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# Managing International Human Resources At PT Garuda Indonesia

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## ABSTRACT

This study examines the implementation of international human resource management (IHRM) practices at PT Garuda Indonesia in response to the evolving dynamics of the global aviation industry. The research explores how the company integrates digital transformation, global competence development, and organizational culture to enhance its competitiveness. The findings reveal that Garuda Indonesia has adopted several key strategies, including the digitalization of global recruitment, technology-based employee training, data-driven performance management, and the development of an international compensation system. These initiatives improve efficiency, transparency, and objectivity in decision-making while enabling the company to attract and retain high-quality global talent. Despite the extensive use of technology, Garuda Indonesia continues to maintain its distinctive Indonesian cultural values, such as hospitality and respect, as the foundation of its corporate identity. This cultural strength complements technological innovation, ensuring that digitalization enhances rather than diminishes the human touch in service delivery. Overall, the study concludes that effective international human resource management requires a balanced integration of technology, global competence, and organizational culture. Garuda Indonesia's experience demonstrates how a national enterprise can successfully transform into a globally competitive organization while preserving its cultural authenticity.

**Keywords:** international human resource management, digital transformation, global competence, organizational culture, Garuda Indonesia

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## INTRODUCTION

The global aviation industry continues to evolve rapidly under the combined influence of digitalization, international competition, and changing customer expectations. These dynamics compel airlines to develop international human resource management (IHRM) strategies that can support cross-border operations, enhance service quality, and maintain competitiveness (Colquitt, LePine, & Wesson, 2013; Darmawan, Fatmah, Bima, Wahjono, & Fachrudin, 2020). For PT Garuda Indonesia, strengthening HR policies is a strategic necessity, as the company employs pilots, cabin crew, and supporting personnel who must collaborate effectively in a multicultural environment (Basir & Wahjono, 2014; Bariq & Wahjono, 2024).

The digital transformation of HR management has become a central topic in organizational studies, emphasizing the integration of technological innovation with human-centered leadership (Fam, Lan, Wahjono, & Sahlan, 2024; Fam, Ismail, Wahjono, Khairuddin, & Mustafa, 2017). The use of artificial intelligence, data analytics, and IoT-based systems in HR decision-making has reshaped recruitment, performance evaluation, and employee engagement models (Aulia & Wahjono, 2023; Anisah & Wahjono, 2023). Within this paradigm, companies must also ensure that technological adaptation aligns with the organizational culture and values of their workforce (Asmawati, Zahara, & Wahjono, 2025; Fi'atuz & Wahjono, 2022).

However, existing studies on HRM transformation have mostly focused on global corporations in advanced economies, with limited attention to national companies in developing contexts such as Indonesia (Baktir & Wahjono, 2024; Antika & Wahjono, 2024). Garuda Indonesia,

as a flag carrier, represents a unique intersection of global operational standards and local cultural identity. Balancing efficiency-driven technology with the collectivist and relational values of Indonesian employees remains a managerial challenge (Febriyanti & Wahjono, 2022; Baktir & Wahjono, 2024).

Furthermore, leadership styles and communication strategies play a critical role in determining how HR initiatives are perceived and implemented across different regions. Studies highlight that transformational leadership and effective communication enhance flexibility, engagement, and cultural harmony within organizations (Bahiroh & Wahjono, 2022; Asmawati et al., 2025; Danarti, Wahjono, & Salbiyah, 2021). In Garuda Indonesia's context, such leadership attributes are vital for uniting teams working across time zones, languages, and operational frameworks.

In addition, the location and organizational layout of corporate facilities, as well as the implementation of employee orientation and training programs, have been identified as crucial to maintaining consistency in multinational operations (Antika & Wahjono, 2024; Bariq & Wahjono, 2024). Research also underscores the importance of adaptability in organizational design to meet global standards while preserving employee satisfaction (Baktir & Wahjono, 2024; Aisyah & Wahjono, 2024).

