



## International Human Resource: Training, Development & Careers

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### Abstract:

To succeed in the worldwide arena, HR managers require special competencies both personally and professionally as company contributors. As a business discipline and a topic of academic study. The purpose of this research is to look into human resource management, specifically international human resource management. Challenges in IHRM, training & development, and perspectives are all present.

**Keywords-** International human resource management, challenges in IHRM, international business, expatriate.

### I. Introduction:

We initially explore IHRM in general before finding some contrasts between IHRM and domestic HRM in this study. Second, we discuss how training attempts to improve employees existing work skills and behaviour. In this research paper, we explore how overseas assignments may be used for both training and development, as evidenced by the reasons why they continue to play such an important part in international company. Also considered is the importance of training in preparing and supporting individuals on overseas missions. We look into the following topics:

- The importance of training in assisting expatriate adjustment and performance while on assignment.
- Cultural awareness, prior visits, and language skills are all components of good pre-departure training programmes. Assistance with relocation and training for trainers are also handled.
- Pre-departure training efficacy.
- The developmental aspects of international assignments.

There are certain issues while an employee is sent on international assignment, issues such as how to maintain productivity, language barrier, local laws, cultural differences, job-related issues, staff availability & career issues, re-entry issues and among others.

### II. Literature Review:

Noruzi, M., & Westover, J. (2011). A Research Agenda for International Human Resource Management: Challenges, Developments and Perspectives. *Ipedr.Com*, 12, 299–302. <http://www.ipedr.com/vol12/53-C128.pdf>

Following is the reviewed literature(M. Noruzi & Westover, 2011) to succeed in the worldwide arena, HR managers require special competencies both personally and professionally as company contributors. International Human Resource Management (IHRM) is still in its infancy as a commercial discipline and academic subject of study, yet it is very real and well established. Several academics claimed that IHRM differs from its domestic counterpart in terms of a number of aspects in the early years of academic investigation. One of the most difficult aspects of successful HR management is finding (recruiting and/or training) HR

managers who, despite being raised and experienced in one culture, can effectively interact with and manage people from a variety of cultures, and who can develop effective HRM practises and policies in all of the various business environments in which the employer operates (as well as assisting the firm's executives in planning for and managing effectively in these environments).

Scullion, H., Collings, D. G., & Gunnigle, P. (2007). International human resource management in the 21st century: Emerging themes and contemporary debates. *Human Resource Management Journal*, 17(4), 309–319. <https://doi.org/10.1111/j.1748-8583.2007.00047.x>

Following is the reviewed literature(Scullion et al., 2007)Since the 1980s, the empirical and theoretical foundations of international human resource management (IHRM), as well as their application in practise, have progressed dramatically. We anticipate that this special issue will add to the field's vibrancy and diversity. While a comprehensive assessment of the situation of IHRM at the turn of the twenty-first century is beyond the scope of this introduction. In this section, they highlight some of the most important characteristics of the changing international business scene, as well as some of the most pressing emerging concerns for IHRM in the twenty-first century. The premise of this discussion is that IHRM is "a very dynamic and constantly expanding field, with new themes arising that transcend established techniques.

Noruzi, M. R., & Rahimi, G. R. (2010). Notice of Retraction: Exploring successful International Human Resource Management: Past, present, and future directions. *ICAMS 2010 - Proceedings of 2010 IEEE International Conference on Advanced Management Science*, 3(August 2010), 757–758. <https://doi.org/10.1109/ICAMS.2010.5553305>

Following is the reviewed literature (M. R. Noruzi & Rahimi, 2010)Approximately 60,000 MNEs employ over 45 million people globally now. This is about twice as many as in 1990, and by 2010 the number is expected to rise to 75 million. This paper is dedicated to assisting HR managers in gaining the knowledge and skills they need to succeed. This study also tries to discuss the most essential aspects of international human resource management (IHRM), such as its development, IHRM vs. domestic HRM, successful localization, and IHRM talent management. Finally, this paper examines concerns that are anticipated to become more important in the future in the field of IHRM.

