource management functions at the global level. It can be interpreted that human resource management is human resource management that ensures a multi-national organization or company where all human resource management managed can perform well and ensure that all organizational goals that are applied internationally can be achieved.

In the current business scenario, there are more organizations doing business outside national borders. The differences in the organizational environment between countries have led to define and develop international HR staffing and practices. In a global scenario, it is important to learn about HR recruitment, staff development, compensation and HR appraisals for better people utilization.

International Human Resource Management manages human resources at the international level or in more than two countries within a company or organization. It involves activities in at least two countries.

The fact that the success of business and trade depends on the skills and quality of human resources and how effectively these resources are managed and used at the international level.

International human resource management with an international level, of course, has different challenges from the management of human resources that are only in one area of a certain country or it is called domestic human resource management. International human resource management certainly faces the challenges of managing human resources that are more comprehensive than domestic human resource management.

Undoubtedly, managing human resources is the most challenging task for any manager and the human resources department. A knowledge-based economy and knowledge workers mean that a lot is at stake when it comes to managing people. Internationalization presents additional challenges and problems in managing employees.

The complexity is much greater, and the problem is often complicated because expatriation often means the relocation of the employee's family as well. HR priority focus areas also change along with the internationalization stage.

At the same time, Human Resource Management approach should be flexible enough to allow for apparent differences in HR policies and practices. Cultural differences are, of course, the cause of the different ways of motivating others in different cultures at the international level.

International Human Resource Management (IHRM) is the management of human resources at the international level (Özbilgin & Groutsis, 2014). The same is the case with human resources in general. International human resource management carries out human resource functions including recruitment, selection, placement, training and development, and payroll to dismissal. However, at an international level.

In International Human Resource Management there are additional activities that are not necessarily in human resource management in general, namely expatriate management, international relations, and so on.

There are many factors to consider in a Multi-National Economy when managing human resources in different countries and regions, such as tax laws, industrial relations, labor regulations, and cultural diversity. Multi-National economies face the management of human resources that cross international boundaries. With a comprehensive

level of relationship, international human resource management needs to have clear objectives.

There are four main contextual variables because Human Resource Management activities in global companies are different from domestic companies; Therefore International Human Resource Management must include cultural diversity, workforce diversity, linguistic diversity, and economic diversity.

**Cultural Diversity:**

Culture is a perspective and a collection of activities that are usually carried out by someone in their environment. Culture is an important thing to consider in the management of international human resources. Due to cultural differences, it needs to be managed properly.

**Workforce Diversity:**

The diversity of the workforce in the management of international human resources does not only come from differences in ability but is created from human workers who come from various countries in the world so that differences and diversity of labor becomes something that is very important to be managed properly.

**Language Diversity:**

Language is a means of communication between humans. English may be international cooperation. However, not everyone in this world understands English well. Human resource managers are required not only to master English but other supporting languages used by the human resources they manage, such as Spanish, Mandarin and Arabic which are the languages that are widely used in the world.

**Economic Diversity:**

The economic diversity in the world has an impact on the diversity of the cost of living, which has an impact on determining the basis for minimum wages. Wages that are equal and evenly distributed throughout the world are not necessarily fair because the cost of living around the world is varied and varied.

The application of standard wages must be adjusted to the needs of human resources itself and the company's ability to pay for human resources. Wages are a compassionate system.

The diversity that exists in the world demands that international human resource management be able to adapt to each country or the human resource it manages. Local or field analysis must be well reported to the centre so that the centre can analyze

and make the right decision for the analysis of each region in the countries occupied by the company branch.

Global standardization and adjustment to each country in the company's branches must be developed properly so as not to cause conflicts and problems in the future. Everything must be well prepared and well planned.

Another challenge in global human resource management is international coordination which includes an extensive coordination area. Communication using internet-based information technology can be a solution. However, in remote places where internet access is difficult to find, it is a challenge.

Companies are required to adapt to each country occupied as the company's operational place. In the end, multinational companies have flexible global standardization and can be adapted to the countries where the company operates by following the central standard as the basis for adoption.

Management decentralization in each country is normal for the management of international human resources. However, it is still based on central policies and strategies. Having a subsidiary in each country is normal as an adaptation function in

countries where the company operates as an independent unit that focuses on managing the company's operations in the country where the subsidiary operates and grows into size so that the subsidiary is not a branch of a centrally controlled company but rather its own entity that is fully independent but owned by the parent company.

In general, multinational corporate structures are geographically based and take the form of company branches based on the geographical where the company operates. There is a head office with several branch offices in various countries and regions of the country. Geographical structure allows companies to build smaller offices with standard operations adopting standard head office operations.

Apart from being geographically based, the development of a multinational organizational structure can be product-based, where each product has its own office and its own structure based on the qualifications required for the product being produced. So that this product-based structure is no longer based on geographic location but is based on the production needs of the product being produced. Generally, companies with this product-free structure have a variety of products.

Almost similar to the geographic structure, the international division structure tends to be the needs of organizational divisions in carrying out the company's operations which may be located outside the geographic area of the head office. This division-based structure is different from the geographical structure where the geographical structure is based on the adoption of the head office for branch offices. The structure of the division is more independent in operating in each region based on the needs of the division.

The matrix organizational structure is an adoption of more than one basic organizational structure that is tailored to the needs of the organization that focuses on the efficiency and effectiveness of the organizational structure that the organization needs.

The matrix organizational structure focuses on global integration that combines two or more organizational structures in integrating global work and communication in all subsidiary companies in the world. This matrix structure does not have standard rules, it only focuses on the efficiency and effectiveness of the organization's operations in accordance with the diversity of the workforce and cultural diversity.

## **1.1. Culture Diversity**

Cultural diversity is natural and needs to be respected. All races and ethnic groups must be respected inequality as human beings. Of course, cultural differences do not mean to create hostility but lead to mutual respect and to know each other.

Culture is something that is born from daily habits in an environment where humans live with the community. Culture provides a perspective and understanding of life.

Diversity forms a characteristic and uniqueness of each human being so that it can build a unique collaboration in diversity. The modern world shapes population migration around the world so that there are many population movements and inter-racial marriages. This makes cultural diversity important. Not only at work. But also in an everyday social environment.