Digital HR systems, particularly those integrating e-learning, online performance evaluation, and AI-assisted recruitment, are transforming how airlines like Garuda Indonesia manage their global workforce (Fam, Soo, & Wahjono, 2017; Jaelani, Rahim, & Wahjono, 2024). This shift also creates new ethical and strategic considerations in ensuring inclusivity, fairness, and employee well-being (Fam et al., 2024; Colquitt et al., 2013).

Despite numerous studies on technology adoption and HR modernization, there remains a research gap in understanding how Indonesian corporations, particularly in the aviation sector, integrate technology with traditional work ethics and interpersonal relations (Fi'atuz & Wahjono, 2022; Baktir & Wahjono, 2024). The limited academic focus on the national airline's IHRM model underscores the necessity of a holistic investigation that bridges digital capability with cultural intelligence (Aisyah & Wahjono, 2024; Darmawan et al., 2020).

Therefore, the objective of this study is to identify and analyze the international HRM strategies implemented by PT Garuda Indonesia through a review of academic literature on organizational behavior, leadership, and digital transformation. This research contributes to the literature by providing both theoretical insights as a conceptual reference for scholars exploring IHRM in emerging markets and practical implications for corporate decision-makers seeking to enhance HR effectiveness in global operations (Basir & Wahjono, 2014; Fam et al., 2017).

By examining Garuda Indonesia's experience through the lens of international HRM theory, transformational leadership, and digital innovation, this study aims to deepen the understanding of how local cultural identity can coexist with global HR practices (Danarti et al., 2021; Fam et al., 2024; Jaelani et al., 2024). The results are expected to guide both academics and practitioners in designing adaptive HR strategies that foster organizational resilience, global competitiveness, and cultural integrity.

## LITERATURE STUDY

The concept of international human resource management (IHRM) emphasizes how organizations manage recruitment, development, compensation, and labor relations across national boundaries. It highlights the complexity of aligning people-management strategies with diverse legal systems, social structures, and cultural expectations (Wahjono, 2015, 2022, 2023). According to Dowling, Festing, and Engle, effective IHRM must integrate global best practices with local adaptability an idea echoed in Indonesian management literature that stresses contextual leadership and communication across cultural settings (Wahjono et al., 2020; Wahjono & Marina, 2022).

Building on Hofstede's cultural-dimension theory, numerous studies affirm that variations in *power distance*, *individualism*, and *uncertainty avoidance* strongly influence leadership behavior and employee motivation (Wahjono, 2011; Wahjono, 2013). In Southeast Asian organizations, high power distance often requires leaders to balance authority with empathy to maintain team harmony (Wahjono, 2007, 2011). Similarly, research on organizational behavior demonstrates that managerial decisions are

deeply affected by socio-cultural norms, particularly in family-based and collectivist enterprises (Wahjono, 2010, 2014; Wahjono, 2016).

From a theoretical standpoint, organizational culture forms the backbone of sustainable performance in multinational companies. Robbins' framework on inclusive culture is reinforced by Wahjono (2022, 2023), who contends that diversity and inclusion are indispensable to global corporations employing multicultural teams. Studies on Indonesian and Malaysian firms show that inclusive communication fosters stronger interpersonal trust and teamwork (Wahjono & Marina, 2022; Wahjono, Marina, & Fam, 2019). Effective communication systems both vertical and horizontal are thus essential to bridging generational and cultural differences (Wahjono & Marina, 2022; Wahjono, 2022).

The global talent-management framework introduced by Scullion and Collings finds resonance in the writings of Wahjono (2015, 2022, 2023), who emphasizes that structured competency mapping, continuous training, and succession planning are vital for international career development. Empirical evidence from Indonesian corporations indicates that employee-orientation programs and performance-appraisal systems positively influence job satisfaction and retention (Wahjono et al., 2016; Wahjono & Marina, 2016; Vadilla, Fitria, & Wahjono, 2025).

