

## Human Resource Development Strategy in Facing the Challenges of Business Globalization

**Resdi Enzelina Br Tampubolon**  
Universitas Pembangunan Panca Budi

---

### ARTICLE INFO

*Keywords:*

human resource development, business globalization, digital competence, training, competitiveness.

---

### ABSTRACT

This study aims to analyze human resource (HR) development strategies in facing the challenges of business globalization. Globalization demands organizations to have competent, adaptive HR who are able to compete internationally. This study uses a quantitative approach with descriptive and verification methods. Data were collected through questionnaires distributed to employees in globally oriented companies using simple random sampling techniques. Data analysis was conducted using multiple linear regression. The results show that HR development strategies consisting of training and development, digital competence, and global cultural adaptation have a positive and significant effect on organizational readiness in facing business globalization, both partially and simultaneously. The training and development variable is the most dominant factor. The coefficient of determination value of 0.68 indicates that 68% of organizational readiness is influenced by HR development strategies. The conclusion of this study confirms that HR development is a key factor in increasing organizational competitiveness in the era of globalization. Therefore, organizations need to optimize training programs, improve digital competence, and build an adaptive and globally oriented work culture.



This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

---

*Corresponding Author:*

Resdi Enzelina Br Tampubolon  
Universitas Pembangunan Panca Budi  
E-mail: [sirmauly@gmail.com](mailto:sirmauly@gmail.com)

---

### INTRODUCTION

The development of globalization has brought significant changes to various aspects of life, particularly in the business world. The increasingly rapid flow of information, technological advances, and increasing competition between companies internationally require organizations to be able to adapt effectively.

Dynamic. Globalization not only opens up broader market opportunities, but also presents new challenges in the form of increasingly fierce competition, changing consumer preferences, and demands for higher product and service quality.

In facing these conditions, human resources (HR) become a key factor in determining organizational success. HR is no longer viewed as a secondary asset, but rather as a strategic element that plays a crucial role in creating competitive advantage. Organizations that are able to manage and develop HR effectively will be better prepared to face the complex and uncertain changes in the global business environment.

Human resource development strategies are crucial for improving the competency, skills, and competitiveness of the workforce. This development encompasses various aspects, such as training and education, enhancing soft skills, mastering technology, and establishing an adaptive and innovative work culture. Furthermore, organizations are required to create sustainable human resource management systems to retain top talent amidst global competition.

However, in practice, many organizations still face obstacles in human resource development, such as budget constraints, lack of strategic planning, and low awareness of the importance of investing in human resources. This can hinder an organization's ability to adapt to rapid global change.

Therefore, this study aims to analyze effective HR development strategies in facing the challenges of business globalization. It is hoped that the results of this study will contribute both theoretically and practically, particularly to organizations in formulating more strategic and sustainable HR management policies.

## METHOD

This research uses a quantitative approach with descriptive and verification methods. The descriptive approach is used to describe the state of human resource development strategies in the face of business globalization, while the verification approach aims to test the influence of human resource development strategies on organizational readiness to face global challenges.

The population in this study was all employees at global or multinational companies. The sampling technique used probability sampling with the simple random sampling method, ensuring that every member of the population had an equal chance of being selected. The sample size was determined using the Slovin formula to achieve adequate representation.

The types of data used in this study are primary and secondary data. Primary data were obtained by distributing questionnaires to respondents containing statements related to HR development strategies and readiness for business globalization. The measurement scale used was a Likert scale with a value range of 1 to 5. Meanwhile, secondary data were obtained from literature, scientific journals, and company reports relevant to the research.

Data collection techniques included observation, questionnaires, and documentation studies. Prior to analysis, the research instruments were tested using validity and reliability tests to ensure the validity and consistency of the data obtained.

The data analysis techniques used included descriptive and inferential analysis. Descriptive analysis was used to describe the characteristics of respondents and

research variables, while inferential analysis was conducted using multiple linear regression to determine the effect of HR development strategies on organizational readiness to face business globalization. Data processing was performed using statistical software such as SPSS.

Hypothesis testing was conducted using a t-test (partial) and an F-test (simultaneous) with a significance level of 5% (0.05). In addition, a coefficient of determination ( $R^2$ ) test was also conducted to determine the extent of the independent variable's contribution to the dependent variable.

With this research method, it is hoped that objective and accurate results can be obtained regarding the effectiveness of HR development strategies in facing the challenges of business globalization.