Diversity encourages humans to know and understand each other to form a unity in diversity. Also, cultural diversity helps us recognize and respect the way of life of each person who may be different. So that when interacting with others, a sense of trust, respect, and understanding can be built across cultures. Also, diversity can be a driver of organizational performance with global integration in each of the uniqueness of each.

## **1.2. International Human Resource Policy**

Companies that operate internationally require general policies in carrying out company activities around the world (Mikler,2013). The general policy that is made must be able to adapt to the diversity of cultures and field conditions in each country which are not necessarily the same. An effective international human resource policy must be able to motivate employees to accept international assignments. International assignments must take into account changes in the cost of living in the lives of employees who are assigned abroad and changes in financial and economic conditions so that policies are needed to regulate this.

International human resource policies must also be adapted to suit labour laws because the labour laws of each country are different. In international human resource management, it is necessary to determine the main objective of international human resource management, namely the proper functioning of all HR functions in all company branches around the world.

International human resource management policies must be acceptable and collaborated with subsidiaries or subsidiaries in other countries so that collaboration can occur between the center and branches in winning the competition in the branch area.

## **Chapter 2**

# **Fundamentals of Human Resource Management**

Human resource is a term for individuals who work as employees in an organization and are part of the total personnel who work in a company or organization (Stewart & Brown,2020).

Human resources are people in the entire workforce of the company who provide talent, skills, time, thoughts and energy in exchange for compensation in the form of salaries, wages and allowances with an amount or amount of money depending on the contribution given.

The human resources department is a department that is given the authority to manage human resources within a company or organization. The human resources department is in charge of recruiting, motivating, training, developing, and maintaining human resources owned by the organization or company.

Human resource management has the authority to develop employees or human resources within an organization or company, including talent management. Human resource management has the authority and responsibility to develop human

resources, including human capital owned by employees or human resources within the organization or company and their supervision.

Human resource governance is the process of hiring individuals, training, compensating, developing policies relating to those employed, and developing and maintaining them.

The goal of human resource management is to empower the people who work for the company to work effectively. The Human Resources Department at least manages the following:

1. Employee compensation and benefits
2. Recruit and hire employees
3. Organization and employee orientation
4. Employee performance management
5. Employee training
6. Organizational development and culture

Every area managed by the human resources department affects the level of employee job satisfaction and affects employee performance. The management of each part of human resources ultimately determines the success of the organization in achieving the stated organizational goals.

Human resources working for companies, of course, have motives. There are many motives for someone willing to work for a company, including income

motive, recognition motive, self-actualization motive, pleasure motive.

The income motive is a general motive for someone willing to work for a company. By working someone expects an income following the contribution given.

Recognition motive is the motive of someone working for the organization to get recognition from others. Various other motives behind this motif follow this. For example, the motive of wanting to be respected by others so that he can contribute optimally to be recognized and respected by his group.

The self-actualization motive is almost similar to the confession motive. Self-actualization motive is a motive to satisfy one's own desires for what he has achieved so far. So that by contributing maximally to the organization, that person feels satisfied with the results of his work and feels satisfied because he has given the best for another person or organization.

The pleasure motive is very similar to self-actualization. However, people who pursue this pleasure are more focused on the pleasure they feel by contributing which they are happy to do. Suppose a person who likes diving and enjoying the beauty of the sea. He is happy to be a driving

instructor because by being a diving instructor, he can enjoy the beauty of the sea like his hobby for free and earn extra income. So that the main motive is a hobby or pleasure.

From these work motives, it can be seen that the compensation given by a company or organization to its human resources does not have to be money. Providing recognition and favourable treatment to employees is non-material compensation, including career and expertise development opportunities.

The contribution that humans make to a company or organization is a skill that is owned and needed by the organization.

Skills or expertise possessed by human resources can be improved using training and education. These skills or skills can be used in contributing to organizations or companies individually or in groups.

The skills or expertise possessed by humans are also followed by the knowledge, thoughts and energy and time of these humans in contributing to the organization.

So that the collection of time, energy, mental and physical health, thoughts, knowledge and skills as well as innovation and creativity is human capital to

make the best contribution to the organization called performance.

So it can be said that human resources are a collection of individuals who are willing to contribute to the organization or company in exchange for the compensation agreed between the individual and the organization or company.

Something that is offered by these people, which is called human resources is human capital. Where human capital is capital that is owned by an individual to offer to an organization or company to get the compensation he wants, either in cash or material or non-material.

The greater or better the human capital owned by the individual, the higher the bargaining power they have. So that capital is important for individuals as human resources.

## **2.1. Human Resource System**

Human resources have their own system in contributing to the organization or company. The system cannot be separated from human factors that contribute or work itself (Banfield & Kay,2012).

In general, humans have two elements, namely, physical and non-physical elements. Physical

elements related to the body and physical health or body. Non-physical elements are related to the soul or psyche, knowledge, expertise, innovation, creativity and relationships with fellow humans (relationships). Human resource system cannot be separated from these two elements.

To understand human resource systems, one must first understand the elements of human resources. Starting from the elements of physical health. Raga manual acts as a physical manifestation of humans and performs physical activities or activities such as making handicrafts.

Making a handmade work, for example, making keramba crafts. In addition to the physical factors needed to make the cage, knowledge is also needed to make the cage plus expertise and equipment to make the cage. Without a physical or human body to make the cage, it is tough for the cage product to be successfully produced.

When the body is sick, it won't be easy to work or work or contribute to the company. So that physical health is essential to consider in human resource management.

Physical health is a significant factor in the performance of human resources. Because physical health affects all human work activities, when

physical health is disturbed, physical activity is also disturbed, and in the end, the performance of human resources will be disrupted.

Physical health also affects emotional or mental health and human or social relationships, which can be fatal if physical health is not properly cared for and maintained.

Physical health is the health of the body or body, which has a direct effect on feelings and human physical activity. Physical health is an important factor in ensuring that people's daily activities are not disturbed. When physical health is disturbed, daily activities will also be disrupted.

Physical health is the most visible health. Physical health needs to be maintained and maintained to reduce the possibility of falling ill and speed up the recovery period from illness. Physical health can be maintained with a regular diet, a healthy lifestyle, regular exercise and adequate and quality sleep.