Shen, J. (2005). International training and management development: Theory and reality. *Journal of Management Development*, 24(7), 656–666. <https://doi.org/10.1108/02621710510608786>

Following is the reviewed literature (Shen, 2005)The focus of this article is to investigate how theoretical frameworks have been implemented by practitioners and to outline the theoretical viewpoints of international training and development. There appears to be a significant disconnect between academic theories and the operations of multinational corporations (MNEs). MNEs pay minimal attention to international management development and training. International training and management development that is ineffective has a significant negative impact on MNEs. MNEs must effectively teach expatriates and their spouses, host-country nationals (HCNs), and third-country nationals (TCNs), as well as establish and nurture a genuinely global management team, in order to compete in a globally competitive marketplace. This research conducts a comprehensive analysis of the literature and identifies a significant gap between academic theories and MNE practises.

### III. Research Methodology:

In the light of the analysis for this study, various books, journals, web-portals, research papers such kind of sources the data is analysed. It's a data collection, interpretation, and presentation procedure based on theory. This means that it is possible to explain why and how research is conducted. Others will be able to understand the research's requirements owing to the descriptive design. Descriptive research is used to learn about a phenomenon's current state and to characterise "what exists" in terms of variables or circumstances. A descriptive study's findings cannot be used to get a final answer or to verify or reject the hypothesis. For e.g., Research. There is no induction hypothesis involved. The research is carried out using a descriptive research design. The findings are based on theories that have been developed by researchers thus far.

### IV. Data analysis & interpretation:

#### ❖ International V/S Domestic HRM:-

- HRM refers to the actions carried out by a company in order to make the most use of its human resources.

- These activities would include human resource planning, staffing, performance management, training & development, compensation & benefits and industrial relations. It's important to understand that international HRM differs from domestic HRM in several respects. This includes the IHR department in a multinational firm (1) being responsible for a broader range of activities, such as the management of international assignees, which includes aspects such as foreign taxes and work visas, as well as detailed assistance with family relocations to foreign locales; and (2) having to broaden its areas of expertise to include knowledge of foreign countries and their employment laws. (3) being much more closely involved than is ever necessary in a purely domestic situation with employees and their families lives as the firm moves employees from country to (4) being involved with a greatly expanded and constantly changing mix of employees, adding considerable complexity to the IHR management task; and (5) having to deal with more external influences, such as dealing with issues arising from multiple cultures and coexistence.
- The average domestic US HR manager lacks the connections and networks required to learn about and manage the increased foreign duties. He or she generally lacks familiarity with the commercial and social procedures required to properly deal with foreign colleagues, as well as the organisational structures utilised to pursue international initiatives.

#### ❖ **Challenges in IHRM:-**

The greatest challenge which most companies face is in expanding, when they expand, their employees are also sent to work or to build those particular operations. The employees who are sent are called host country nationals. Integrating HCNs become a challenging job as they are required to manage the management process of their overseas subsidiaries as well as of the parent companies themselves. There are a number of important related topics that are an integral part of this process, including host - country management in general, the transferability of host-country working practices to their foreign subsidiaries, international human resource management (IHRM) issues, cross-cultural management, and multinational management issues.

#### ➤ **Changing landscape of international business:-**

- While FDI flows have traditionally been focused in developed countries, past few years have seen a shift in FDI flows to new destinations such as Eu integration countries, particularly those in Central and Eastern Europe, as well as countries such as India and China becoming hot spots for inward FDI.
- The consequences of these emerging economies fast expansion for IHRM research are considerable in a variety of ways, and their effect on the global business landscape far outweighs their potential as outsourced low-value MNC activities. They also provide distinct obstacles for western multinational corporations, in addition to those posed by operating in culturally and institutionally close proximity.
- It has been asserted, for example, that cross-border knowledge transfer between enterprises in different cultural settings is more difficult than knowledge transmission between companies in similar nations. China is an example of a distant country from a western perspective.
- The difficulty in hiring and maintaining management personnel with the necessary abilities to operate in these circumstances, as well as persuading suitable people to transfer to these locations, is a key barrier for MNCs in emerging countries.

