Globalization Issued to Disruption Era: Human Resource Management Strategies of Governance Organizations

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Abstract:- *Challenges to human resource management of the knowledge, skill, behavior, competence appropriate to the nature of the job, a good attitude and the relationship between personnel to operators and leaders as well as a having to job satisfaction. This study's goal was to provide an overview of globalization issued to the disruption era on human resource management strategies of governance organizations under the new concept of government management as well as guidelines for personnel management of government organizations towards the transition to achieve value and organizational goals. In addition, the significant globalization issued to a disruption era in human resource management strategies including HR. strategic alignment, HR. operational efficiency, HRM. programmed effectiveness, HR. accountability, HRM. quality of work life. Finally, the guidelines for successful human resource management as the leaders were professional and technical knowledge, development competencies, ability to change management, and integration competencies. However, human resource management of government organizations within the evolving and ever-changing globalization era such as requires adaptation to be able to survive effectively.*

Introduction

Globalization issued to disruption era this causes rapid and continuous changes into an environment of economic, social, and political as well as being intricate, thus to the organizations that to compete for competitive advantages to have a better chance of success. (Snell, S., & Blander, G., 2010) The success in operational and learning skills, which the success factors are all due to the knowledge and skills inherent in the personnel of the organization. Human resource management must bring the concept of management especially when it comes to the subject of the "Humanistic approach", which focuses on the characteristics, behavior, and needs of the personnel. Human resource management was the final goal of organizational development is determinant to the success of sustainability organizational under disruption era to be effective and keep to pace with the change of globalization into training and development are the process for developing and promoting personnel to have the knowledge, ability, understanding, operational skills. As well as having a good attitude and behavior. Jedaman. P. (2018) Challenges of human resource management in various organizations to especially organizations to face with dynamic environments as the results, the organizations have adapted all the time, also, among the resources of management which consists of "Ms" include man, money, material, machine, management, market, and time as the maximum benefit to the organization. In particular to the quality of human resources, knowledge, skill, behavior, competence appropriate to the nature of the job, a good attitude and the relationship between personnel to operators and leaders or executives as well as a having to job satisfaction. (Marchington, Mick & Wilkinson, Adrian, 2009) These attributes are all properties of human resources a creating the competency human resource and are needed by every organization.

Human resource factors include skills, knowledge, competencies, attitudes and motivation, leadership, creativity, and technology integration. However, in some cases, the context must be changed, and the influence of the stimuli of the respective factors among the main issues of personnel

are working and personnel life. (Greer, C. R., 2014) The common benefit is important this will lead to the process of human resource management. David, U. & Dulebohn James H. (2015) were to recruitment, it is a systematic design and management of human resource management, especially the search for good and competent personnel "Talent", which consists of processes. e.g., resource planning, recruitment selection of personnel, creating values, maintenance was to continuous maintenance of human resource management system, focus on retaining good and talented personnel in the organization, creating an organizational environment for quality of work-life, which consists of processes, and development. To improve human resource development and develop the organization to have the ability to operate in a modern way, based on moral knowledge will be making the organization have good immunity ready for changes from both the inside and the outside, which consists of processes, e.g., development, training, organization development. Good corporate development, from a good relationship between management and personnel, also, the management takes care of organizing a happy workplace environment. Important roles in the administration of public organizations are to provide public services to people, give greater emphasis to empowerment in the provision of public services, and constantly review one's capacity to provide public services to people effectively or not. However, if it is found that there are limitations, different approaches must be considered can be used to increase the capabilities, and strategies of the organization according to the next mission. (Agranoff, R.,2006) New public management during the last two decades of the 20th century and new public governance during the first decade of the 21st century. Osborne, Stephen, P (2010) what has happened in the last 1-2 decades? Is that there has been some debate about which is probably the best model in public service, by the scholarship of each work to find the merits of the subjects they deem good and find their drawbacks to refute the subjects. (Robinson, M. 2015) They consider to be less good or less good, and spend time and resources to prove that their opinions are more accurate than those of other parties. By managing human resources in the organization, one must have the qualifications of an "HR Professional", which should have the characteristics of professional and technical knowledge. It is a system of structures, elements, and strategies for managing work and personnel within the organization to be able to operate effectively. Perspective to human resource management strategies under disruption era include trend direction of organizational management, and main goals to the creation of the strategic human resource management in the system that can facilitate real learning and practical results, focus on enhancing basic knowledge with the creation of cultivating thinking processes that are linked a working from the planning of management system to respond in a changing under the disruption. Organization management, personnel assignment, job assignment, job control, monitoring and coordination, evaluation according to the plan to check the operation, able to achieve the set objectives, and learn and adapt to increase options for the organization to be competitive. The implication of human resource management is to achieve goals towards sustainability organization under a disruption era. This study's goal was to provide an overview of globalization issued to the disruption era on human resource management strategies of governance organizations under the new concept of government management as well as guidelines for personnel management towards the transition to achieve value and organizational goals.

