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Human Resource Management Challenges of International Business and their possible solutions

Metropolia University of Applied Sciences

Bachelor of Business Administration

European Business Administration

Bachelor's Thesis

23 November 2020

Author Title Number of Pages Date	Mariia Glazyrina Human Resource Management Challenges of International Business and their possible solutions 38 pages + 1 appendices 23 November 2020
Degree	Bachelor of Business Administration
Degree Programme	European Business Administration
Instructor/Tutor	Daryl Chapman, Senior Lecturer
<p>The research investigates Human Resource challenges in international business and the approaches that could be applied to address the challenges. The specific objectives that the research sought to investigate included: to determine the major limitations that human resource managers faced in international contexts and to investigate the solutions that could be used to mitigate main limitations of International Human Resource Management (IHRM). A systematic review of the literature was used to obtain the results of the research. The results show that the major challenges that were being experienced in IHRM included: cultural differences, ineffective recruitment and selection of employees, legal risks, career growth and opportunities and business value and ethics. Cross-cultural training of workers, adoption of a global mindset and establishment of an organisational culture that embraced cultural change were identified as the solutions of addressing cultural differences. Designing worker recruitment activities that tested on major aspects of the job description, use of Human Resource Analytics and being non-discriminatory in the recruitment based on such aspects as gender was acknowledged to increase the efficiency of the recruitment and selection process. The challenge of career growth and development was addressed through training and development of employees and the conduction of performance appraisals to ensure that employees were promoted based on merits irrespective of their gender. Arrangement of firm policies with national policies was demonstrated as the main technique of addressing legal risks while training of employees helped human resource managers in Multinational companies to model the values that workers needed to portray. It was concluded that major challenges that were experienced in IHRM could be mitigated through the adoption of the solutions identified in the research.</p>	
Keywords	International Human Resource Management, Human Resource Management Challenges of Multinational companies

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1 Chapter one: Introduction

1.1 Background of the Study

1.1.1 International human resource management

International Human Resource Management (IHRM) is the process of managing employees in a structured manner in global and multinational enterprises (Reiche, Harzing and Tenzer, 2018). The success of IHRM is dependent on the ability of human resource managers to create innovative techniques for managing staff and the precision of applying Human Resource Management practices (Zheng, 2016). Effective International Human Resource Management aids in ensuring that employees in Multinational corporations have high levels of job satisfaction and productivity for the attainment of individual and corporate goals (Hutchings and De Cieri, 2016).

Whilst domestic human resource management focuses mainly on such roles as recruitment and selection of company employees, assessment of employee performance, employees' health and well-being and management of employee compensation, IHRM, on the other hand, entails more actions such as enhancing language translation services, facilitating international relocation and orientation, dealing with international taxation and promoting positive relations between hosts and the government (Iles and Zhang, 2013).

In overall, IHRM is rather difficult to manage since it focuses on employees as well as governments of host nations. Alam and Rasheduzzaman (2018) summarise the differences between domestic HRM and IHRM, as presented in table 1.

Table 1. Table 1 Differences between HRM and IHRM; Source: Alam and Rasheduzzaman, 2018

<i><u>International HRM</u></i>	<i><u>Domestic HRM</u></i>
● Address a broad extent of HRM activities	● Address a limited extent of HRM activities
● HR issues relate to employees belonging to more than one nation	● HR issues relate to employees belonging to single nation
● Greater involvement of HR manager in the personal life of employees	● limited involvement of HR manager in the personal life of employees
● Greater exposure to risks in international assignments	● Limited risks in domestic assignments
● Managing several external factors such as government regulations of host country	● Limited external factors to deal with.

As demonstrated in table 1 above, IHRM is concerned with HR issues in more than one nation and entails exposure to diverse international risks. At the same time, domestic HRM is limited to the execution of HR activities in a single nation (Alam and Rasheduzzaman, 2018). The effective operation of multinational firms is reliant on the best actions of IHRM to inspire, attract as well as retain diverse global talent for the attainment of firm objectives (Walsh, 2013).