Physical health consists of many components or influencing factors. Here are some important factors that affect human physical health:

- Physical activity: includes sports, activities that use mostly physical activity, such as walking or cycling to work
- Healthy Diet: includes adequate and balanced nutritional intake

- Alcohol and Drug Use: Do not or reduce consumption of alcohol and drugs unless required and with doctor's instructions.
- Self-care: taking care of yourself such as cleanliness, caring for small wounds that can be treated independently and doing refreshing activities to reduce stress
- Rest and sleep: physically requires rest, so relaxation is needed to maintain physical and mental health including adequate and quality sleep

### **Physical activity.**

Physical activity can be done in daily activities such as cycling to work, walking, cleaning the house, playing with the family physically, doing measurable and structured sports and so on. Doing physical activities in daily life is very important in maintaining health.

### **Healthy Diet.**

Maintaining physical health requires a healthy and balanced nutritional intake. These nutrients are obtained from eating and drinking, so healthy and nutritious food is needed to maintain physical health and drink enough water to maintain body fluid needs.

Alcohol and drug use.

The use of alcohol on external wounds is sometimes necessary, including the use of disinfectants.

Including the use of drugs is also needed at certain times and must be by the doctor's instructions. Consumption of alcohol and drugs carelessly and excessively is also not good for health.

### **Self-care.**

Self-care is needed to maintain health such as maintaining personal hygiene and the environment and protecting yourself from excessive stress levels. Physical and emotional health or mental health are interconnected and influence each other, so it is necessary to maintain both.

### **Rest, and sleep.**

Humans need rest to restore energy and other health needs, including mental health. Adequate rest and sleep are needed to maintain human physical health.

Having a healthy body is certainly fun and ensures that your daily activities are not interrupted. With a healthy physique, performance is also not compromised. Physical pain will interfere with daily activities and interfere with human performance. Maintaining health is very important in life to reduce the risk of falling ill.

A healthy diet can increase immunity, fulfil maximum nutrition and avoid the bad effects of food substances that are harmful to health such as

preservatives and other chemical additives that are at risk of disrupting physical health in the long run.

Doing physical activity such as cycling to work or just taking a leisurely walk or exercising regularly is very important. By doing this physical activity can maintain physical fitness and at the same time maintain human mental health.

Screening tests or medical tests are attempts to see the potential for diseases that may affect physical health. This is important to do to anticipate the possible risk of the potential disease occurring. Early detection can increase anticipation to prevent these potential risks and prevent the risk of ill.

Physical health is closely related to mental health. The occurrence of severe physical health problems can interfere with one's mental health and vice versa when a person's mental health is disturbed can also have a negative impact on a person's physical health.

Physical health to carry out productive activities needs to be supported by mental health or mental health. Mental health is very different from physical health.

Mental health includes emotional health, including psychological health and social health or the health of human relationships. Mental health can affect the way people think, feel, and act.

Mental health also affects the management of a person's stress level as well as how to behave and relate to other people and affects how to make decisions and behave healthily.

Mental illness and mental health disorders or poor mental health are not the same things. Mental illness can be formed from various factors and life periods that cause mental illness to occur in humans.

Mental health affects a person's mindset, feelings and behaviour. When mentally healthy, a person can think rationally, can manage his feelings and can act or behave rationally so that he can do activities and work properly.

Mental health can affect daily life, including in human relationships, and human physical health, actions, behaviour and so on. Social and daily life factors, including interpersonal relationships, as well as physical factors, can all contribute to mental health disorders.

Maintaining mental health is beneficial in maintaining one's ability to enjoy life. Maintaining mental health requires a balance between daily activities, responsibilities, and taking care of yourself physically and mentally. Conditions such

as stress, depression, and anxiety can affect mental health and interfere with a person's daily activities.

The mental health of human resources is essential to support the performance of human resources to improve performance in contributing to the organization.

The supporting factors that cannot be separated in the human resource system are knowledge, skills, innovation and creativity.

Human knowledge that makes humans have a way to do or complete a job using physical support and human relationships as well as the technology and equipment needed.

Knowledge is the core of human resources that makes humans have the ability to use their bodies, relationships with other humans, existing technology and work support equipment to complete their work.

Education is one way to increase knowledge so that humans can use their physical bodies, skills, feelings, creativity, innovation, technology and available work equipment and human relationships to complete work effectively and efficiently.

Skills are skills or the ability to manage and coordinate sports, technology and work equipment available to complete work based on the knowledge they have.

Skills are different from knowledge because skills lead to actions or actions based on the knowledge they have.

Skills need the practice to improve. A person who has the same knowledge does not necessarily have the same skills. To improve skills, appropriate training is needed.

Feelings are significant in the field of art or any field that requires a touch of art. Taste skills can increase the artistic value of the work. So that feeling is an important factor in human resources.

Creativity is another factor in increasing the value of the quality of work for the better and selling value. Creativity is a combination of taste, knowledge, experience and skills in creating new ways or new products or anything new or different from the usual. Creativity is very expensive in human resources.

Innovation is a continuation of creativity that provides breakthroughs in completing work or creating new products.

Creativity and innovation are two ideas that are interrelated but different, even though they appear to be the same. Creativity and innovation are both necessary for success in the workplace. here are the differences between creativity and innovation:

- Creativity is more based on unique ideas that are not usually. Creativity is formed from the formulation of experience, knowledge and imagination that form creative thought patterns and ideas that give birth to innovation.
- Innovation itself is born from the creativity that is more towards implementation or action in realizing creative ideas from the results of creativity itself.
- The organizational bureaucracy that ensures the organization can run properly sometimes actually becomes an obstacle in terms of creativity and innovation. Bureaucratic matters that impede creativity and innovation need to be reexamined, and a more flexible and adaptive organizational bureaucracy needs to be reformulated.

If the bureaucracy inhibits creativity and innovation, it can make it difficult for organizations to develop and progress properly. However, bureaucracy is also needed in terms of organizational supervision and control.

Innovation and creativity become something similar but not the same.

Innovation and creativity are sometimes not understood by some people. Simply put, creativity is more of a unique idea and does not usually or does not exist. Meanwhile, innovation is more about the implementation of the idea itself. Suppose a company doesn't have a website yet. Then an employee proposes the development of the company website. The proposal is the creativity of the employee who proposed the idea. While the implementation of website development because the company does not own it, it becomes an innovation even though outside the company, the website already exists or already exists or many companies already have websites.