Globalization issued to Disruption era of Organizational Management

In the globalization issued to disruption era of organizational management the strategic development and organizational management are preparing personnel, creating, an innovation, linking access to technology, and being in the change. This requires systematic management used of education-driven planning to the successful and can be converted to the practice as a procedure for problem-solving and development, identity change. Strategic professional leadership of human resource management was the ability to lead personnel working towards the same goal. Professional leadership is a mission to bring personnel into the organization to travel from one place to another "Creator of the

change is better in the vision of a great organization" in development and maximize the benefits to the organization, personnel and stakeholders' forwards provide management and development. Moungkonvanit, J.. (2012) Is consistent with the future mission, improving the quality of education and organization through systematic management of knowledge and competency including operational skills, follow-up, and evaluation. In professional leadership to achieve policy goals, management, ability, personnel, development, and integration. Harmon, Colm, Hessel Osterbeek, & Ian Walker (2003) the developmental goal of the emphasis on knowledge, is on performance and the neglect of the paradigm shift in the management, means the failure of reform as a whole. Modifications need to focus on issues in the elements as;

1. Social conditions are a high probability of entering an elderly society. This condition is caused by a decreased birth rate and people are standing up. This will affect organizational management on two issues as follows; (1) personnel have a shortage of opportunities and the need to extend the working life of personnel, and (2) administration needs to be designed for more adult management. These two issues are one of the key issues for today's executives to make clear management plans to accommodate the changes that will occur.

2. Changing personnel's way of life into the lifestyle of personnel will change to simple observation of buying behavior in today, the internet trading has increased, to need for success and acceptance is much faster including an organizational commitment to less. It is a management challenge in an organization that is conducive to full use of resources and creating morale for talented personnel within the long organization.

3. Access to technology is become part of the life of the new generation and will be used as a learning tool. Personnel needs to be able to use the technology of the management and instructional, also used as a tool to develop their knowledge.

4. Diversity and conflict with disruption era a managing to need more exposure and diversity, as well as the need to create unity because of the heart of success. And teamwork is an important tool in driving the goal.

5. Management efficiency into new personnel will not stick to the workplace, be ready to change jobs at any time, and will work more independently. Therefore, management is a key issue for the administrator to adapt to the new generation. Changes and challenges need tools that are different from the past.

6. Knowledge management in an organization to motivate personnel in the organization to develop knowledge, and innovation in the operation at all times. Because organizations must be learning organizations. This will help to get ready for various changes and can lead the organization into the leadership of potential and efficiency.

7. Creating an organizational culture is conducive to change that will happen quickly. An organization with a work structure that is not conducive to change, is the organization lacking the potential to handle the problem.
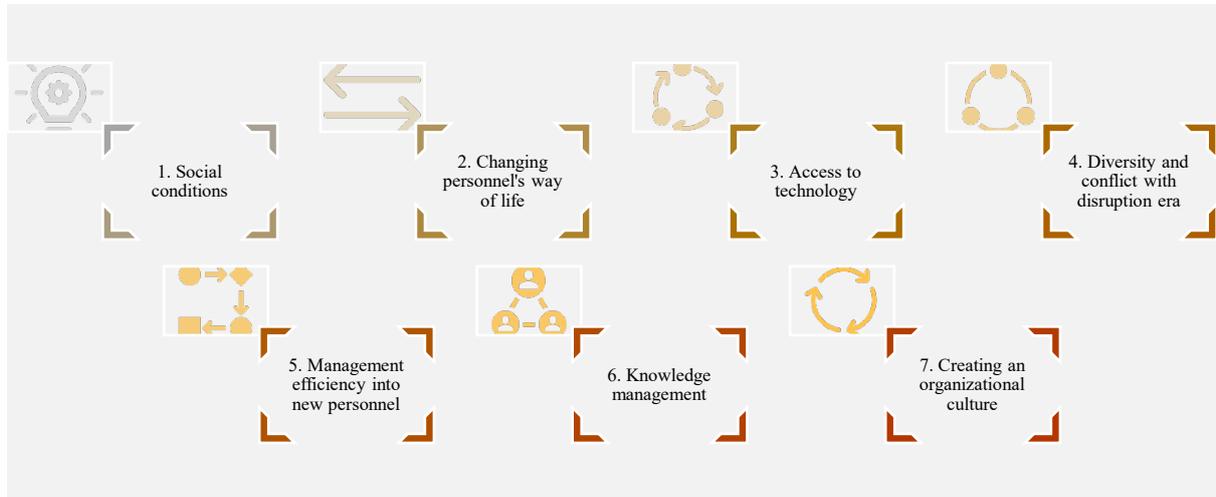
Figure 1 Globalization issued to Disruption era of Organizational Management

