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Building a Globally Oriented Organizational Culture: The Role of HR Management in Facing Competition in the International Era

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Abstract: *Globalization has had significant implications for the dynamics of competition between organizations, demanding an adaptive and globally oriented organizational culture. In this context, human resource management (HRM) has a strategic role to ensure that organizations are able to manage diversity, improve cross-cultural competencies, and create a work climate that supports innovation and international collaboration. This study aims to analyze the contribution of HRM in building a global organizational culture as a strategy to face competition in the era of globalization. The research method used is a literature review with a descriptive qualitative approach, which examines various scientific literature, indexed articles, and relevant academic publications over the last ten years. The analysis was conducted using qualitative content analysis techniques by identifying key themes related to global recruitment strategies, cross-cultural competency development, workforce diversity management, and the role of leadership in strengthening organizational culture. The results of the study show that HR management plays a crucial role in encouraging organizations to become more adaptive, innovative, and globally competitive through the implementation of talent management strategies based on international competencies. The development of a global organizational culture has been proven to enhance long-term competitive advantage by creating synergy between local values and universally recognized global standards. In conclusion, an organization's success in facing global competition is largely determined by the ability of its human resource management to build and internalize an organizational culture that is responsive to the dynamics of globalization.*

Keywords: *Global Organizational Culture, Human Resource Management, International Competence, Globalization.*



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INTRODUCTION

Globalization is an inevitable phenomenon that has had a major impact on all aspects of life, including the business world and organizations (Ayaz, 2021). The rapid development of technology, communication, and international trade flows requires organizations to be able to adapt to the dynamics of a global environment full of uncertainty. Under these conditions, the success of an organization is no longer determined solely by internal factors such as capital and technology, but also by their ability to build an organizational culture that is relevant to global demands (Ramadhani, 2024).

Globalization has shaped an increasingly integrated, dynamic, and complex business competition landscape, where geographical, economic, and information boundaries are becoming increasingly blurred (Siregar, 2024; Syamhari, 2023; Kholishudin, 2023). Rapid developments in digital technology, openness in international trade, and cross-border labor mobility have accelerated the flow of ideas, resources, and innovation between organizations in various parts of the world. This phenomenon has not only created broader market opportunities, but also presented new challenges in the form of increasingly intense competition, rapidly changing consumer preferences, and demands for compliance with increasingly stringent global standards. In this context, a company's success is no longer solely determined by product quality or service excellence, but also by its ability to build a globally oriented organizational culture as a strategic foundation for business sustainability.

Organizational culture serves as a guide for behavior, beliefs, and values that bind all members together in achieving common goals (Akpa, 2021). However, in the era of globalization, organizational culture is required to be more than just a reflection of local or national values. Organizations that want to compete in the international market must develop a globally-oriented culture, namely a culture that is open to diversity, encourages innovation, and is adaptive to changes in the external environment (Mustafa, 2023). This is in line with the need to build organizations that

are able to compete in the international arena without losing their local identity. A globally-oriented organizational culture is not something that is formed instantly (Bamidele, 2022). It is the result of a long process involving strategic planning, value formation, and the implementation of consistent managerial practices. In this process, human resource management (HRM) plays an important role as the main driver. HRM acts as a link between organizational values and the actual behavior of employees, while also functioning as a facilitator that ensures all members of the organization are able to understand, accept, and implement the global culture that has been built.

Human resource management plays a vital role because the success of an organization in facing global competition is largely determined by the quality of its people (Pucik, 2024). Technology and capital are indeed important factors, but people are the controlling factor that can maximize other resources. Therefore, focusing on human development through strategic human resource management is a fundamental step in building a strong and globally-oriented organizational culture. Globalization has also led to increasingly massive cross-border labor mobility (Tan, 2023). As a result, organizations are faced with diversity in culture, language, religion, and social values. If not managed properly, this situation can lead to internal conflicts. However, on the other hand, diversity can also be a source of strength that drives creativity and innovation. The role of HR management in managing diversity is key to synergizing these differences into organizational strength.