Innovation tends to be a new product. However, innovation is not limited to this. Innovation can occur in new methods, business models, partnerships, routes to markets or marketing methods.

Innovation can be incremental or radical. Any improvement made to a product or service can be seen as an additional innovation.

The companies that have done their best, in the long run, are the most creative and innovative. These organizations don't copy what other people do.

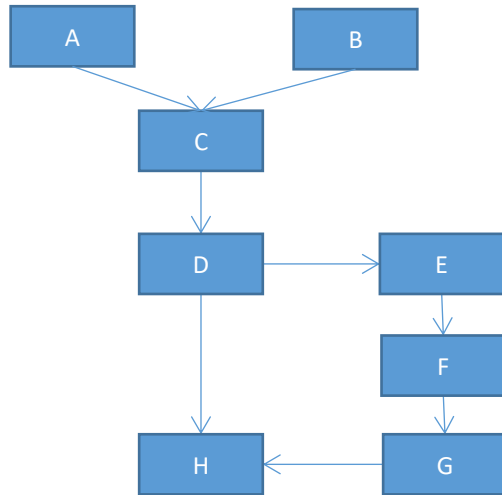
Instead, they may use creative and unique ideas to produce or develop innovative products and marketing breakthroughs. Innovation and creativity increase the company's competitive power so that they can survive in the midst of intense competition.

All people and companies can have the potential to have high creativity and innovate to create superior products and breakthroughs in business amid speedy business changes. Creativity is related to imagination, but innovation is related to implementation.

Products or services as long as they apply creativity and innovation to all aspects of the business, the company can stay ahead of the changing market and competition. Creativity is a function of combining experience, imagination and knowledge in creating innovative breakthroughs in a variety of matters ranging from new product development, marketing and other possible fields which in turn form new innovative and creative patterns in increasing organizational competitiveness. But simply having knowledge does not guarantee the formation of new patterns.

Innovation and creativity drive technological development to create new, more effective and efficient equipment. In general, the human resource system process is depicted in Figure 1.1.

Figure 1.1. Human Resource System Flowchart



Source: Author's illustration

Caption Figure 1.1 :

A = Knowledge and experience

B = Feelings

C = Creativity

D = Action

E = Innovation

F = Technology Development

G = New Equipment Development

H = Work result or performance

In carrying out the performance of human resources, it is motivated by knowledge (A) and feelings (B) which shape creativity (C) in taking action (D).

In carrying out actions, humans must use their bodies even if they only move their fingers on the computer keyboard, or move the vocal cords in speaking. What is clear is that certain actions involve the smallest human body which is motivated by knowledge and experience that produces thoughts that produce intentions plus the feelings that are felt before taking action by involving the physical body.

In work, actions can immediately take action to complete the work to produce work results or performance (H). It can also lead to innovation (E) which encourages technological development (F) to create new, more efficient equipment (G) in creating better work results (H)

## **2.2. The aims of Human Resource Management**

Humans are valuable assets or resources for a company or organization (Carbery, Cross,2018). Humans in their management are certainly different from non-human assets because humans have minds and feelings that must be guarded and respected. Humans are a valuable asset because human resources are responsible for all business operations and are a determinant of organizational success, which is reflected in the quality of organizational performance.

The role of human resource management is significant in assessing the work needed to achieve company goals, placing the right human resources in the right position to do the job, and empowering human resources to work at the highest possible level of performance with human resource development. To continuously improve performance to achieve organizational goals.

Human resource management is an art and science, where human resource management has the main task of coordinating people in an organization to achieve organizational goals.

Human resource management is the coordination of people in the organization to achieve the business goals that the organization has set. Human resource management plays a role in meeting the needs of staff or employees, maintaining employee job satisfaction, and developing employees so that they continue to develop in improving their performance in the organization, including developing career paths for people who are recruited and join the organization. Human resource management focuses on the internal part of the organization in developing human resources by using the coordination of people in the organization and technology in the process. In general, human resource management department personnel are drawn from various fields such as psychology,

business management, process management, information technology, statistical analysis, sociology, and anthropology, to achieve these goals.

Basically, the human resource management function is in the recruitment and placement of suitable employees in the required positions, promoting employees according to their level of expertise, ensuring that all employees in the company comply with applicable labour laws. The team in the human resources department identifies the elements of each HR function required and is involved in the strategic planning of the organization to meet each organizational goal.

The human resource management department has a role in ensuring a good experience for staff or employees and others related to management and organizational objectives. The objectives of human resource management include ensuring resource availability, data access, timely and reasonable payroll, ensuring employee compliance, etc.

Organizational goals basically affect the goals of human resource management because the objectives of human resource management adjust to organizational goals. The goal of human resource management is to ensure a stable, comfortable and successful work environment in effective and efficient business operations.

The main objectives of human resource management with in-depth elaboration are as follows:

1. Achievement of organizational goals
2. Work culture
3. Team integration
4. Training and Development
5. Employee motivation
6. Workforce empowerment
7. Retention
8. Employee Data Collection and Compliance

### **Achievement of organizational goals**

The main role of human resource management is to meet the needs of employees to carry out organizational strategies in achieving organizational goals. Empowering human resources to achieve business goals or organizational goals is a critical task in effective human resource management.

The objectives of human resource management in meeting human resource needs in achieving organizational goals include handling of the workforce, staff requirements such as recruitment and orientation, payroll management, and retirement. In terms of achieving success in meeting human resource needs, of course, it requires efficient planning and implementation.

## **Work culture**

Work culture plays an important role in determining human resource management and business performance. Effective human resource management with an orientation to the achievement of organizational goals, employee job satisfaction and a comfortable work environment are the main factors in building a work culture.

A human resource manager must be active in developing strategies for fostering a better and more effective work culture. Developing and maintaining a healthy and transparent relationship among team members to contribute to building a good work culture is something that must be done in building a work culture because a work culture must be built together in creating a comfortable and effective work environment.

## **Team integration**

One of the leading roles and objectives of human resource management is to ensure the team coordinates efficiently. Accessible communication is a group need in a company. The human resources here must provide the tools to help make the integration more convenient and seamless.