Disruption era of organizational management for bringing of success of the conceptual action of the ways to conceptualize action works and the direction setter and leader–the catalyst to goals organization. So, it needs the ability in suggesting, and understand the organization's objectives and mapping ability, project base, towards the objective, goal, and achievement of the management, moral ability, and empowerment of personnel organization and teamwork. A planner and decision-maker are the ability to predict the future and prepare the personnel to handle new things, including the understanding of decision theory, and the ability to diagnose a non-conflicting order. Masintree, K. (2015) into organization management of leaders, organizer and change manager to works design, organizational structure and to understanding organizational dynamics and behavior of management is a key goal of the organization to effectiveness including change leadership in the organization. Creating an organization is ready for change. Is a collaboration of personnel to the time-consuming process of modifying the ideas together into the performance towards the same goal, including the most beneficial networking? (Noe, Raymond A., & et al, 2008; Maharatsakul, P. (2007) presented about the professional leadership to keep pace with changes affecting the organization's development in the natural and well-rounded leadership role including the visionary, comprehensive skills, continuous learning, integrity and ethics, creativity, focus on promoting and supporting change, the planning as according to the policies and strategies, human resource management to be the competencies and quality of working. Globalization issued to a disrupting era of organizational management for the leaders including professional leadership roles, joint vision, strategic things, corporate culture, human relations, communication, and negotiation, problem-solving and decision making, and the team works where the ability to lead personnel of working towards as the same goal, and goodness focusing characteristics and the qualities of leadership to the effectiveness of organizational management in which they are to operate in an organization towards sustainability organizational under disruption era.

New Public Management

The problems arising from the weaknesses of the TPA model presented in the previous section, a new model emerged in western industrialized countries in the last two decades of the 20th century. It was called many different names, such as Managerialism. The official occurrence of the NPM model was in 1991 when Hood published an article titled "A Public Management for All Seasons?" and here the term New Public Management was used for the first time. In this article, Hood pointed out that there are seven key aspects of the new public management that the public services sector in England, Australia, New Zealand, and many other OECD countries introduced in the late 20th century. (Hood,