A globally oriented organizational culture requires the harmonious integration of universal values, such as openness, professionalism, and innovation, with a local identity that reflects the unique character of the company and the socio-cultural context in which it operates (Riyadi, 2025). This integration is key to maintaining the company's relevance in the global market while retaining its competitive differentiation. Furthermore, this type of culture encourages productive cross-cultural collaboration, expands international partnership networks, and fosters



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a high level of adaptability to the uncertainties of the international market. Thus, building a global culture is not merely a cosmetic or symbolic effort, but a core strategy that determines an organization's ability to survive, thrive, and lead in an ever-changing global competition. Although various studies have shown that a globally oriented organizational culture can increase competitiveness, most research still focuses on large companies with abundant resources. Research discussing how medium-sized organizations or companies undergoing transformation can build a global culture is still relatively limited. In addition, there are still few studies that deeply examine the strategic role of human resource management (HRM) in the process of forming a global culture, especially in the context of highly dynamic international competition. This gap opens up space for further research.

This study is novel in formulating a conceptual framework that integrates the strategic functions of HR management, such as global competency-based recruitment, cross-cultural training, inclusive performance systems, and international leadership development, with the process of internalizing global values into organizational culture. This approach positions HRM not only as an administrative function, but as an agent of cultural transformation that plays a direct role in strengthening international competitiveness. Thus, this study is expected to contribute theoretically by enriching the literature on the relationship between HRM and globally oriented organizational culture, as well as practically by providing strategic recommendations that can be implemented by various types of organizations to increase competitiveness in the global market.

METHOD

This study uses a descriptive qualitative approach with a literature review method to analyze the role of human resource management in building a globally oriented organizational culture. This approach was chosen because the topic emphasizes the exploration of concepts, ideas, and theories relevant to the dynamics of HR management in

facing global competition, rather than quantitative hypothesis testing. The data used came from various secondary sources, including scientific articles, books, research reports, and international publications discussing organizational culture, globalization, and HR management. The literature collection process was carried out systematically by searching academic databases such as Google Scholar, Scopus, and ProQuest using the keywords organizational culture, global orientation, human resource management, and global competition.

After the literature has been collected, the next step is to conduct a content analysis to identify the main themes related to the role of HR management in building a global organizational culture. This analysis is carried out by classifying the literature findings into several aspects, such as global recruitment and selection strategies, cross-cultural competency development, workforce diversity management, and the role of leadership in strengthening an organizational culture that is adaptive to global change. The validity of the data is strengthened through source triangulation techniques, which involve comparing findings from various literature to obtain a comprehensive and unbiased understanding. The results of the analysis are then presented in the form of a systematic description, providing a complete picture of how HR management plays a role in building a global-oriented organizational culture. Thus, this research method not only allows researchers to elaborate on existing theories but also provides a conceptual framework that can be used as a reference for organizations in formulating HR management strategies in line with the demands of globalization.

RESULTS AND DISCUSSION

Research shows that companies that have successfully built a globally-oriented organizational culture generally implement recruitment strategies that are strategically designed to attract talent with strong international competencies (Tariana, 2024). The recruitment process does not merely focus on finding individuals with the best technical

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skills, but also emphasizes the suitability of the candidate's character, values, and global insights. In practice, the selection stage includes testing cross-cultural communication skills, understanding international business norms and ethics, and the ability to adapt to the dynamics of a multinational work environment. Proficiency in foreign languages, especially languages that are the lingua franca of global business such as English, is an important criterion to ensure smooth cross-border interactions.