1.1.2 Human resource challenges in multinational firms

Since international businesses can be multinational (those with centralised management structure) or transnational (those that are decentralised with diverse branches in various countries), the focus of the present investigation are multinational firms that follow an integrated administration structure.

The challenging nature of IHRM is attributed to differences as social and firm surroundings that exist amid home and host nations where multinational corporations are conducting their operations (Wintersberger, 2017). As a result, it is fundamental for

multinational firms to constantly develop new approaches to addressing the challenges that emanate from changes in the local as well as global atmosphere. Since there are diverse challenges that are faced in International Human Resources, the research focuses on the limitations of global HRM that are common across all sectors. Focusing on IHRM challenges that are common across all sectors helps in getting an overall picture of the constraints of HR departments of global enterprises. The common IHRM challenges that will be looked at in this research are discussed below.

Cultural differences

Cultural distinctions entail the diverse approaches in which employees execute their duties based on the location of their workplace (Brewster, Houldsworth, Sparrow and Vernon, 2016). Cultural differences entail such as aspects as differences in religious beliefs, dress code, managing time and using different gestures (Thomas and Lazarova, 2013). Despite the fact that having a heterogeneous workforce is considered to be advantageous since creative ideas are generated due to employees' diverse mindsets, managing the diverse mindsets is considered to a challenging role (Machado, 2015). Ineffective management of cultural differences has the potential of negatively affecting employee relations, which increases chances of organisational failure (Evans, Pucik, Björkman and Morris, 2017). Due to the fact that the culture of organisations is regarded as a basic organisational performance, HR managers have to put diverse efforts to ensure that the organisational culture of their institutions embraces cultural diversity (Knox, 2018).

Recruitment and selection

One of the key roles of HR is the identification of workers with the most suitable skills and competencies for company progression (Crowley, 2017). There is a direct linkage between the quality of staff personnel and the strategies that are used by HR managers during the recruitment and selection criteria (Christiansen et al., 2017). The procedure of recruitment is, however, quite difficult, especially due to globalisations that allows firms to conduct operations in more than one nation (Lawler and Boudreau, 2015). Some of the likely challenges that are faced in the process include high costs for advertising job positions and gaps in communication amid recruiters and hiring bosses

(Lucas and Grant, 2018). Moreover, there are incidences where the recruitment process may be biased based on the beliefs and views of members in the hiring committee. HR of global organisations continues to face challenges in the procedure of selecting suitable candidates for their organisations (Melo and Machado, 2018). It is therefore very crucial for HR in multinational firms to broaden their view in judging individuals based on such aspects as their place of origin, background and culture (Paauwe and Farndale, 2017).

Career development and growth

Career growth opportunities entail the actions that are taken by both employees and employers to enhance their expertise as well as keep abreast on recent career developments at national and global levels (Walsh, 2013). A lot of technological shifts have taken place as a result of globalisation, thus necessitating workers and their employers to enhance their competencies in order to survive in the highly competitive business environment (Renzaho, 2016). Through internal professional development programs, organisations are able to reduce incidences where top talents seek career opportunities in different institutions (Pomffyova, 2018). Whilst training of staff is fundamental for organisational growth, IHRM has not been able to effectively train and improve the competencies of its workforce on a global scale as a strategy of coping with new technological advancements (Budhwar and Mellahi, 2016).

Legal risks

When organisations operate in multiple nations, there is a presentation of new legal and environmental challenges for the global nations (Bondarouk, RuëL and Parry, 2017). In particular, HR departments of multinational firms need to constantly review legal surrounding as well as organisations obligations to recognise potential incidences of non-compliance. Such aspects as tax and remuneration, immigration acquiescence and employees; working rights have to be in line with the regulations of the jurisdictions where they work (Budhwar and Mellahi, 2016). Failure by some HR departments of global firms to comply with specific jurisdiction regulation has shown to lead to temporary halting of company organisations or even closure of firms.