Christopher, 1991) They are (1) operation by professional managers, (2) clear standards and performance indicators, (3) focus on results, (4) separation of departments, (5) focus on competition, (6) management methods come from the private sector and (7) efficient use of resources. The NPM model is based on two theoretical roots that are new institutional economics theory and managerialism theory. New institutional economics theory is based on individualism methodology in describing objectives, planning, and actions of an individual to understand social institutions, politics, and economy which are involved in the daily life of the person. This theory consists of 3 sub-theories that are to, (1) public choice theory, (2) principal-agent theory, and (3) transactions cost theory. Managerialism is based on the assumption that management is a universal principle that can be applied in both public administration and business management. This theory requires changing of paradigm and method in public administration, from originally focused on regulations and inputs to focusing on objectives and operational results. Hughes, Owen E. (2003) founds that the NPM model consists of 6 key characteristics that more than three works mention, (1) focusing on results rather than inputs and processes, (2) opening to competition and reducing monopoly, (3) using market mechanisms, (4) focusing on people's needs, (5) adopt management methods from the private sector and (6) separation of departments and flexible organization. The core concept of the NPM model is the view that the state is not a unitary state but made up of the second part that is the private sector. From this view, the government should transfer the mission of public policy implementation and public services delivery to the private sector under the assumption that effective public management must be competitive in an open system, whether it is a competition between public sectors, private sectors, or public and private sectors. Since the NPM model is based on opening to competition in public policy implementation and public services delivery, so the market is a key mechanism for resources distribution and is a means to ensure that people get the most satisfaction. The government acts as a facilitator rather than a commander, the structure and method of the operation are flexible rather than tightly defined and controlled, the goal of the operation is to focus on results rather than on meeting the rules, the methods of the management come from the private sector rather than rely solely on traditionally professional knowledge in the public sector. The role of people is the customer who wants the most satisfaction under the concept of an entrepreneurial government. (Heinrich, Carolyn J., 2011) Firstly, new public management is not a unified theoretical concept, but it is only a group of various theoretical concepts. Secondly, is actively implemented in certain countries, such as the commonwealth and OECD countries, while in other countries only a few elements. Thirdly, the budget cuts and cost-cutting of welfare programs for savings increase social inequality and make the people unable to meet their basic needs. Fourthly, the reduction of regulations and controls and bringing the management techniques and values from the private sector into the public sector increase ethical problems in the public sector. Fifthly, the weakens democratic values because public officials cling to the needs of customers or service recipients instead of adhering to the needs of people through elected representatives. Sixthly, with the management techniques from the private sector and private sector as the main actor in public services delivery, cannot truly solve increasingly complex and diverse social problems. However, globalization has forced all countries to adapt and compete more intensely, leading to liberalization of trade and borderlessness. Every country, therefore, has to continually adapt and learn from both the government agencies and the private sector to keep up with the changes that occur, as well as learn and develop their own potential to survive in the disruption era.
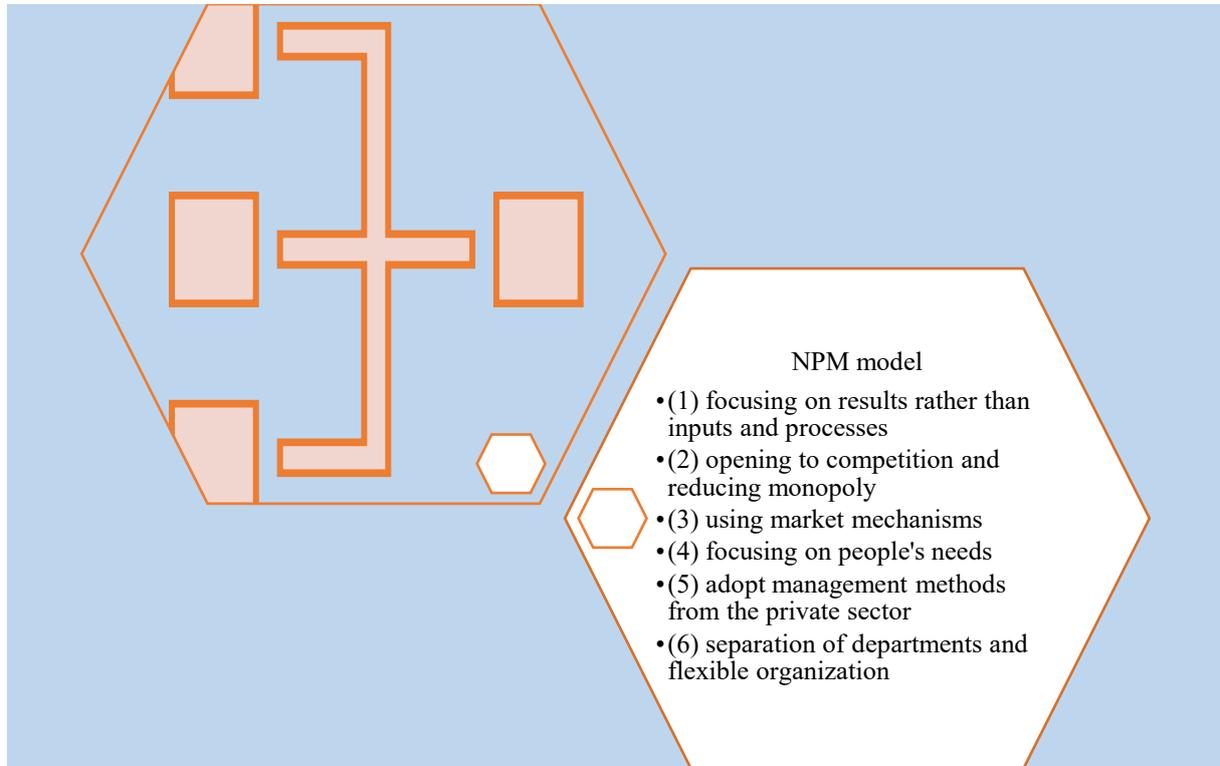
Figure 2: NPM model