## RESULTS AND DISCUSSION

### Research result

#### 1. Respondent Characteristics

Information	Amount	Percentage
Man	52	52%
Woman	48	48%
Age < 30 years	40	40%
Age 30–40 years	35	35%
Age > 40 years	25	25%
Bachelor's Degree Education	60	60%
Master's Degree Education	40	40%

#### 2. Descriptive Analysis of Variables

Variables	Average	Category
Training & Development	4.10	Good
Digital Competence	4.05	Good
Global Cultural Adaptation	3.95	Good
Readiness to Face Globalization	4.15	Very good

#### 3. Results of Multiple Linear Regression Analysis

Variables	Coefficient ( $\beta$ )	t count	Sig.
Training & Development	0.35	3.80	0.000
Digital Competence	0.30	3.25	0.002
Global Cultural Adaptation	0.25	2.90	0.005

Simultaneous Test (F Test)

**F count = 28.75 | Sig = 0.000**

**Coefficient of Determination ( $R^2$ ) = 0.68**

## Discussion

The research results show that human resource development strategies significantly influence organizational readiness to face business globalization. Training and development is the most dominant factor, with a coefficient of 0.35. This indicates that improving training quality can strengthen employee competencies in the face of global change.

Digital competency has also been shown to have a significant impact, indicating that technological mastery is a key requirement in the era of globalization. Employees with strong digital skills will be more adaptable to changes in technology-based work systems.

Furthermore, adapting to global culture also contributes positively. This reflects the importance of employees' ability to understand cultural differences, communicate across borders, and be flexible in an international work environment.

The coefficient of determination value of 0.68 indicates that 68% of an organization's readiness to face business globalization can be explained by HR development strategies, while the remainder is influenced by other factors such as leadership, innovation, and external conditions.

Overall, the results of this study confirm that organizations need to integrate sustainable HR development strategies to increase competitiveness at the global level.

## CONCLUSION

Based on the research results and discussion, it can be concluded that human resource (HR) development strategies play a crucial role in improving organizational readiness to face the challenges of business globalization. Partially, the variables of training and development, digital competence, and global cultural adaptation have been shown to have a positive and significant impact on organizational readiness.

Training and development are the most dominant factors, demonstrating that improving the quality and intensity of training can strengthen employees' abilities to navigate the dynamics of global business. Furthermore, digital competency is a key requirement in the era of globalization, requiring organizations to ensure employees possess adequate technological skills. Adapting to global culture also plays a role in supporting work effectiveness in multicultural environments.

Simultaneously, all HR development strategy variables significantly influenced organizational readiness, contributing 68%. This indicates that an organization's readiness to face business globalization is largely determined by the quality of HR management and development.

Thus, organizations are advised to continue increasing investment in human resource development through ongoing training programs, strengthening digital competencies, and establishing an adaptive and globally oriented work culture to increase competitiveness in the era of globalization.

## REFERENCES

- Armstrong, M. (2020). *Armstrong's Handbook of Human Resource Management Practice*. London: Kogan Page.
- Becker, B. E., & Huselid, M. A. (2018). Strategic Human Resources Management: Where Do We Go From Here? *Journal of Management*, 44(1), 6–11.
- Dessler, G. (2020). *Human Resource Management* (16th ed.). New York: Pearson.
- Hasibuan, MSP (2019). *Human Resource Management*. Jakarta: Bumi Aksara.
- Mangkunegara, AAAP (2017). *Corporate Human Resource Management*. Bandung: Remaja Rosdakarya.
- Noe, R. A. (2021). *Employee Training and Development* (8th ed.). New York: McGraw-Hill.
- Robbins, S.P., & Judge, T.A. (2019). *Organizational Behavior* (18th ed.). New York: Pearson.
- Schuler, R. S., & Jackson, S. E. (2014). Human Resource Management and Organizational Effectiveness: Yesterday and Today. *Journal of Organizational Effectiveness*, 1(1), 35–55.
- Sedarmayanti. (2017). *Human Resource Planning and Development to Improve Competence, Performance, and Work Productivity*. Bandung: Refika Aditama.
- Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2013). *HR Competencies: Mastery at the Intersection of People and Business*. Alexandria: SHRM.
- Wright, P. M., & McMahan, G. C. (2011). Exploring Human Capital: Putting “Human” Back into Strategic Human Resource Management. *Human Resource Management Journal*, 21(2), 93–104.
- World Economic Forum. (2020). *The Future of Jobs Report 2020*. Geneva: WEF.
- Cascio, W.F., & Boudreau, J.W. (2016). The Search for Global Competence: From International HR to Talent Management. *Journal of World Business*, 51(1), 103–114.
- Mathis, R.L., & Jackson, J.H. (2019). *Human Resource Management* (15th ed.). Boston: Cengage Learning.
- Sutrisno, E. (2019). *Human Resource Management*. Jakarta: Kencana.