Business ethics and values

It is fundamental for HR departments to pay attention to business ethics as well as values with the prevailing continuous changes in organisational culture (Nankervis, Rowley and Salleh, 2016). Developing effective values and ethics helps firms to be sustainable in the global market for prolonged periods. The HR sections deal with diverse ethical issues, which become more pronounced when firms operate in an international context (Budhwar and Mellahi, 2016). Ethical matters have the potential of not only damaging the reputation of companies but also affect the long term financial sustainability of organisations (Kimball, 2017). Establishing a clear set of company values and ensuring that all employees in diverse jurisdictions do not comprise the values continues to be a key challenge being faced in IHRM (Foster and Rana, 2020).

1.2 Problem Statement

Most of the investigations that have focused on human resource management challenges in Multinational business have either evaluated the challenges that are faced by the concerned firms or the approaches that can be applied to enhance the effectiveness of International Human Resource Management. For instance, Alam and Rasheduzzaman (2018) indicate that cross-cultural differences remain to be a key challenge in IHRM and propose an additional investigation into the strategies that can be used the diverse challenges faced by HR departments that operate in an international context. Moreover, Mockaitis et al. (2018) indicate that continuous development of global teams has continued to challenge existing IHRM systems in various aspects, thus necessitating additional research in the area. With the continued advancement in technology, it is imperative for Human Resource Managers in multinational firms to use emergent technologies to address such challenges as ineffective communication for the realisation of transformative change. Angrave et al. (2016) however argue that it is unlikely for existing HR analytics to deliver transformative change in Multinational Corporations, thus necessitating additional investigation on how usage of technology can be used to address diverse challenges in IHRM. Additionally, International and cultural distinctions among countries will continue to necessitate the creation of diverse HR approaches, even where HR principles are the same. Farndale et al. (2017) indicate there continues to be double pressure for

establishing complex HR techniques that are standard in Multinational Corporations while saving money. As a result, this research will seek to address the gaps by identifying the challenges faced in International Human Resource Management, as well as identify possible solutions for addressing the challenges. The focus of the research will be on Multinational firms, that are, Organisations that conduct operations in at least one other country other than its home nation.

1.3 Research Aim and Objectives

1.3.1 Research aim

This research will try to identify Human Resource Management challenges of international business and their possible solutions

1.3.2 Research objectives

- (1) To explore the main human resource management challenges that are faced by international businesses
- (2) To determine the possible solutions that can be used to address challenges faced in International Human Resource Management

1.3.3 Research questions

- (1) What are the main challenges that are faced by HR managers of Multinational organisations?
- (2) What approaches can be used by HR managers of multinational companies to address the challenges that they encounter?

1.4 Thesis Structure

The introductory chapter has provided the context of the research by highlighting the key challenges that are faced by International Human Resource Managers. Moreover, the research issue that the investigation will seek to explore as well as the research objectives have been highlighted in the chapter. The second segment will highlight the methods that will be used to collect suitable literature on challenges faced by IHRM. The third chapter will contain systematic literature review where suitable publications on the challenges faced in IHRM will be evaluated. Interpretation of results will also be done in the fourth chapter. The last section will provide the inferences of the research as well as give recommendations for improvement or further research as well as limitations of the study.

2 Chapter Two: Research Methodology

2.1 Introduction

The section will analyse the suitability of a systematic literature review to the present study and give more details on the search strategy, inclusion and exclusion criteria and critical appraisal.

2.2 Qualitative methodology

Qualitative methodology is the approach that seeks to collect exploratory information concerning a given phenomenon (Babbie, 2016). It thus befits the present investigation that uses a systematic literature review to investigate the common challenges that are faced in International Human Resource Management and approaches that can be applied to address the limitations. A systematic review is a method that addresses challenges by identifying and critically assessing and integrating outcomes of diverse studies that address one or more of the research objectives (Boland, Cherry and Dickson, 2017). Through a systematic review of literature, it is possible to identify relations, contrasts, gaps as well as disagreements in the literature that focus on the

IHRM challenges. Further, collecting qualitative information using systematic reviews helps in collecting systematic and objective data on the constraints faced in IHRM since it entails evaluation of multiple and high-quality publications as indicated by Booth, Sutton and Papaioannou (2016). Additionally, since the main aim of the systematic literature review is to make a rational evaluation of a research issue by synthesising diverse research work (Gaur and Kumar, 2018), it implies that the present research is able to establish the extent in which existing research has advanced in solving IHRM challenges and provide practical implications for both practice and theory.