Human Resource Management

Management theories to applied human resource management were; Personnel Management (PM) a focus on human management starting from recruitment, training, and development, compensation management, performance appraisal, discipline, labor relations, etc., that will start managing the human when they are coming into the organization. Human Resource Management (HRM) a focusing skills and human behaviors. Human management in a disruption era, necessary isn't focused solely on recruiting, training, and compensation for the duties. Instead, it focuses on the strategy of functions, aligning the strategy of these functions with corporate strategic and economic, social, and regulatory conditions to use of management as affecting the operations of the organization. Human Capital (HC) a focusing the human assets as the cost of accumulating in personnel of the knowledge, skills, and experience of each person to accumulate. Therefore, one's knowledge and skills are to form of capital that requires careful consideration of human investment and the use of working in the organization. Intellectual Capital (IC) when it accumulates more to a certain point, new knowledge can be created, can become its intellectual capital, and if the combination of intellectual capital to different groups of personnel can bring about a new invention, new products, new services was an innovation. Competency human resources were knowledge, skills, attributes, and behaviors of the personnel with appropriate competencies, and specific to the nature of the individual working for the organization. (Snell, S., & Blander, G., 2010) Human resource management to able a using competency was to competency – base in the selection, training and development, performance appraisal, compensation, and other obligations of professional leadership of human resource management to efficiency.

The concept of management especially when it comes to the subject of the "Humanistic approach", focuses on the characteristics, behavior, and needs of the personnel. Human resource leadership was the ability to lead personnel working towards the same goal. The process by which leaders influence their co-workers needs to be done through behavioral elements which are personnel

leadership skills, knowledge skills, the pace of change, and technology skills including rich influence, focus on organizational development, focus on human resource development, focus on cooperation, inspiring, stimulating intellectual, and being considerate of the individual. David, U., & Dulebohn James H. (2015) a good corporate development, from a good relationship between management and personnel, also, the management takes care of organizes a happy workplace environment. Is a good welfare arrangement, good relationship between colleagues, the cultivation of benefits to society for the cultivation of good-hearted employees in the conditions were to a making people work happy, from creating an organization as a humanistic organization with important characteristics, e.g., people feel satisfaction at work. Jedaman, P., Kenaphoom, S., & Joungmuanwai, B. (2022) the organization values itself, have a friendly relationship atmosphere, provides support and helps each other, and makes the organization livable and has a conducive and healthy work environment, e.g., the workplace is designed as a place that is conducive to work and learning, freedom to express ideas, express or suggest new ideas, have a good atmosphere at work. In the organization to have solidarity and to live together happily, e.g., generous to help each other, good coordination, a corporate culture, unity, corporate social responsibility: CSR) there are to focus on human resources are valuables in the organization throughout the process by which leaders influence theirs to co-workers it needs to be done through behavioral elements which are to personnel skills, knowledge skills, the pace of change, technology skills including rich influence, focus on organizational development, focus on human resource development, focus on cooperation, inspiring, stimulating intellectual, being considerate of the individual. Human resource management of three key skills is required to report in figure 1.

Top Managers

Middle Managers

First-line Managers

Conceptual Skills   **Human Skills**   **Technical Skills**

Figure 3:- Three key skills in human resource management.

Human resource management of "key" skills including the conceptual skill to an essential skill and involves the ability to think, plan and manage strategic leadership, creativity, ability to distinguish problems and decide to fix problems quickly and correctly, human relationship skills were related to the ability to cooperate a well working with others, perform with honesty, enthusiasm, empathize and respect others, have human relations between colleagues and outsiders, include can motivate, 3) technical skill is a skill that requires a specific competence for performing each task from knowledge, expertise in the use of tools and technologies, methods and techniques for working efficiently. However, the executives at all levels must have the knowledge and understanding of human resource management as managing the organization in their responsible areas to achieve goals and to be the most effective. Organizational management and leadership traits are therefore important and lead the search for effective leadership resulting from the leader's own the behaviors such as clear vision, strategy, and goals for becoming a sustainable organization. Emphasis on identifying the activities and methods of operation, a having the policies in promoting the progress and achievement of the operations of personnel. Making of all personnel in the animation have a common goal to guide operations and strategic planning, can encourage personnel to be aware of learning, initiate and innovation in the development of the organization, driving to provide the operations of the personnel and organizations based on a common vision, beliefs, values, and philosophy.