Another central theme in contemporary HR literature is digitalization. Technologies such as Human Resource Information Systems (HRIS), *e-recruitment*, and *learning-management systems* enhance both efficiency and decision quality (Wahjono, Marina, Rasulong, & Fam, 2020; Wahjono, Marina, Fam, & Hasan, 2020). In Indonesia's corporate sector, digital HR practices have enabled data-driven evaluation and virtual collaboration, supporting productivity and remote coordination (Wahjono et al., 2020; Wahjono, Marina, Perumal, & Wardhana, 2020).

Furthermore, the literature on organizational change and stress management highlights the human side of digital transformation. Change initiatives often generate uncertainty and psychological pressure, requiring adaptive leadership and emotional-intelligence-based management (Wahjono, 2022; Wahjono, 2011; Wahjono, Milal, Marina, & Harryono, 2013). The integration of motivational approaches, conflict resolution, and communication skills covered extensively in Wahjono's teaching modules on organizational behaviour reinforces the idea that people-centered management remains critical in technology-intensive environments (Wahjono, 2022; Wahjono & Marina, 2022).

Studies on transformational leadership further demonstrate its role in cultivating innovation and commitment among employees. Leaders who exhibit inspirational motivation, individualized consideration, and intellectual stimulation are more likely to create adaptive and collaborative work cultures (Wahjono, 2007; Wahjono, 2011; Wahjono et al., 2013). These findings align with research across educational and corporate institutions showing that emotional intelligence mediates the relationship between leadership style and job performance (Wahjono et al., 2013; Wahjono et al., 2014).

The evolution of crowdfunding and digital business ecosystems, though primarily discussed in entrepreneurial contexts, also contributes to understanding how technology reshapes organizational behavior and workforce management. Crowdfunding platforms exemplify how social capital, digital engagement, and transparency can enhance trust and participation principles transferable to HR digitalization (Wahjono, Marina, Fam, & Hasan, 2020; Wahjono et al., 2019; Wahjono & Marina, 2019; Wahjono et al., 2023). These studies reinforce that digital systems succeed when supported by human-centric leadership and organizational learning.

In the Indonesian academic discourse, Wahjono (2009, 2011, 2015, 2022) underscores the continuous interplay between leadership, culture, and performance as the foundation of effective HRM. His works on *Manajemen Sumber Daya Manusia* (2015) and *Organizational Behavior* (2009) articulate that HR policies must harmonize personal development, cultural values, and corporate objectives. Complementary analyses of family-business succession, women's entrepreneurship, and team communication (Wahjono et al., 2014; Wahjono, Hamid, Saleh, & Marina, 2015; Wahjono & Marina, 2016) provide contextual evidence for the importance of interpersonal relationships and gender inclusivity in HR strategy.

Finally, as organizations navigate Industry 4.0, adaptability and learning agility emerge as decisive competencies. Studies on the "Organizational Behavior in the Era of Industrial Revolution

4.0" (Wahjono et al., 2020) highlight that successful transformation depends not merely on technological infrastructure but on cultivating openness, collaboration, and innovation among employees. This argument aligns with global HR theories that integrate local wisdom with digital modernization, ensuring that companies maintain cultural identity while achieving international competitiveness (Wahjono, Marina, Fam, & Hasan, 2020; Wahjono, 2023).

In summary, the literature collectively demonstrates that international human resource management in the digital era must blend *technological capability*, *cross-cultural understanding*, and *humanistic leadership*. For national enterprises such as Garuda Indonesia, adopting this integrated perspective enables the company to strengthen its global presence while preserving Indonesian cultural values a balance repeatedly emphasized across Wahjono's extensive body of work (Wahjono, 2007–2025).

## METHOD

This paper uses a literature review approach. All data was obtained through searching scientific sources such as academic journals, books, official company reports, and scientific portals such as Google Scholar and ResearchGate. The research stages included:

1. Collecting literature related to international HR management, HR digitization, global organizational culture, and HR policies in the aviation industry.
2. Evaluation and selection of sources based on their relevance to the topic of Garuda Indonesia.
3. Content analysis to identify international HR techniques, strategies, and practices applied by PT Garuda Indonesia.
4. Compilation of findings directly related to theoretical concepts and the company's operational conditions.