2.3 Research Strategy

Case study research strategy, which is the approach that pursues to collect detailed information regarding a given research topic (Creswell and Clark, 2017) was used in the research – using case study research strategy aided in evaluating the challenges faced in IHRM in a real-life context, specifically the retail sector. The retail industry focuses on selling either consumer goods or services to customers using diverse channels for purposes of earning profit. Since Kara (2015) argued that case studies aided in the gathering of extensive and detailed information on a diverse phenomenon in comparison to other strategies, using the approach would that help in obtaining in-depth data on the challenges that were faced by HRM in multinational retail firms and the strategies that could aid in addressing the limitations. According to Leavy (2017), case studies are suitable in providing new insights on a given topic which cannot be learned using other approaches since researchers evaluate phenomena in real-life contexts. It thus implied that through using case study aided in bringing about new viewpoints on the HRM limitations of international businesses in retail.

2.4 Search Strategy

To find diverse publications on that focus on HRM challenges in international businesses, diverse key terms and search terms were used. They included: "challenges faced in IHRM in the retail sector" OR "constraints of HRM in international retail businesses" OR "limitations of HR departments in Multinational corporations" OR

"how to solve IHRM challenges in the retail sector" OR "approaches of addressing HRM challenges for multinational firms" and "how to improve the effectiveness of IHRM." Using the different search terms was important in that the publications that were obtained were not only diverse but also related to the research aim on IHRM challenges and approaches to mitigate the impact of the limitations. Several databases and other sources were used from which diverse articles on IHRM were evaluated. Using diverse databases, scientific information aided in increasing the chances of obtaining recent and high-quality information as highlighted by Gough, Oliver and Thomas (2017).

2.5 Inclusion and Exclusion Criteria

The inclusion and criteria of the research focused on the research question, conceptualisation, year of publication of the studies and whether articles were primary. In particular, only studies that focused on the challenges faced by IHRM in the retail sector were selected as well as those whose key concepts were IHRM and retail sector. To ensure that the findings that were obtained in the investigation were up to date, only studies that were published from 2010 onwards were used in the research. In addition, only primary sources on IHRM were used, and therefore secondary sources were excluded. Table 2 illustrates a summary of the inclusion and exclusion criteria that were adopted in the research.

Table 2. Inclusion and Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
Research work on challenges of HRM in multinational retail firms and ways of addressing the limitations	Research work on human resource management challenges in national organisations
Researches which some of the key terms are IHRM and retail sector	Researches on HRM and other sectors that are not involved in the provision of good and services to consumers
Studies published from 2010 to 2020	Studies published from 2009 backwards

Primary researches on limitations of IHRM	Secondary resources on IHRM challenges
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Based on the criteria discussed above, a total of 54 articles were identified, then they were checked for duplications. The publications were then screened based on the year of publication, checked if they were in line with the research questions and focused on IHRM and the retail sector. Only 18 articles met the inclusion criteria and were therefore used in the systematic review.

2.6 Data Analysis and Interpretation

Findings that were obtained from the 18 articles identified in the preceding section were analysed using thematic analysis by identifying the arguments and counterarguments of scholars on diverse themes relating to the challenges that are faced in IHRM. All the outcomes were then interpreted in line with the research questions to ascertain the degree in which the questions were answered. A table on the interpretation of results is also presented in the discussion section of the subsequent chapter.

2.7 Chapter Summary

The chapter has described how Systematic Literature review is conducted. The results of the research are presented in the next chapter.