Human resource management of organization leaders was the process of creating change by learning from the performance of personnel group as coming together of working and support each other, have a common purpose and jointly layout the learning goals as well as a review of both personal performance and overall results such as teamwork on participation in work, mutual understanding and trust, respect, and interaction, a joint vision of common to the goal setting, shared values, motivation, corporate culture on the practice, cultural network, organizational environment, model or personification, leaders of good human relations, intelligence, perseverance (Kaewjamnong, A., 2009) and ability to communicate, exchange of knowledge between members as interpersonal the networks, use of technology for communication, environment, and atmosphere conducive to learning. (Kiewpairee W. 2018) Creating mission into sustainability organization and learning organization of the leaders with leadership in setting the roles and missions, operational strategic, vision strategic, include clearing the organizational goals. However, the organizational management to the potential is an organization that continues to grow, and always develops itself. Organizational management that can survive in the real world is an organization that has to adapt and evolve to keep up with the changing world. One goal of every organization is to focus on "Organization Development: OD" to make the changes to better all the time, by those who play an important role in the development of the organization moving forwards, not only visionary executives but all the personnel who develop their potential into even further.

Human resource management in the organization into the objectives are to, 1) in order to use human resources effectively, it is essential to know that individual personnel have the knowledge, operational abilities, and special abilities in order to use them to most effectively, 2) create a good working atmosphere, where all personnel need a good working environment and suitable for the job position. especially the internal environment, a good atmosphere must be created in the workplace, in order for personnel to be happy in their work, 3) develop and maintaining a good personnel in the organization by having to develop, promote, and support the personnel in the organization to have knowledge and ability to work, including being able to keep up with changes Both academic and technological, taking care and taking care of personnel to have a good quality of life at work and loyalty to the organization, 4) building the morale to personnel have confidence in working for the organization, to receive appropriate compensation for performance, health and safety care, opportunities for promotion at fair. Human resource management of the leaders from the foresight of the future to the successful into the involvement of all personnel in operational activities and to express the opinions that synergize the success. In addition, the leaders must be the one who has farsightedness, broad vision, having a vision in managing both the resource and human management in the organization towards important organizational goals. Human resource management strategies of governance organizations include human resource management in line with government organization strategy, the efficiency of human resource management, the effectiveness of human resource management, being responsible for human resource management, and creating a balance between quality of life and working.

Significant globalization issued to disruption era on human resource management strategies of governance organizations.

Significant globalization issued to disruption era on human resource management strategies of governance organizations within the elements strategies and indicators to shown as table 1.

Table 1. Human resource management strategies within elements strategies and indicators.

Elements Strategies	Indicators
1. HR. Strategic Alignment	1.1 Having policies, plans, and measures on human resource management that are consistent and support government agencies to achieve their missions, goals, and objectives. 1.2 There is a workforce planning and management into competencies and consistent with the achievement of current and future government missions

Elements Strategies	Indicators
	and needs as a workforce analysis within identify gaps in manpower needs and have a support of the planning. 1.3 Availability of human resource management policies, programs, programs, and measures to attract, acquire, develop and maintain, where skilled and competent people are essential to the persistence and competitiveness of government agencies. 1.4 Availability of building plans and development plans for executives at all levels, including plans for continuity in public administration, in addition to how leaders act as role models and inspire those who work on performance and behaviors. 1.5 The readiness of information technology that must be applied in human resource management to assist in recruiting, selection, and personnel development is more convenient, faster, and more accurate in line with the DISRUPTION era.
2. HR. Operational Efficiency	2.1 Government human resource management activities and processes relating to the recruitment and selection, appointment, development, promotion and placement, relocation, and other human resource management activities to accuracy and timeliness. 2.2 Having a database system for human resource management that is accurate, accurate, and up-to-date that can be used for decision-making and management based on reality. 2.3 The ratio of expenditures for human resource management activities and processes to government expenditure budgets is appropriate and reflects personnel productivity and value. 2.4 The use of information technology in the activities and processes of human resource management of government agencies to improve management and services comprehensively and efficiently.
3. HRM. Programmed Effectiveness	3.1 Maintenance for government officials and personnel working towards the goals and missions of government agencies. 3.2 Satisfaction of government officials and personnel working with policies, plans, projects, and human resource management measures of government agencies. 3.3 Encouraging continuous learning and development, promoting the sharing of information exchange and knowledge management to develop civil servants and personnel to have the skills, and competencies necessary to achieve government missions and goals. 3.4 Performance management that emphasizes efficiency, effectiveness, and cost-effectiveness, has a performance appraisal method that can differentiate and prioritize performance, as well as understand the link between personnel and team performance with the success of government agencies.
4. HR. Accountability	4.1 Responsibility for the decisions and results of human resource management decisions including disciplinary action, taking into account competence and performance principles, moral principles, the rule of law, and human rights. 4.2 Transparency in all human resource management processes, provided that readiness and accountability must be included in all human resource management activities of government agencies.
5. HRM. Quality of Work Life	5.1 Civil servants and personnel who work are satisfied with the working environment, work system and working atmosphere, the use of