The right relationship between individuals is a must to ensure productivity. To make human resource

management successful, you need to look for a better integration portal to make data available for people more comfortable. Functional objectives, such as team integration, are to produce efficient operations and tasks.

With the right tools, such as self-service portals, employees can get closer to human resources.

### **Training and development**

The workforce is significant, and performing is two essential elements and needs to be worked on to achieve the main goals in an organization. With proper training, it can provide opportunities for better performance in the future followed by good career development that can encourage a sense of security and comfort for employees in the workplace so that performance will be even better in the future.

Significant occupations rely heavily on a training practice. Providing opportunities for employees is one of the essential steps to ensure workforce management.

There may be difficulties such as planning, scheduling, training sessions, and evaluating each on-board. To reduce pain, solutions like training management software can help with automated reminders, convenient schedules, reporting, and tracking capabilities. The human resource manager

can ensure effective training practices in the company.

### **Employee motivation**

The primary purpose of human resources is to keep things on the right track. Keep away, distractions and negative vibrations. For this, employees need to be cared for and continuously motivated. How can human resources encourage employees?

Give them strength. Take their views on things. Please include them in weekly meetings or decisions. Even if it's newer, let them join in. Keep morale high. Employee recognition, such as an annual appraisal of their performance, can also be helpful.

An automatic feedback system for performance appraisal management can encourage employee motivation to remain productive while on duty and become company employees. When employees feel satisfied at work, and their needs and expectations are met in working and joining the organization, employees will enthusiastically help the organization achieve organizational goals.

### **Workforce empowerment**

Employee empowerment is the best way to motivate employees. So that every human resource manager must be able to answer the following two questions in developing employee work motivation:

What else can workforce empowerment do?  
How to ensure proper workforce engagement?  
Empowerment is the right step in motivating employees, of course, by fulfilling employees' expectations in joining the organization, starting from the expectation of employee actualization to the expectation of monetary and non-monetary compensation that employees deserve.

### **Retention**

Providing quality job opportunities with appropriate compensation for employees and good corporate leadership, a healthy and comfortable work area, and employee retention are the main duties of human resource managers. Keeping employees retained and motivated is a top priority in human resource management.

In addition to employee recruitment, orientation, and training cycles, retaining employees for extended periods is the most significant human resource goal challenge. Often employees leave the workplace two months after placement. When this happens, there is the possibility of a deficiency or imperfection in the recruitment process. Of course, this is an evaluation of human resources in recruitment if this happens.

The good experience that can be obtained by employees during the recruitment, placement and

while working in the organization needs to be maintained and considered. A good experience can increase job satisfaction and have an impact on improving performance and vice versa. Making prospective employees wait for human resource management decisions makes for an unpleasant experience in the hiring process. However, careful and careful consideration also needs to be made. To keep it stable, human resource managers need to learn the best retention tips for the business.

#### Employee Data Collection and Compliance

The function of the human resource management department in achieving organizational goals also includes managing company data and employees and managing employee compliance with organizational regulations and policies. Managing payroll compliance and keeping companies away from penalties or fines is a big challenge for staff and human resource managers.

Even minor mistakes or miscalculations can expose human resources managers to enormous penalties and can even lose respect. When performing tasks such as work and payroll, human resource managers must be aware of laws and regulations. The goal here is to prevent unwanted claims from functioning smoothly.

## **Chapter 3**

### **Managing Expatriates**

International human resource managers have a high risk of failure (Crawshaw,J., Budhwar,2017) . To minimize the risk of failure, it is necessary to plan to anticipate the risks that may occur and a carefully developed strategy to support investment in initial and ongoing programs for successful international assignments.

The responsibility of the international human resources manager in selecting the right person for the overseas assignment. Don't just think about employees or human resources assigned as ex-pats or accept expats from abroad. However, international human resource managers must prepare expatriates and their families, especially the place of residence and the feasibility of living these employees and their families abroad or ex-pats from abroad to the country.

Another challenge in managing human resources between countries is measuring employee performance from afar. After completing the assignment, repatriating employees at the end of the assignment requires good and mature planning and implementation.

In an international assignment, it is necessary to understand the risks that may occur abroad, and it is necessary to prepare a plan to anticipate risks and minimize risks to support the success of the assignment, for example, providing travel insurance to assigned employees to anticipate risks that may occur on the way of assignment.

Expatriate managers are crucial members of all major multinational corporations And they are very expensive. The expatriate managers' success is vital to corporation, and to the country in which they work. Their failure, or their under performance, can be ruinous.Hiring expatriates from abroad provides opportunities for companies to get new ideas, innovations, and ideas in developing a company. Of course, accompanied by new challenges such as language issues, cultural diversity, and beliefs, and the diversity of customs that need to be managed not to cause negative impacts such as conflict and make it a force that enhances organizational creativity.

The assignment of employees, both staff and managers abroad, must be carefully considered. Overseas assignment means exposing employees to a new world, new habits, or maybe a new daily diet so that assigned employees must adapt and must be managed properly.

The diversity in each country with all its advantages and disadvantages needs to be managed properly. Rules and policies that are good in one country may be less suitable to apply in another. The diversity of the country needs to be well understood and managed and concern in making decisions.

The training and program of planned activities must consider the customs and culture of the countries to which the business is engaged, and employees must understand and respect the customs and cultures of the countries to which they are assigned. This needs to be informed and taught to employees before assignment to the destination country.

Understanding international management challenges can increase the success of international engagements and minimize the risk of failure in the engagement.

International management can enable the transfer of knowledge and technology between countries and develop global leadership and increase the creativity and innovation that comes from each country's diversity that must be managed properly.

Determining goals and company expectations that want to be achieved from the assignment must be determined before sending employees, managers, and staff abroad to carry out their duties. The goals

and expectations to be achieved can provide an overview of employees assigned to improvise if the detailed planning cannot be carried out perfectly due to various technical disturbances in the field.

Assignments between countries rely on measuring employee performance technically. Still, it is necessary to measure employees' ability to adapt to new environments and employee creativity because assignments in each country have different challenges. Developing a global mindset and appreciating difference and diversity are key factors that employees who will be assigned overseas must-have.