3 Chapter Three: Results and Discussion

3.1 Introduction

The chapter evaluates the findings of various scholars concerning human resource management challenges in the international context. Results are analysed based on the main themes that emerge from the publications that are reviewed in the research.

Moreover, the latter part of the chapter will also include interpretation of results that evaluate the impacts of the results.

3.2 Evaluation of Results

Results are evaluated using a thematic approach. Table 3 that follows shows the thematic analysis table that will be used in the further research.

Table 3. Thematic Analysis

Themes	Authors/Sources
Cultural Differences	Ruzagirisa (2017), Ananthram and Chan (2013), Story, Barbuto, Luthans and Bovaird (2014), Ugoani (2016), Andresen, Goldman and Volodina (2017) Adler and Leng (2014), Mueller (2014)
Employee Recruitment and Selection	Ananthram and Chan (2013), Tymon and Mackay (2016), Story, Barbuto, Luthans and Bovaird (2014), Adler and Leng (2014), Etukudo (2019), Robson (2017)
Career Growth and Development	Ananthram and Chan (2013), Tymon and Mackay (2016), Imna and Hassan (2015), O'Sullivan (2010) Ugoani (2016), Andresen, Goldman, and Volodina (2017), Sinha, Sinha and Sarangi (2018), Prystupa-Rzadca (2017)
Legal Risks	Ananthram and Chan (2013), Ambos et al., (2019), Poór et al. (2018), Lunnan et al. (2019)
Business Ethics and Values	Ananthram and Chan (2013), Sinha, Sinha and Sarangi (2018), Farndale, Horak, Phillips, and Beamond (2019)

As illustrated in Table 3 above, a systematic review of the literature was based on 18 publications. Each of the themes is discussed in the subsections that follow.

3.2.1 Cultural differences

Ruzagirisa (2017) argues that cultural differences among staff personnel in organisations can increase competitive advantage or consequently interfere with the attainment of company goals. According to Ruzagirisa (2017), human resources managers in international contexts have not been able to effectively address cultural misunderstandings that are prevalent in the global business community. Since the success of global enterprises is dependent on the extent in which cultural distinctions are managed, Ruzagirisa (2017) indicate that managers should create an organisational culture so as to encourage employees from different cultures to share experiences and come up with innovative ideas. Adler and Leng (2014), in a similar manner, indicate that human resource managers in international contexts continue to face challenges related to culture. According to Adler and Leng (2014), failure to manage cultural differences results to high levels of employee turnover as well as minimal organisational performance of employees since there is minimal orientation of workers on cultural adjustment. Differences in employees' ethnic background and nationality are identified to be major sources of cultural distinctions, thus necessitating the creation of an organisational culture that embraces cultural dynamism (Adler and Leng, 2014). Ananthram and Chan (2013) affirm that global HRM continues to face the challenge of cross-cultural differences. Distinct from prior findings, Ananthram and Chan (2013) note that cross-cultural difference also results in difficulties in cross-cultural communication as well as conflict amid expatriates, indigenous workers and executives. Ananthram and Chan (2013) conclude that it is fundamental for global human resource managers to look into the strategies that can be used to address the diverse characteristics possessed by individuals in high and low context cultures.

Story, Barbuto, Luthans and Bovaird (2014) acknowledge that IHRM challenges such as cross-cultural differences are a major predicament and can only be resolved by adopting a global mindset. Story, Barbuto, Luthans and Bovaird (2014) opine that cross-cultural differences have been prevalent due to globalisation that is one the rise. With the rise in globalisation, both human resource managers and employees need to embrace cultural intelligence that focus on adapting to new lifestyles without necessarily focusing on previous knowledge and local actions. Story, Barbuto, Luthans and Bovaird (2014), however, indicate that using a global mindset as an approach of solving cultural differences needs further research as there is a minimal scholarly