Elements Strategies	Indicators
	communication technology in public administration, and service provision, which will encourage civil servants and personnel to operators can use their full potential without sacrificing their style. 5.2 Providing additional welfare and facilities that are not compulsory under the law, which is appropriate and following the needs and real circumstances of the government agencies. 5.3 Promotion of good relations between the administration of government agencies and government officials and personnel working, between government officials and personnel working together. 5.4 Sending initiation and creating incentives for government officials and personnel working such as appreciation, congratulation, praise on various occasions, promotion, salary promotion, etc. to give employees more morale and motivation to work.

Significant globalization issued to disruption era on human resource management strategies of governance organizations were to HR. strategic alignment of policies, plans, and measures on human resource management that are consistent and support government agencies to achieve their missions, goals, and objectives, a workforce planning and management into competencies and consistent with the achievement of current and future government missions and needs as a workforce analysis within identify gaps on manpower needs and have a support of the planning, availability of human resource management policies, programs, programs and measures to attract, acquire, develop and maintain, where skilled and competent people are essential to the persistence and competitiveness of government agencies, and building plans and development plans for executives at all levels, including plans for continuity in public administration, in addition to how leaders act as role models, and to inspire those who work on performance and behaviors. HR. operational efficiency of the government human resource management activities and processes relating to the recruitment and selection, appointment, development, promotion and placement, relocation, and other human resource management activities to accuracy and timeliness, having a database system for human resource management that is accurate, accurate and up-to-date that can be used for decision-making and management based on reality, the ratio of expenditures for human resource management activities and processes to government expenditure budgets is appropriate, and reflects personnel productivity and value, and use of information technology in the activities and processes of human resource management of government agencies to improve management and services comprehensively and efficiently. HRM. programmed effectiveness of the maintenance for government officials and personnel working towards the goals and missions of government agencies, satisfaction of government officials and personnel working with policies, plans, projects, and human resource management measures of government agencies, encouraging continuous learning and development, promoting the sharing of information exchange and knowledge management to develop civil servants and personnel to have the skills, competencies necessary to achieve government missions and goals, and performance management that emphasize efficiency, effectiveness, and cost-effectiveness, has a performance appraisal method that can differentiate and prioritize performance, as well as to understand the link between personnel and team performance with the success of government agencies. HR. accountability of responsibility for the decisions and results of human resource management decisions including disciplinary action, taking into account competence and performance principles, moral principles, the rule of law, and human rights, transparency in all human resource management processes, provided that readiness and accountability must be included in all human resource management activities of government agencies. HRM. quality of work-life into the civil servants and personnel who work are satisfied with the working environment, work system and working atmosphere, the use of communication technology in public administration and service provision, which will encourage civil servants and personnel to operators are