The management of human resources in selecting employees for overseas assignments greatly affects the assignment's success rate. Employees must be fully prepared for the assignment. At a minimum, they must be ready to adapt and improvise and collaborate with other employees from different countries from the assigned employee.

Differences in culture and customs can sometimes come as a surprise to employees assigned to the destination country for the first time. This must be made known to employees regarding customs and culture in the destination country which the organization is familiar with. Culture shock must be well anticipated for the organization and assigned

employees. This needs to be informed and prepared to employees who will be assigned to carry out the assignment as well as possible.

Sending employees as expatriates or receiving expatriates from abroad certainly requires a lot of costs. However, human resources from abroad or sending human resources abroad can certainly be a new investment that can generate profits within the organization. However, of course, this must be prepared carefully. At least three things that employees must have before being sent abroad must be considered, namely, intellectual capital, psychological capital, and social capital.

Intellectual capital in the form of knowledge, experience, and skills in completing work. Psychological capital is the ability to manage emotions in facing various challenges, adapt emotionally to new environments, and mingle with various people from various countries and their cultural diversity. Social capital is the ability to build good relationships with other people from various countries to complete assignments or work well with other people, which needs to be supported by psychological capital and intellectual capital.

Managing a global business, of course, requires global leadership, which is different from domestic leadership. Managers or managers in multi-national

companies need global thinking that considers the diversity of cultures and customs in each country where the company operates. This is a key in managing a global company, namely understanding that each country's diversity needs to be managed and respected.

The assignment of employees to foreign countries or the transfer of employees to different countries needs to be understood that the need for successful assignments is not only the ability of employees to complete technical tasks but also must be supported by the ability of employees to adapt to new environments and interactions and is different from their previous environment.

Of course, international assignments provide new experiences for employees in assignments between countries. This needs to be anticipated so that the experience gained is good to be more productive and dedicated to the company.

The cost challenge in overseas assignments is not only in the form of accommodation costs but also life insurance, the safety of employees who are assigned emotional and psychological factors for employees because they leave their family must also be taken into account. Because many non-material costs must be sacrificed in carrying out duties abroad, such as separation from family

and other psychological factors felt by employees. Including the cost of delays and delays that may occur due to differences in regulations that differ by country.

Employees who are assigned overseas, especially those who are married, have to share their income items, which can be used for one house because they are separated from their families and have to share budget posts. This needs to be taken into account by human resource managers to keep employees emotional.

Workers, whether sent abroad or expatriates who come from abroad who already have children, especially young ones, of course, will be an emotional thing for them. This needs to be respected and managed properly so that ex-pats can work well.

An assignment abroad or leaving a remote area can have the potential of causing employees or workers to part with their families temporarily, which, of course, affects their emotions and feelings. This needs to be anticipated so that employees can control their feelings and emotions to complete tasks properly. What needs to be considered other than the assigned employees, namely:

- Family.
- Work team.

- Manager/team leader.
- Organization.

In addition to the diversity of cultures and customs in various countries, language barriers are also challenging. In working and coordination, communication is needed, and language is critical in communication and work coordination. Employees who do not understand the language used predominantly in the workplace will require a longer adaptation time than employees who already understand and have the language skills used predominantly in the workplace.

Hiring and managing expats poses many challenges. However, careful preparation and planning can minimize the risk of failure and increase business success in business destination countries.

Assignments between countries build the experience and leadership of assigned employees so that they indirectly develop these employees' human capital by absorbing new knowledge, experience, and skills from the country of assignment or from people who are the work team during the assignment. These things are special bonuses for organizations because positive things such as new ideas can increase organizational competitiveness through innovation.

Experienced senior employees must be able to become mentors for their juniors in completing assignments. This mentoring is very important for new or junior employees to follow their seniors' success or develop themselves for the better.

Internet-based information technology helps senior employees provide advice, advice, and mentoring to junior employees to develop themselves and improve job completion skills.

International assignments can create innovative developments through new ideas and global leadership. Administrative challenges are common challenges international human resources managers face in foreign employees' assignments, such as population administration, different laws and contracts, and the diversity of each country's policies.

Overseas assignments are about sending people abroad to complete work and how the organization remains healthy with all existing operational activities to increase organizational profits to progress and develop better.

Failure in international assignments is, of course, very detrimental to the organization. This is because international assignments are expensive and have high risks. This is a serious concern in international

assignments. Because international assignments are challenging to predict the things that will happen in completing the task, many potential surprises may occur, such as culture shock, outbreaks, and daily ingredients differences. These are common matters that must be faced by employees assigned overseas.

Negotiations with foreigners need to understand cultural differences and tolerance and mutual respect to enhance negotiations' success. Unexpected things, such as accidents and sudden outbreaks, and natural disasters, also need to be anticipated. One of the anticipations is travel insurance that needs to be provided to expatriates who carry out their duties abroad.

It is not uncommon for an assignment to transfer the employee's family to the destination country, especially for long-term assignments. This, of course, costs a lot. Both material and non-material matters need to be calculated and measured the return rate on capital that might be obtained before undertaking an international assignment because international assignments must produce benefits and benefits for the organization that are greater than the costs incurred.

## **Chapter 4.**

# **Human Resource Management and Personnel Management**

Human Resource Management and Personnel Management are important parts of the company (Gilbert,2020). This two management have different roles and functions but complement each other in achieving organizational goals.

The philosophy in modern human resource management does not focus on supervision and deterrent effects but rather on developing employee performance and loyalty based on opportunities to develop, have a career, get a decent job and incentives so that loyalty and enthusiasm in building an organization can be manifested and embedded in personnel who become part of human resources. This is the role of personnel management in charge of managing personnel who are part of the human resources owned by the company.

Personnel management roles include strategic workforce planning following company or organizational strategy, organizational development, competency analysis, employee training and development, organizational culture development, career planning, reward system management, etc.

Personnel management is not only limited to employee welfare issues, employee recruitment and record keeping. So that Personnel Management acts as a personnel manager in individual approaches to employees or human resource management in a micro or micro-level approach.

Human Resources at the macro level at the organizational level includes all components of human resources including all employees including executive employees, honorary employees, freelancers to company directors and all groups outside the organization that affect the organization's business.