investigation in its capability. In an attempt to find out if expatriates chose to leave their work when working in international contexts, Andresen, Goldman and Volodina (2017) opine that cross-cultural differences have greatly contributed to employee turnover. Andresen, Goldman and Volodina (2017) agree with Story, Barbuto, Luthans and Bovaird (2014) that employees who work in global contexts require a shift in their mindsets to be able to overcome the emotional and environmental stressors that occur when individuals are adjusting to new work surroundings with diverse cultures. Differences in the core values, conduct, beliefs as well as rituals between the home and new country of employees require the development of new social ties to be able to obtain new information for a successful cross-cultural adjustment (Andresen, Goldman and Volodina, 2017). It was the support of previous findings; it was concluded that since ineffective-cultural adjustment was a major cause of expatriates turnover, it was fundamental for human resources managers in global contexts to look into approaches of enhancing a global mindset among employees.

In reference to the strategies of mitigating the impact of cultural differences in multinational organisations, Ruzagirisa (2017) mentions that it is fundamental for HRM not only to be culturally sensitive but also create an organisational culture that embraces cultural change. Ruzagirisa (2017) states that HRM who embrace cultural diversity are able to integrate cross-cultural aspects in their organisations, which consequently increases competitive advantage. Mueller (2014) similarly adds that cross-cultural differences are managed through the establishment of training and development programs where workers are sensitised on how to work with individuals of diverse cultural contexts. Training and development programs on cultural issues aid in the elimination of incidences of cultural shock and high employee turnover since expatriates are equipped with the competencies needed for cultural adjustment. Mueller (2014), however, warns that whilst cross-cultural training enhances employees' level of cultural adjustment; human resource managers also need to recruit individuals with high levels of cultural intelligence for the realisation of minimal cases of cultural shock amid workers. It is concluded that effective management of cultural differences results in knowledge sharing and company growth. Ananthram and Chan (2013) similarly agree with Mueller (2014) on the fact that increasing employee' competencies on how to handle cross-cultural differences is fundamental in addressing challenges that emanate due to cultural diversity. According to Ananthram and Chan (2013), it is

fundamental for HRM to have adequate skills and competencies required for managing employees with diverse cultural backgrounds. Cross-cultural training does not only helps employees to not only adjust to new cultures but also eliminate incidences of cultural shock.

On the other hand, Story, Barbuto, Luthans and Bovaird (2014) recommend that cultural intelligence is fundamental in reducing cultural differences that are prevalent in IHRM. According to Story, Barbuto, Luthans and Bovaird (2014), cultural intelligence is one of the key components of a global mindset and that persons with cultural intelligence are able to use available data to adjust to new surroundings without necessarily using prior experiences. Moreover, in addition to adjusting to newer work environments, Story, Barbuto, Luthans and Bovaird (2014) argue that cultural intelligence helps individuals to choose the best alternatives based on the available options as well as preserve in global contexts. Andresen, Goldman and Volodina (2017), further note that employees differ in terms of their sensitivity to the external environment, thus requiring organisations to have HRM that are able to accommodate individual differences and equip them with the skills needed to execute duties in international contexts effectively. Andresen, Goldman and Volodina (2017) summarise that issues related to employee stress, sensitivity and cultural differences can be addressed through the creation of global mindsets among employees thus supporting the ideology by Story, Barbuto, Luthans and Bovaird (2014). Andresen, Goldman and Volodina (2017) however warn that interventions that seek to address IHRM challenges need to look into differences in employees sensitivity since some workers are highly sensitive while others are not.

3.2.2 Employee recruitment and selection

Ananthram and Chan (2013) note that recruitment and selection of employees is one of the operational functions of human resource managers. Global human resource administrators, however, continue to face challenges in the selection of the most suitable staff personnel for their global enterprises. Using a case study approach, Ananthram and Chan (2013) highlighted that global enterprises had diverse focus areas when recruiting the individuals that were most apt to work in their organisations. Poór, Farkas and Engle (2012) in agreement with prior findings, notes that

multinational corporations follow diverse strategies in their selection process. In particular, organisations can follow ethnocentric, polycentric, regiocentric and geocentric selection approaches (Poór, Farkas and Engle, 2012). Companies that follow the ethnocentric approach ensure that key roles in the new local firms are executed by employees from the parent company while those that use polycentrism give key positions in the local firms to locals, but there is a limited promotion (Poór, Farkas and Engle, 2012). Contrary to the preceding approaches, the regiocentric identification approach gives locals the opportunity to hold key positions not only in the subsidiary firm but also at the top management at the regional level. Geocentric selection approach is an advancement of the regiocentric approach, and it allows individuals to occur in any position including being in the top management of the parent company (Poór, Farkas and Engle, 2012).