This recruitment approach represents an important paradigm shift, whereby the success of organizations in the global market is measured not only by technical competence or what employees can do, but also by their ability to adapt and collaborate in diverse cultural contexts (Nursalim, 2024; Ramadhani, 2024). Within this framework, the selection process is no longer limited to assessing academic achievements and functional skills, but also identifies personal qualities that are essential for success in a multicultural environment, such as emotional intelligence, cross-cultural sensitivity, inclusive communication skills, and flexibility in dealing with rapidly changing work dynamics. Employees recruited through this mechanism are generally equipped with the mental, emotional, and social readiness to navigate the complexities of global interactions. They are able to negotiate effectively with international partners, build synergy in teams spread across different time zones, and understand the nuances of language and behavior in each cultural context. More than just fulfilling specific job requirements, the presence of such talent is a strategic asset for organizations. They contribute directly to accelerating the cultural integration process, minimizing the risk of miscommunication, and creating an inclusive, innovative, and solution-oriented work ecosystem. In the long term, this capability not only improves operational efficiency, but also strengthens the organization's reputation as a global employer of choice that is adaptive to change and competitive on the international stage.

The alignment between individual values and organizational culture has been proven to

be a key factor influencing the speed of adaptation, initial performance achievement, and long-term loyalty (Setyowati, 2025; Afina, 2024; Widyaningrum, 2025). Talents who feel aligned with the company's vision, mission, and work norms tend to show higher commitment, active involvement in achieving strategic goals, and resilience in facing global competition pressures. Thus, recruitment strategies that prioritize global competencies and value alignment not only strengthen human resource quality but also serve as an important foundation for organizational sustainability and competitive advantage in the era of international competition.

The findings of this study indicate that the development of cross-cultural capabilities is one of the key components that significantly distinguishes globally oriented companies from locally oriented companies (Sayfulloh, 2024). Amidst intense competition and the complexity of the international market, successful companies do not only rely on technological strength, product innovation, or operational efficiency, but also view the ability to understand, appreciate, and integrate diverse cultural perspectives as strategic capital that determines business sustainability. This perspective makes cross-cultural competence not just an additional attribute, but an important foundation in building productive business relationships, creating trust with global partners, and reducing potential friction arising from differences in values, work styles, and expectations. To achieve this, training programs designed by globally oriented companies are usually comprehensive and multi-layered. The material is not limited to the transfer of theoretical knowledge about business etiquette, social norms, or communication practices in various countries, but also places a strong emphasis on direct experiences that shape practical skills. The methods used may include international negotiation simulations, cross-cultural role plays, interregional employee exchanges (global job rotation), and involvement in collaborative projects with multinational teams. Through this approach, employees not only gain conceptual understanding, but also build



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sensitivity, adaptability, and problem-solving skills in a multicultural work environment. The end result is the formation of human resources who are ready to face the realities of the global market with an open, collaborative, and innovative attitude, thereby strengthening the company's competitive position in the international arena.

The implementation of such programs typically includes cross-border work simulations, employee exchanges between branch offices in different regions, and international project-based learning involving teams from diverse cultural backgrounds. Through these mechanisms, employees have the opportunity to engage in real-world work situations fraught with differences in language, mindsets, and problem-solving styles. Such interactions help them understand how different perspectives can influence decision-making processes, manage conflict constructively, and leverage diversity as a source of innovation. Cross-cultural training not only serves as a means of improving technical skills in communicating and working with colleagues from other countries, but also becomes a vehicle for the organic internalization of global values (Udoh, 2025). Instead of simply receiving formal instructions on "how to work globally," employees experience firsthand the process of adaptation, empathy building, and behavioral adjustments needed to build harmonious professional relationships. This approach creates deeper learning, as changes in behavior and mindset emerge as a result of real interactions, rather than simply memorizing procedures. Thus, cross-cultural capability development is not just part of a training strategy, but a long-term investment that strengthens the organization's competitiveness in the global arena. Employees who are skilled at bridging cultural differences can become strategic connectors in international collaborations, minimizing the risk of miscommunication and accelerating the process of cross-border team integration (Kayyali, 2025). This advantage ultimately helps companies maintain a positive reputation, build sustainable global partnerships, and seize

growth opportunities in an increasingly integrated market.