#### ➤ **Issues related to Global Terrorism:-**

The growing influence of global terrorism is a further significant subject that could have an impact on IHRM. Not only do such occurrences have an immediate influence on expatriate employees work experience, but they may also make future expatriate employee recruiting for employment in these nations more challenging.

#### ➤ **Changing Patterns of global staffing:-**

There are issues related to dual careers, the potential overseas assignees are no longer solo breadwinners with spouses ready and able to relocate to support their husband's job limited participation of women in international assignments, which means that potential female assignees often do not apply or are overlooked for international assignments despite their potential issues surrounding repatriation, which means that potential assignees are likely to resist assignments due to concerns about their reintegration into their home organisation upon return and weaknesses in international talent management, which limit organisational emphases.

➤ **Issues related to cross cultural setting in an international environment:-**

Organizations face a significant difficulty in managing worker diversity. It will be useless if the manager treats everyone the same without first learning about their expectations, wants, desires, and motivational drive. To manage a varied workforce, a manager must conduct an in-depth investigation into each individual's expectations and wants, resulting in a satisfied workforce. Creating family-friendly rules like as flex time and telecommuting, as well as giving diversity training and mentorship programmes to employees, are some ways to manage diversity at work.

Individuals in any organisation reflect a variety of cultural backgrounds, depending on the language they speak at home, the religion they practise, or the country to which they belong, among other factors. People's perceptions, understandings, and communication of ideas are all influenced by culture. Internal and external organisational transactions may suffer as a result of this. Situations can often be seen in very different ways by two people from different cultures/countries. Laughter, for example, is associated with enjoyment in most nations, while it is associated with perplexity, insecurity, and humiliation in Japan.

Laughter, for example, is associated with enjoyment in most nations, while it is associated with perplexity, insecurity, and humiliation in Japan. When speaking with an elder in India, avoiding eye contact or staring at the ground is also a gesture of respect. In North America and Europe, on the other hand, these identical behaviours are symptoms of dishonesty or shame. Cross-cultural management aids us in interacting, understanding, and dealing with people from different cultures.

**V. Findings:-**

There appears to be a significant disconnect between academic ideas and the operations of multinational corporations (MNEs). MNEs pay minimal attention to international management development and training. International training and management development that is ineffective has a significant negative impact on MNEs. MNEs must successfully train expatriates and their spouses, host-country nationals (HCNs), and third-country nationals (TCNs), as well as establish and nurture a genuinely global management team, in order to compete in a globally competitive marketplace.

Management literature usually associates international training and management growth. Training aims to improve present work skills and behaviour, whereas development strives to improve abilities for a future position or career, generally one in management.

Training for overseas assignments is referred to as international training. In MNEs, there are three types of international trainings. They are:

- 1) **Pre-departure training for expatriates:-** Once a person has been assigned to an international assignment, pre-departure training is typically utilised to ensure the applicant has the requisite skills and knowledge to operate effectively abroad.
- 2) **Expat post-arrival training:-** When an expatriate has moved overseas, further on-site training is frequently employed to acquaint the expatriate with the local working environment and processes.
- 3) **Training for host-country nationals (HCNs) and third-country nationals (TCNs):-** Training for HCNs and TCNs should be provided to help them understand corporate strategy, culture, and socialisation.

Table 1

Expatriate Failures in (%)	Origin of MNEs
30-85%	US
60-70%	Developing Countries
5-15%	European
10-30%	US
30-40%	Swedish
25-40%	US
5-10%	European

Expatriate failure is a continuous and recurring problem, with significant failure rates. Some failure rates among expatriates are shown in Table 1.

Table 2

Sr. Number	US	Japan
1	The spouse's willingness to adjust	Inability to handle increased international responsibilities
2	Inability of the manager to adapt	Problems adjusting to a new environment
3	Other issues in the family	Emotional or personal issues
4	Personal or emotional maturity of the manager	Inadequate technical knowledge
5	Inability to handle increased international responsibilities	The spouse's abilities to adjust

Table 2 shows the reasons for expatriate failure in descending order of importance. Expat failure is seldom the result of a lack of technical abilities, as shown in Table II. Expatriates and their spouses incapacity to adjust is a considerably more significant factor of expatriate failure. According to research, between 16% and 40% of US managers assigned to abroad assignments return home early due to poor performance or an inability to acclimate to the foreign environment.