Adler and Leng (2014) highlight that human resource managers in international contexts are faced with diverse challenges in their daily duties with recruitment and selection being one of the issues. Most human resource manager's experience difficulties in identifying expatriates with the knowledge and capabilities required to work in global work environments. In addition to selecting employees with appropriate skills, recruiting personnel in international contexts is quite expensive as vacancies have to be advertised in diverse nations. Adler and Leng (2014) conclude that since the issue of employee recruitment and selection is prevalent in IHRM, it is fundamental to train HRM on how to solve the challenge. Poór et al. (2018) further adduce that are occurrences where the process of recruitment and selection is affected by a bias towards diverse aspects like gender and location of the home nation. According to Poór et al. (2018), there is a need to streamline recruitment procedures in IHRM so that all individuals have equal opportunities of obtaining job opportunities in MNCs. Tymon and Mackay (2016) summarise that whilst there are diverse challenges that are faced in IHRM in the process of selecting the most suitable employees such as ineffective communication amid the applicants and the recruiters, there exists a discrepancy between what employers anticipate and the qualifications of graduates. Tymon and Mackay (2016) recommend further research on how to address the gap.

Ambos et al. (2019) indicate that leaders of MNCs also determine the effectiveness of selecting employees in their institutions. In particular, when human resource managers

select employees with high levels of cultural intelligence, there are increased chances of company success since workers are able to adapt to new working cultures. Ambos et al. (2019) conclude that MNCs are only likely to achieve their corporate goals only if they have an open recruitment process where employees with high levels of cultural intelligence and language skills are selected. In agreement with the findings, Ananthram and Chan (2013) opine that selecting expatriates with high language skills increases the probability of organisational performance since such individuals are able to adjust to newer environments at a faster rate. Exceptional from prior findings, Ananthram and Chan (2013) attest that other factors that HR executives require to consider in the recruitment process include; employee competencies, communication skills and applicants' self-motivation level to work in new nations. Ananthram and Chan (2013), however, note that it is fundamentals for HR managers also to make family considerations during the selection process.

Ananthram and Chan (2013) assert that the effectiveness of the recruitment and selection process in IHRM is also reliant on the nature of activities that executives conduct. According to Robson (2017), global HR executives should design recruitment activities that are in line with the job description and which test essential aspects of the job description. Adler and Leng (2014) further add that the recruitment process in IHRM should also be free of any form of bias, such as gender. Adler and Leng (2014) indicate that global leaders in HRM should ensure that members of the selection panel are not prejudiced towards specific aspects such as the home country of the expatriates. Mueller (2014) also indicates that the process of recruiting expatriates should also test aspects related to the significance of culture. According to Mueller (2014), examining issues related to cultural distinctions helps global leaders to evaluate how the applicants are able to address aspects related to cultural diversity. Mueller (2014), however, warns that whilst recruiting employees with high levels of cultural intelligence is significant for organisational success, it is fundamental also to create an organisational culture that supports global diversity.

To address the recruitment and selection process that is prevalent in IHRM, Story, Barbuto, Luthans and Bovaird (2014) recommends that international HR managers needed to be trained on how to select candidates that did not have the right competencies but also with high levels of cultural intelligence, which was a prerequisite

to cultural adjustment. In support of the findings, Adler and Leng (2014) indicate training of global HR executives on how to address challenges in IHRM like recruitment and selection increases their efficiency and results to the realisation of firm goals. Etukudo (2019) further proposes that usage of human resource analytics (HRA) increases efficiency in the recruitment process as well as reduces advertising costs. HRA entails analysing diverse data on HR, such as on recruitment and selection and then making actionable acumens based on the findings.