Human resource management at the organizational level is the management of the dynamic components of human resources which include all people at all levels in the organizational hierarchy at all times. Human resource management is part of a strategic approach to managing working relationships based on increasing human capabilities which are essential to achieving a sustainable competitive advantage. This can be achieved through a series of well-managed integrated labour policies, programs and practices. Human resource management and personnel management are two parts that complement and

integrate each other in managing human resources owned by a company or organization.

The Human Resource Management function covers a wide range of management activities including providing for the staffing needs of the organization either by using contract labour from independent contractors or recruiting and hiring employees to meet human resource needs. The Human Resource Management function also covers employee recruitment, employee placement, employee training and development. Human Resource Management functions to ensure good and quality employee performance, ensuring management personnel and practices comply with company regulations. Human Resource Management also includes managing employee benefits and compensation, employee records, and other personnel policies.

The Human Resources team must also be good moral judges and be aware of when incentives to raise morale are needed. Human resource management functions are as follows:

- **Planning:** Planning is the design of the work arrangement to be carried out in preparing human resource needs including forecasting future HR needs based on the mission and objectives of the organization, strategies and internal strengths and weaknesses, including

structure, culture, technology, and leadership within the organization, as well as post-recruitment planning, includes developing human resources and managing human resources properly.

- Staffing: Staffing is the process of implementing human resource planning that has been compiled to get people with the appropriate skills, abilities, knowledge and experience to fill jobs in the organization through a planned selection mechanism including the implementation of human work placements obtained through the recruitment and selection process.
- Development: Development is the process of implementing plans designed to develop accruals including employee appraisals which form the basis for employee development through education and training mechanisms as well as job rotation to gain work experience for employees.
- Motivation: Motivation is a process of personnel in encouraging work motivation through empowerment mechanisms, consultation or counselling, providing appropriate incentives and opportunities for self-development and employee career development.
- Maintain: Maintaining, in this case, is a process to retain employees and administration so that

data collection and management of human resources in maintaining and maintaining employees can be carried out properly

- Relationship management: Relationship management is the process of managing work relationships with employees and good relations with labour organizations so that a conducive and productive atmosphere can occur.
- Change management: Change management is the process of managing organizational adaptation and organizational development following the changing times, technological developments and business innovation so that the organization or company can change and develop for the better. In today's volatile business conditions, there is a need to develop policies and human resource management practices to stay competitive and develop a workforce that is committed and adaptive to change. The role of the human resource manager is to act as a catalyst, with a focus on facilitation and coordination.
- Evaluation: Evaluation is a process of appraising and reviewing the performance of human resources so that it can be seen the steps that can be taken in the development of better future human resources.

Though personnel management and human resource management can be differentiated academically,

more or less they deal with the human aspect of the organization, i.e. the management of men. In one nutshell, we can say human resource management deals with a human being as a resource in production activity rather than an employee.

Just as materials manager works with material as a resource required for production, production manager works with machines as a resource required for production, so also human resource manager considers human beings (employees) as a resource required for production. The difference between human resource and other resources is human resource has a mind, brain, thinking, and understanding capacity, it can increase its capacity or decrease its capacity as per its will. In contrast, other resources cannot do it by themselves.

Personnel Management and Human Resource Management are different and complementary management. Human resource management is based on human resource orientation that is not found in personnel management and is macro or comprehensive. In contrast, personnel management is a routine administrative activity in organizational staffing that is micro or individual in nature.

The main difference between Personnel Management and Human Resource Management lies in their scope and orientation. Human resources

are organizational assets that must be managed properly, which affect improving the performance and competitiveness of the company or organization.

Retaining competent employees for a long time is challenging in today's globalized and digital world because they are fully aware of their rights, and no organization can treat them like machines so that the role of Human Resource Management has developed to unite the organization with its employees to achieve common goals in a fair and profitable working relationship.

**Part 2**  
**Strategic Human Resource Management**

## **Chapter 5.**

# **The Concept of Strategy Human Resource Management**

The strategy is a broad statement that sets the direction (O'Hanlon,2011). A strategy is a series of specific, measurable and obtainable plans that are carefully developed with the involvement of institutional stakeholders. This action statement relates to the individual or individuals who are responsible and empowered to achieve the stated results within the desired timeframe.

The human resource strategy is a collection of patterns of activity plans that will be carried out in the human resource function activities that are prepared to achieve the specified organizational goals. The human resources strategy should be adopted by the human resources department personnel in managing and developing the human resources in the organization.

Human resources are a collection of people who carry out organizational strategies designed to achieve organizational goals. Human resources need to be managed effectively and efficiently in the implementation of human resource management.

Human resource management is the manager of all people who work in the organization or company

who need to be maintained, developed and used for the benefit of the organization.

The human resource strategy is structured to meet the human resource needs of the organization and is tailored to the organizational strategy and organizational goals.

Strategic Human Resource Management is an organizational plan to fulfill human resources, manage human resources, and develop human resources to carry out all of the organization's business operations.

Strategic Human Resource Management involves all people who work in the organization to run the organization's business well and encourage them to contribute to the organization for organizational development.

In the human resource strategy, the relationship between employees and the organization should be considered, including employee welfare and organizational health.

The human resources department compiles human resource planning to meet human resource needs, manages and develops human resources, and carries out all human resource management functions from recruitment to employment termination.

The human resource strategy must be formulated to adopt the organization's general strategy because the function of a human resource management strategy is to ensure that all employees can work well to achieve organizational goals by carrying out a general strategy that has been set.

Human resource management is responsible for monitoring to ensure that all employees can carry out their roles and functions properly to achieve organizational goals.

### **5.1. Human Resource Management Strategic Approaches**

Organizational excellence can be obtained by effective recruitment in getting the best talent from all candidates who register so that the selection process is an important process in finding the best talent for the organization and getting the best talent to be developed, motivated and empowered so as to achieve organizational excellence.

There are several approaches to strategic Human Resource Management. The following are some of the strategies commonly used in developing human resource management strategies based on resources, achieving strategic fit, high performance

management and high involvement management, as described below.

### **The resource-based approach**

The resource-based approach discusses the capabilities of resources to achieve a strategic advantage. The resource-based approach is based on developing human resources that are faster and more effective than competitors. The resource-based theory emphasizes that human capital investment can add human value to the company to increase performance and competitiveness. Its strategic objective is to create smarter and more flexible companies than competitors by hiring and developing more talented employees and by broadening the skill base of employees. Resource-based strategies are concerned with increasing the human or intellectual capital of the company.