(YOUNDT et al.) have pointed out that forward-thinking companies are more likely to utilise human development-related HRM methods, which leads to better results. Poor management development has a clear detrimental impact.

❖ **Need for cross-cultural management:-**

- Cross-cultural management helps a corporation deal with personnel from different cultural backgrounds. As a result of workplace diversity, it has become a must.
- The profile of the workforce has become widely diversified as a result of the rise of education among the working class, globalisation, and the easing of international borders. People from various classes, castes, genders, religions, and nationalities make up the organisation.
- Cross-cultural management aids an organisation in dealing with the phenomena of people from different cultural origins interacting and transacting with one other. Because of workplace diversity, cross-cultural management has become a need.
- During the industrial age, and for a long time afterward, it was highly typical to have proprietors from the upper socioeconomic classes and workers who were entirely from the lower socioeconomic classes.
- The workforce used to be relatively similar in appearance and so culturally homogeneous.
- The profile of the workforce has become extensively diverse and heterogeneous as a result of the introduction of education among the working class, the growth of democratic polities around the world, and the softening of borders between regions and countries.
- People from various socioeconomic groupings, classes, castes, genders, religions, language groups, and nationalities currently work for the organisation.
- Organizations face a significant problem in managing workplace diversity, partly because it is critical to channel precious human resources into a cohesive unit, and partly due to the growing recognition that a varied workforce may be a competitive advantage if properly exploited. Furthermore, a company cannot afford to limit its potential to attract and retain the absolute best people available.

❖ **Importance of security briefings:-**

- Employers owe their employees a global responsibility of care for their safety and security, which includes expatriates and their families who live and work abroad.
- Employers are increasingly transferring their staff to underdeveloped countries, where living conditions may be hazardous.
- International HR consulting firms can frequently give location evaluation reports to assist companies in identifying the aspects to consider when building proper processes to estimate the level of hardship an expatriate may face while on

assignment abroad. Such reports may contain information on crime rates, the availability of a police force, and even reports on water pollution that could put an employee's life in jeopardy.

- Although no business can anticipate every risk that an employee may face, there are steps that an employer may take to prepare for and convey potential issues. To begin with, executive buy-in will be crucial to the success of a programme meant to protect personnel working abroad.
- Without the full backing of the executive leadership and the financial funds to back up emergency plan design and implementation, no international assignment strategy would be complete.
- Second, it is critical to develop a plan that provides staff with the resources they need to respond to all types of emergencies.
- All impacted employees must be given clear and consistent instructions on what to do and who to notify in the case of an unanticipated calamity. Employers can use a variety of resources to help them create a business emergency plan and a business continuity plan.

#### VI. Conclusions:

- One of IHRM's most important operations is international training and development, and the potential benefits of successful training and development are well recognised.
- While there is growing recognition of the importance of international training and management development, the majority of MNEs do not devote enough attention to training and developing international managers.
- MNEs are notorious for not providing sufficient pre-departure or post-arrival training for expatriates, spouses, partners, or families, as well as training for HCNs and TCNs. When pre-departure training is provided, it is usually for a brief period of time.
- Cultural awareness training, language training, orientation (briefing on host settings, job tasks), and sensitivity training are the key components of pre-departure training advocated in the literature.
- The other components, primarily formal training courses, such as management and technical skills, but they have not been widely implemented. According to some, the components of training programmes should vary depending on the nation of assignment, the type of employment, the duration, the goal of the transfer, and the amount of time available.
- There is, however, no empirical evidence that MNEs are adopting this advice.
- Currently, training and management policies and practises are insufficient, resulting in high expatriate failure rates and a significant scarcity of international managers among MNEs. MNEs must effectively train expatriates and their wives, HCNs and TCNs, and establish and nurture a genuinely global management team in order to succeed in a globally competitive economy.

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