The performance management system implemented in globally oriented companies shows fundamental differences compared to conventional approaches that generally only focus on achieving numbers or financial indicators (Tambare, 2021). In a global context, employee success cannot be measured solely by quantitative achievements such as sales volume, productivity, or profit margins, but also includes strategic contributions to the creation of long-term value that is relevant to the international market. Performance appraisals are designed to capture the collaborative, innovative, and adaptive dimensions that are key prerequisites for success in a multicultural and dynamic business environment. One notable difference is the inclusion of performance indicators that assess the extent to which employees are able to build and maintain cross-departmental, and even cross-border, collaboration. Performance is viewed not only in terms of individual results, but also in terms of contributions to team synergy that produces joint solutions. This aspect is crucial because in the global market, competitive advantage often arises from the ability to integrate diverse expertise and different perspectives. Thus, indicators such as the effectiveness of cross-cultural communication, the ability to solve problems collectively, and the willingness to share knowledge and resources are important components in performance evaluation. This system also emphasizes the assessment of innovations that are directly relevant to global market needs. This means that creative ideas are not only evaluated based on the novelty of the concept, but also on their potential for application in various cultural and market contexts. This encourages employees to think more strategically and across boundaries, while facilitating the development of products or services that are widely accepted in the international market.

An inclusive approach has been proven to have a significant impact on increasing employees' intrinsic motivation (Rikmaratri, 2025; Dzirusydi, 2025; Amrulloh, 2025).



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When individuals feel that their contributions are recognized holistically, not only based on quantitative achievements, but also on the strategic value, innovation, and unique perspectives they bring to the team and organization, a deeper sense of belonging to the company emerges. This recognition not only boosts self-confidence but also fosters emotional attachment that encourages them to invest more energy, time, and creativity for mutual success. The sense of involvement built through this mechanism plays an important role in fostering long-term loyalty, strengthening cross-functional cooperation, and creating a supportive work environment. The collaborative culture that is created not only facilitates coordination, but also encourages the transfer of knowledge and continuous synergy of ideas. In a broader context, this type of performance management system goes beyond its traditional function as an evaluation tool and has evolved into a strategic instrument in shaping a progressive, adaptive, and responsive organizational culture that is responsive to challenges and opportunities in a dynamic global market. Thus, high performance is not only the result of achieving targets, but also a reflection of a healthy, inclusive work ecosystem that is oriented towards sustainable growth.

Leadership with international insight has proven to be one of the key pillars in strengthening, maintaining, and developing a global culture within organizations (Sirait, 2024; Yalsika, 2025). This type of leadership transcends the boundaries of traditional managerial capacity because it not only focuses on strategic decision-making but also demands a high level of cultural adaptability, the ability to read and anticipate global trends, and the skills to bridge gaps in values, norms, and work practices between cultures. Leaders with international insight are able to create a space for constructive dialogue between local and global perspectives, resulting in policies and initiatives that are relevant in various market contexts. Experience working, partnering, or studying abroad generally enriches leaders' horizons, shapes a deep cross-cultural awareness, and sharpens diplomatic and

negotiation skills in a multicultural environment. This insight enables them to understand the dynamics of international relations, respond quickly to global geopolitical and economic changes, and manage cross-border collaboration effectively. Furthermore, this type of leadership can serve as a role model for all members of the organization, inspiring them to develop a global mindset, strengthen international networks, and foster an inclusive and innovative work culture. In the long term, the presence of leaders with an international perspective not only supports the smooth running of cross-border operations, but also strengthens the organization's competitive position in an increasingly complex and interconnected global arena.

Leaders with an international background are also sensitive to differences in norms, language, and work ethics, enabling them to manage potential friction and turn it into opportunities for collaboration (Young, 2025). They tend to prioritize a transformative leadership approach that encourages participation, innovation, and active involvement of all team members, regardless of their background. This quality is important in creating a psychologically safe work environment, where new ideas can emerge without hierarchical or cultural barriers. Globally-minded leaders have the ability to be consistent role models in internalizing and practicing universal values, such as openness to innovation, appreciation for diversity, and the courage to make data-driven decisions that take into account macroeconomic variables, industry trends, and cross-border market dynamics. Their actions not only directly influence team performance, but also shape the overall mindset of the organization, fostering a corporate culture that is resilient, adaptive, and relevant on the international stage. Ultimately, leadership with international insight acts as a catalyst that accelerates the integration of global values into every aspect of the company's operations. Through broad vision, cross-cultural empathy, and principled steadfastness, such leaders are able to inspire employees to focus on long-term goals that are

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in line with global market demands while maintaining the organization's unique identity.