able to use their full potential without sacrificing their style., providing additional welfare and facilities that are not compulsory under the law, which is appropriate and following the needs and real circumstances of the government agencies, include to the promotion of good relations between the administration of government agencies and government officials and personnel working, between government officials and personnel working together. In addition, the significant globalization issued to disruption era on human resource management strategies including HR. strategic alignment, HR. operational efficiency, HRM. programmed effectiveness, HR. accountability, HRM. quality of work life. The main issue is human resource management (HRM) for appropriately serving the emphases of Thailand 4.0 by Thailand 4.0 has objectives majors such as economic prosperity to create a value-based economy that is driven by innovation, technology, and creativity, the social well-being deals with building an inclusive society that moves forward without leaving anyone behind through the realization of the full potential of all members of society, the raising human values to transform Thais into "Competent human beings in the 21st Century" and "Thais 4.0" in the first world, and the environmental protection to deals with a livable society that possesses an economic system capable of adjusting to climate change and low carbon society. (Masintree, K., 2015) HRD for the 21st-century world occupies a new array of changes as globalization, technological advancement, and changes in the political and legal environment. Human resources have started to be seen as an inimitable and most valuable factor for organizations to gain a competitive advantage. The great challenge of HRM is to attract, retain and talented employees. In particular in the 21st century. Tatte, M. A. (2015) presented the challenges of HRM including attracting and selecting the best candidate, promoting organizational culture, career development of the employees, adopting a human investment perspective, making new retention and motivation strategies, conflict management, managing virtual workplace and e-commerce, and business ethics and values. The role of human resource management will be higher globalized to emerging trends in recruitment, motivation, and retention. To overcome these challenges the HR managers will have to build a standard structure that allows for managing all different workforce alternatives. This way the organization maintains its competitive advantages. Many scholars presented ideas about HRD for the 21st century. Tan, P. B. (1997) mentioned global and regional trends of HRD in Asia and the Pacific as globalization, economic restructuring, cross-border Asian investments, changing organizational structures/work patterns, and rapid knowledge obsolescence. Akpanabia (2012) presented the management approach for effective management in the 21st century. There were four major management theories presented including the scientific management, the human relations theory, the modern theory, and the eclectic theory. All management theories starting from the classical (scientific) theory to eclectic theory are all part of a system that cannot work in isolation from another. Rowley, C & Warner, M (2007) the 21st-century managers should be dynamic, flexible, and adaptable to various theories of management, to be able to synchronize the various options available to produce the desired result of effective management. Junprasit, J (2016) studied the process, problems, and obstacles of HRD for academic personnel at Bunditpatanasilpa Institute as well as compared the HRD opinions among the sample. Junprasit found that the overall level of HRD process for academic personnel at Bunditpatanasilpa Institute was at a high level and the HRD problems and obstacles were at a middle level. There were no significant differences among the HRD opinions held by different academic personnel. In final, the HRD process was proposed as training following personnel needs, providing sufficient budget for personnel, and promoting personnel self-development as on-the-job training. Pothongsangarun, P. (2016) the generation gap management as being important for the efficiency and effectiveness of organizations in the 21st century. The leaders of the organization have to adjust themselves and use opportunity from the dominant characteristics of people in each group for maximum benefit to the organization by adjusting strategy on human resources as collaboratively specifying the work scope, associating the remuneration with the work performed as much as possible, specifying the clear career or progress path regarding duty, work, period, skill, and expected outcome, arranging space and time for knowledge sharing within the team, building trust and respect in the team, and having a vision, adjusting organizational culture and focusing on technology.

Conclusion

Globalization issued to disruption era on human resource management strategies of governance organizations were to HR. strategic alignment of having policies, plans, and measures on human resource management that are consistent and support government agencies to achieve their missions, goals, and objectives, HR. operational efficiency of the government human resource management activities and processes relating to the recruitment and selection, appointment, development, promotion and placement, relocation, and other human resource management activities to accuracy and timeliness, having a database system for human resource management that is accurate, accurate and up-to-date that can be used for decision-making and management based on reality, HRM. programmed effectiveness of maintenance for government officials and personnel working towards the goals and missions, satisfaction of government officials and personnel working with policies, plans, projects, and human resource management measures, encouraging continuous learning and development, promoting the sharing of information exchange and knowledge management to develop civil servants and personnel to have the skills, competencies necessary to achieve government missions and goals, performance management that emphasizes efficiency, effectiveness, and cost-effectiveness, has a performance appraisal method that can differentiate and prioritize performance, as well as to understand the link between personnel and team performance with the success, HR. accountability of responsibility for the decisions and results of human resource management decisions including disciplinary action, taking into account competence and performance principles, moral principles, the rule of law, and human rights, transparency in all human resource management processes, provided that readiness and accountability must be included in all human resource management activities, HRM. quality of work-life into the civil servants and personnel who work are satisfied with the working environment, work system and working atmosphere, the use of communication technology in public administration and service provision, which will encourage civil servants and personnel to operators can use their full potential without sacrificing their personal style., providing additional welfare and facilities that are not compulsory under the law, which are appropriate and following the needs and real circumstances, include to the promotion of good relations between the administration of government agencies and government officials and personnel working, between government officials and personnel working together. Human resource management strategies to the globalization issued to disruption era on governance organizations within the evolving and ever-changing globalization era such as requires adaptation to be able to survive effectively.

Suggestion

Guidelines for successful human resource management of government organizations under globalization issued to disruption era as the leaders:

1. Professional and technical knowledge: Those responsible for human resource management in the organization must have a good knowledge and understanding of human resource management. Under the nature of a career in both theory and practice.

2. Development competencies: Human resource management in the organization must know, the ability to develop the organization, and self-development, including personnel development. to keep up with the ever-changing.

3. Ability to change management: Human resource management in an organization must be able to accept, understand, and can deal with the changes that occur, especially those that occur with people and technology, and therefore must have the ability to manage that change. It may happen all the time, both proactively and reactively to achieve the desired goals.

4. Integration competencies: Human resource management in an organization must have the ability to direct the organization's resources. and knowledge in various fields Let's integrate and use it for the benefit of the management for maximum benefit.

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