This strategy is to develop employees quickly and effectively to gain organizational excellence by increasing employees' talents and skills to increase organizational excellence.

### **Strategic fit**

This strategy is based on the coordination and alignment of human resource strategies with organizational strategies in general and effective work coordination to encourage all employees to

work in the same direction as the strategies that have been determined so that opportunities for achieving organizational goals can be realized with the totality of existing strengths.

### **High-performance management**

High-performance management aims to focus on the best performance based on a rigorous selection process and a rigorous business operational standardization process to obtain the best organizational performance to give the organization an edge and win the competition with high-performance.

### **High-involvement management**

This strategic approach is a social capital approach in which employees are treated well and placed in a comfortable organizational environment to encourage employees to make their best contributions in emotional and social ties with the organization to create a comfortable and productive work culture to improve the organization. Mutual performance based on communication and human relations.

## **Chapter 6.**

# **Impacts of Human Resource on Organizational performance**

In today's business environment, most organizations already have well-established human resources departments. So that the recruitment process, job placement, employee development and human resource management functions can be managed properly, but in this day and age, there are other options besides recruiting and hiring people. This option is an outsourcing option. Not all jobs in business organizations require permanent employees and the recurring hiring of contract employees or freelancers is also quite costly. Outsourcing can be used as an option in terms of fulfilling temporary human resources and or not the main human resources that play a big and vital role in achieving organizational goals.

In managing the main or core employees of a company or organization, personnel planning or human resources, recruitment and selection, training and development, employee loyalty, employee motivation, performance appraisals, employee rewards, fair compensation and benefits, will help the company achieve success in achieving company or organizational goals. The main task of the human

resources department is to ensure that employees provide maximum performance for the organization or company (Denisi & Griffin, 2018).

Investment in employees, including human capital investment to increase employee capacity at work, investment in work facilities and infrastructure, including investment in human resource procurement, of course, must be calculated and measured systematically so that it can be seen how the company or organization can receive much return on investment.

Human resource management plays a vital role in the effectiveness and efficiency of organizational performance because human resources act as executors of corporate strategic planning in achieving organizational goals.

The human resources department is not limited to only dealing with issues related to compensation, performance management, organizational development, health, benefits, training, etc. But it is also a strategic partner of the company in determining the direction of organizational policies and business strategies where resources humans are a vital component in improving the performance of a company or organization in achieving organizational goals.

The function of Human Resource Management includes guaranteeing employee satisfaction at work, fairness for employee compensation, development of natural resources and quality of employee performance and the achievement of organizational goals through employee empowerment.

The human resources department plays a role in meeting human resource needs as well as retaining competent employees because these competent employees are a precious organizational asset. Although certain companies do not consider Human Resource Management as the main function of management, human resource management can contribute, which is very big on the success of today's company. In modern companies, human resource management plays a vital role in the development of the company's business because human assets are unique assets and very different from non-human assets. However, this returns to the type of business and organization. Because every type of business and organization certainly has different needs.

Humans are valuable assets or resources for a company or organization. Where human resources work to run all business operations that bring profit and development to the company or organization. Of course, good and appropriate human resource

management is needed to ensure that people who join the organization continue to work well.

Good human resource management requires the application of best Human Resources policies and practices. To be implemented properly, human resource management policies must be well written so that they can be easily understood and followed.

Human resource policies generally consist of human resource planning, recruitment and selection, training and development, and general appreciation of human resources or employees to strengthen the relationship between employers and employees or job recipients. Good human resource management practices and human resource policies can drive the performance of an organization or company even better.

Employees are a valuable asset that can make a business profitable and growing. Organizations are very dependent on the people who join the organization. Humans have human capital that is very different from non-human capital. High human capital in employees has the potential to encourage a growing and profitable business. In managing this valuable human resource, it is necessary to identify the need for human resource management to be developed into appropriate Human Resources policies and practices that can be relied on by every

business entity to increase its success in achieving organizational goals.

The success of an organization can be assessed from the development of specific Human Resources policies that can support business strategies and encourage employees to improve performance to drive company performance collectively. To achieve this, it is imperative to understand and implement the best possible Human Resources policies and practices.

Human resource management policies must be well written and structured so that all employees can legally follow them for the benefit of the organization and the common good.

Human resource policies and practices basically consist of human resource planning, recruitment and selection of human resources or employees, training and development of human resources or employees, and awards for employees or human resources in general. Good human resource management policies and practices, including strengthening relationships between employers and employees. Human resource practices and the application of company policies ultimately determine the success of the organization in achieving organizational goals. Therefore, human

resources need to be considered and considered as strategic partners.

Individuals who join the organization are Human Resources and the organization's workforce. Generally, they must work in a fair agreement and support the general goals and objectives of the organization. The human resources division of a company must know various things about employees and be responsible for them and ensure the performance of all employees to ensure the achievement of organizational goals.

Human resources must be involved at all functional levels of management. The human resources department is responsible for employee performance appraisal at various stages to determine the performance of each individual for each employee and the effect on the company. For low-performing employees, the human resources department can provide advice and make improvements and developments needed to improve performance. Also, human resources personnel must focus and use their time and efforts to support the business during human resource planning, implementation, and control processes. As a trustworthy strategic partner, Human Resource Management policies and practices must be efficient and effective.

The role of Human Resources in recruiting skilled and talented individuals, developing individuals who join the company and retaining them, influences company performance in general so that it must meet the needs of the company that has been planned.

Training, Development and Education can have a positive influence on employee performance which in turn encourages company performance. Encouraging increased proficiency and developing competency levels in employees is important. Encouraging the improvement and development of employee competencies through flexible learning that occurs when people dynamically seek supportive knowledge and skills. This can be encouraged through improving the learning climate within the organization, and also through electronic media to improve learning efficiency for all employees.

Increased motivation and commitment are essential in improving performance. Because this can have a positive impact on employee performance which in turn has a positive impact on organizational performance. One of the important tasks of human resource management is to ensure that employees are happy to work for the company for the sake of achieving organizational goals.

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