Discussion of these findings shows that the strategic role of human resource management (HRM) is at the heart of the process of forming a globally oriented organizational culture (Jailani, 2025; Waruwu, 2024; Pakaya, 2011). In the context of increasingly dynamic international competition, HRM no longer functions merely as a labor manager, but as a strategic partner that designs and implements policies to ensure that organizations have high adaptive capacity. This role includes solid integration between global competency-based recruitment processes, continuous cross-cultural training, the implementation of inclusive and multidimensional performance appraisal systems, and leadership development with an international perspective. This integration creates strategic synergies that strengthen the foundation of the organization's competitiveness in the global market. Global competency-based recruitment ensures the influx of talent with skills relevant to cross-border dynamics, including foreign language skills, understanding of international regulations, and cultural adaptability. Cross-cultural training is a learning medium that equips employees with sensitivity to differences in norms, values, and communication styles, so that cross-cultural interactions can run harmoniously. Meanwhile, an inclusive performance appraisal system not only measures quantitative achievements but also contributions to innovation, cross-team collaboration, and participation. Meanwhile, the inclusive performance appraisal system not only measures quantitative achievements, but also contributions to innovation, cross-team collaboration, and participation in sustainability initiatives.

The development of international leadership serves as a key driver for the internalization of global values within organizations (Santoso, 2025; Kurniati, 2024; Putri, 2024). Leaders who are trained and experienced in the international arena are able to bridge the gap between corporate strategy and global market realities, as well as foster a work culture that is open to change. The

synergy between all these elements creates an organizational ecosystem that is responsive to changes in the business environment, proactive in seizing cross-border collaboration opportunities, and resilient in the face of intense competitive pressure. The strategic role of HR management in shaping a global culture not only has implications for short-term success but also becomes a long-term investment that strengthens organizational sustainability. The planned and targeted integration of HR policies and global orientation provides organizations with the capacity to continue to grow amid disruption while maintaining their identity and competitive advantage in the international arena.

Cultural transformation within an organization cannot be achieved solely by relying on written policies or holding ceremonial internal campaigns. An approach that focuses only on symbols and slogans without real implementation support often ends up as a formality that has no significant impact on employee behavior. To create authentic change, this process requires the active involvement and collective awareness of all levels of the organization, from top leaders who set the strategic direction to operational employees who carry out daily activities. This involvement must be manifested through concrete actions that are in line with the cultural vision that is to be built. Leaders not only play a role as decision makers, but also as role models who demonstrate commitment to global values through consistent behavior and transparent communication (Muslim, 2024; Nuzulla, 2023; Prabowo, 2024). On the other hand, employees at all levels need to be given space to participate, express ideas, and receive training that equips them with cross-cultural skills and insights.

A sustainable global culture can only be established if the values promoted are truly translated into daily work behavior, inclusive managerial practices, and a reward system that supports the implementation of these values (Hoxha, 2024). This includes adjusting HR policies, designing incentives that reward cross-cultural collaboration, and implementing performance evaluation mechanisms that assess



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contributions to strengthening organizational culture. When all these elements are consistently implemented, global culture becomes more than just a slogan in official documents; it lives and thrives as an integral part of the organization's identity. By positioning the human resources (HR) function as a change agent, the process of organizational adaptation to global demands can take place more quickly, in a structured manner, and with a clear direction. The strategic role of HR is not limited to carrying out administrative procedures, but also leading initiatives that drive cultural transformation and improve employee competencies in line with international market needs. HR becomes the driving force that ensures every policy, from recruitment, new employee orientation, training and development, to talent management, is aligned with the company's global vision and mission.