This method was chosen because the research focuses on concepts, practices, and policies that can be explained through scientific studies and organizational documentation.

## FINDING AND DISCUSSION

The findings of this literature-based analysis reveal several key themes regarding international human resource management (IHRM) practices at PT Garuda Indonesia. These themes demonstrate how the airline integrates digital transformation, cross-cultural leadership, and strategic HR systems to strengthen its global competitiveness while maintaining the cultural values inherent in Indonesian organizations.

1. Digitalization of Global Recruitment

The digitalization of recruitment represents a fundamental shift in how companies identify, assess, and select candidates across geographical boundaries. In the global aviation industry, recruitment processes increasingly rely on digital platforms that facilitate cross-border talent acquisition and assessment (Kahfa & Wahjono, 2023; Marina & Wahjono, 2020).

Garuda Indonesia's implementation of digital recruitment systems demonstrates this transition effectively. The company utilizes international career portals, professional social media networks, and integrated online application systems to attract applicants for critical roles such as pilots, cabin crew, and technical staff. Each candidate undergoes e-assessments, online aptitude tests, and virtual interviews, which allow objective and technology-driven screening without geographical constraints (Putri & Wahjono, 2024).

This approach reduces recruitment costs and accelerates selection cycles while promoting fairness through data-based candidate evaluation (Rahmawati & Wahjono, 2024). Applicant data, including assessment results and competency records, are securely stored in a centralized database, enabling HR personnel to make informed and standardized decisions. Similar digital transformations in other Indonesian corporations have proven effective in enhancing transparency and organizational efficiency (Mufida, Sari, & Wahjono, 2025; Ningrum, Wahjono, Wardhana, & Choidah, 2021).

Ultimately, Garuda Indonesia's recruitment model aligns with global HRM practices while integrating local corporate culture, ensuring that digital tools complement rather than replace human judgment (Marina et al., 2023; Robbins, 2014).

2. Technology-Based Global Training Transformation

Technological transformation in global training systems has redefined how organizations prepare employees to meet evolving industry standards. As in other high-safety sectors, airlines require continuous competency development, making digital learning systems indispensable (Baktir & Wahjono, 2024).

Garuda Indonesia has adopted Learning Management Systems (LMS) to facilitate continuous education, leveraging interactive modules, videos, and digital simulations to deliver flexible, standardized learning (Basir & Wahjono, 2014). The shift from traditional in-person classes to blended learning approaches allows employees particularly pilots and cabin crew to access updated materials anytime, anywhere (Pamungkas & Wahjono, 2024).

These systems ensure that all employees maintain compliance with international safety and service standards, while data analytics track progress and identify skill gaps for further improvement (Marina et al., 2021). By partnering with international training institutions, Garuda Indonesia can share and co-develop learning modules digitally, breaking down geographic barriers to skill advancement (Mahamud, Fam, Saleh, Kamarudin, & Wahjono, 2021).

This digital training integration enhances organizational agility and supports a culture of continuous learning an approach aligned with best practices in global talent management (Luthans, 2001; Saleh, Wahjono, Ismail, Aman, & Marie, 2015).

3. Data-Driven Performance Management

The application of data analytics in performance management enables Garuda Indonesia to objectively monitor and evaluate employee performance. Digital dashboards consolidate data from operational systems such as punctuality reports, safety compliance, and customer feedback into a single analytical platform (Putri & Wahjono, 2024).

This data-driven approach minimizes subjective bias in evaluations and supports evidence-based decision-making in promotions, training, and corrective measures. Employees, in turn, benefit from transparent access to their performance histories and measurable targets, which promote self-improvement and accountability (Utomo & Wahjono, 2024).

Such practices reflect the growing use of digital HR analytics in Indonesian organizations, where systematic evaluation improves fairness and efficiency in performance appraisals (Purwanto, Wahjono, & Dahruji, 2023; Safiudin, Wahjono, & Mahardika, 2024). This transformation is particularly important in the airline industry, where employee output directly influences safety and customer satisfaction (Fam, Lan, Wahjono, & Sahlan, 2024; Marina et al., 2019).

By integrating HR analytics into daily management, Garuda Indonesia enhances its alignment with international standards in operational accountability and quality control (Rabbina, Santoso, & Wahjono, 2025).

4. International Compensation System

International compensation management involves structuring salary, benefits, and allowances that are equitable and competitive within the global labor market (Fam et al., 2024). For Garuda Indonesia, this is essential because its operations span multiple countries and involve professionals working under international aviation regulations.

The airline's HRIS-based compensation system ensures transparency and fairness in payroll, housing, transportation, and insurance management (Utomo & Wahjono, 2024). Compensation for pilots and cabin crew incorporates variables such as flight hours, job risk, and international route assignments, reflecting both local and global benchmarks (Rayyani, Abbas, Ayaz, Indrawahyuni, & Wahjono, 2022).

Equitable compensation not only enhances employee satisfaction and retention but also improves Garuda Indonesia's attractiveness to global talent (Qolivia & Wahjono, 2024; Saputra & Wahjono, 2024). By adhering to international standards, the airline demonstrates compliance with global HR ethics and competitive fairness values also emphasized in broader studies of business ethics and sustainability (Marina & Wahjono, 2013, 2017).

As a result, the company strengthens its reputation as a globally competitive employer, capable of maintaining loyalty and performance among its international workforce (Kuswanto & Wahjono, 2023; Rabbina et al., 2025).

5. Digital and Cross-Cultural Leadership

Finally, Garuda Indonesia's IHRM success is reinforced by digital and cross-cultural leadership that bridges diverse teams through effective communication and shared values. Leaders are expected to embody both technological fluency and cultural empathy, ensuring that digital transformation aligns with the organization's Indonesian identity (Lopi & Wahjono, 2022; Saputra & Wahjono, 2024).

This leadership style encourages open communication and collaboration among multicultural teams, resonating with the principles of business ethics and sustainability emphasized by Marina and Wahjono (2017) and the need for adaptive leadership in the digital era (Mufida et al., 2025). Through consistent internal communication practices, Garuda Indonesia maintains organizational harmony and reinforces its cultural heritage of hospitality and mutual respect (Wahjono, 2023).

The company's leadership framework reflects a balance between global efficiency and local authenticity, highlighting that technology adoption should not erode the social values that define the organization's identity (Rahayu, Masita, Wahjono, & Hidayat, 2017; Pakkanna, Rasulong, Akhmad, & Wahjono, 2020).

## CONCLUSIONS

Garuda Indonesia's international human resource management shows that the company has undergone a comprehensive transformation in response to the demands of the global aviation industry. Digitalization has become the main gateway to improving efficiency, transparency, and accuracy in HR decision-making. The digital recruitment process allows the company to acquire international talent without geographical barriers. On the other hand, LMS-based training and blended learning accelerate the equal distribution of employee competencies at the global level.

Garuda Indonesia's data-driven performance management strengthens the objectivity of work evaluations, especially for cabin crew and pilots who interact directly with international passengers. The integration of customer feedback as a performance indicator is an added value that continuously improves service quality.

Garuda Indonesia's main strength lies in its ability to maintain a distinctive Indonesian work culture despite operating in a global environment. The values of hospitality and courtesy that characterize Garuda's service are a unique competitive advantage that many other airlines do not have. This shows that digitalization does not eliminate the human touch, but rather strengthens the company's identity through technology.

Thus, this discussion shows that effective international human resource management must be able to balance three main components: technology, global competence, and organizational culture. Garuda Indonesia has implemented all three with a fairly good level of integration and still has room for improvement, especially in the aspects of data security and global leadership development.

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