HR plays a central role in ensuring that global values are not only understood conceptually, but truly internalized and reflected in the daily behavior of all members of the organization (Hossain, 2023). To achieve this, HR needs to develop a comprehensive and sustainable evaluation system that not only measures the extent to which employees understand global values but also assesses their implementation in work processes, communication patterns, and decision-making at various levels. This evaluation can be carried out through various methods, such as structured work culture surveys, cross-cultural skill measurements using psychometric instruments, performance assessments based on global indicators integrated with individual and team KPIs, and audits of the effectiveness of international training programs. The results of this evaluation process provide HR with an empirical basis for designing precise and relevant strategic interventions. For example, findings related to cross-cultural competency gaps can trigger the renewal of training curricula that are more contextual and adaptive to global dynamics. Similarly, analyzing leadership effectiveness in a multicultural environment can serve as the basis for restructuring leadership development

programs, enabling leaders to become role models for the application of global values. In addition, HR can also strengthen reward and recognition systems designed to motivate work behaviors that are in line with a globally-oriented organizational culture, so that these values do not merely become slogans, but truly become part of the organization's DNA.

With its position at the center of interaction between management policy and employee dynamics, HR also acts as a facilitator of cross-level and cross-cultural communication within the organization (Mahmud, 2025). This role enables HR to bridge differences in perspective, reduce resistance to change, and strengthen the sense of ownership of the company's global vision. Ultimately, when HR functions optimally as an agent of change, organizations are not only able to adapt to global demands, but also create sustainable competitive advantages in the international arena. The results of this study confirm that organizations that want to survive and excel in international competition need to view a globally-oriented organizational culture not merely as a complement, but as a strategic asset that has high value and a direct impact on long-term performance. This type of culture can serve as the foundation for sustainable innovation, effective cross-cultural collaboration, and a high capacity for adaptation to the dynamics of the global market. When a globally oriented organizational culture is well internalized, it functions as a strategic compass that guides individual and collective behavior toward the achievement of a shared vision at the international level.

In this context, the role of HR becomes crucial, as they are the ones who design, implement, and maintain programs that shape global values in every aspect of organizational life. This responsibility ranges from selecting and recruiting talent with cross-cultural competencies, conducting global-perspective training and development, to building a reward system that encourages behavior in line with the values promoted. With a consistent strategy, HR functions not only as a human resource manager, but also as a cultural architect that ensures the organization has both resilience and

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agility in facing global challenges. A strong global culture will be one of the distinguishing factors that competitors will find difficult to imitate. This is because culture reflects a unique identity that is formed through a combination of organizational history, collective experience, and proven management practices. When this culture is maintained and continues to develop, it can become a source of sustainable competitive advantage, giving the organization a solid position amid increasingly fierce international competition. Thus, investing in the formation and strengthening of a global culture through the strategic role of HR is not just an option, but a necessity for any organization that aspires to be a major player in the global market.

CONCLUSIONS

This study confirms that the success of building a globally oriented organizational culture is highly dependent on the strategic role of human resource management (HRM) in integrating global values into work practices and managerial systems. International competency-based recruitment strategies, cross-cultural training programs, inclusive performance management systems, and global leadership development have proven to be the main pillars that drive the creation of an adaptive, innovative, and collaborative organizational culture in the international arena. Findings show that the process of forming a global culture cannot be achieved through formal policies alone, but requires the active involvement of all members of the organization, from leadership to operational employees. Global values must be internalized through real experiences, consistent managerial practices, and a reward system that is aligned with the company's global vision. In this regard, HR acts as an agent of change that ensures all elements of the organization move synergistically toward the same strategic goals. By positioning global culture as a strategic asset, organizations can create sustainable competitive advantages amid intense international competition. A strong culture, supported by proactive human resource management, not only strengthens

organizational adaptability but also opens up new opportunities for cross-border collaboration, international market penetration, and sustainable innovation. Therefore, investing in strengthening HR functions and developing a global culture is a strategic step that needs to be prioritized in order to maintain and enhance competitiveness in the era of globalization.

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