3.2.3 Career growth and development

Imna and Hassan (2015) indicate career growth and development is one of the critical HR functions for organisations that work on an international scale. Career growth and development entails the actions that are geared the professional growth of individuals that work in international contexts. Some of the actions that are involved in career growth include self-assessment and succession planning. According to Imna and Hassan (2015), training and development, as well as performance appraisal, are considered to be fundamental in career growth and development. Ugoani (2016) agree that career management is one of the critical aspects of the management of a global workforce. Ugoani (2016) indicates that it is fundamental for employees to feel that their skills and competencies are adequately utilised and that there are opportunities for career growth. Sinha, Sinha and Sarangi (2018) similarly note that employee training, performance appraisal, efficient utilisation of skills and career development are fundamental HR functions in global enterprises. According to Sinha, Sinha and Sarangi (2018), the three roles of HR are interlinked since they focus on improving individuals' careers. In particular, training and development seek to enhance workers' skills, competencies, knowledge levels, attitude and behaviour while performance appraisal evaluates the attainment of staff personnel on the assigned roles.

Ananthram and Chan (2013) note global HR executives continue to face career development challenges since they manage a diverse workforce. In particular, women expatriates struggle to be gain acceptance as suitable leaders in international organisations. Moreover, existing procedures of career growth and development are biased towards such factors as gender, age and the host nation. Ananthram and Chan (2013) recommend that there is a need for efficient enablement of international teams

using approaches that are not prejudiced. Ugoani (2016) proposes that since career development and training enhance career stability, it is fundamental for human resource managers to embrace the strategies since they have diverse benefits not only to workers but also to organisations.

Imna and Hassan (2015) attest that training aids in the enhancement of employee competencies and information levels and that there exist various types of training that are conducted in international organisations. According to Imna and Hassan (2015), training can be on-the-job training, off-the-job training, job rotation or through coaching and mentoring. Ananthram and Chan (2013) agree that training of workers in international firms can be done through global rotation, in-house training and on the job. Different from prior findings, Ananthram and Chan (2013) acknowledge that pre-departure training plays a key role in expatriation since it enhances employees' competencies to work in new countries as well as promotes cultural adjustment. Whilst there is minimal scholarly attention on the benefits of training and development, Ananthram and Chan (2013) indicate that the practice has the potential to enhance workers and firm performance.

Prystupa-Rzadca (2017) indicates that the organisational culture of organisations determines the extent to which diverse procedures such as career growth and development are conducted in organisations. Moreover, training of employees on the requirements for promotions and performance appraisal helps workers to develop realistic anticipations on their professional journey in an organisation. Prystupa-Rzadca (2017), however, mentions that most institutions have not established a culture where employees are sensitised on the procedures of professional growth at the start of employment. O'Sullivan (2010) similarly indicates that establishment of training programs where employees have the opportunity to enhance their skills in line with technological trends is a suitable approach to addressing challenges related to career growth and development. O'Sullivan (2010), however, highlighting that training and development are effective only when it incorporates modern methods of training such as the use of the internet. Ugoani (2016) further adduces that training needs to focus on language, negotiation, interaction, as well as assignees. Ugoani (2016) summarises that pre-departure training is really fundamental to expatriates' career growth.

Andresen, Goldman, and Volodina (2017) exceptionally note that training and development have the potential of influencing cultural adjustment of workers with different sensitivity levels. Training sensitises high and less sensitive employees on what to expect during expatriation. Sinha, Sinha and Sarangi (2018) add that training does not only help in satisfying workforce gaps but also increases employees satisfaction since there is an optimisation of staff skills and capabilities. Sinha, Sinha and Sarangi (2018) however indicate training becomes effective when it is not only properly structured but also well-oriented. It is proposed that workers need to be provided with opportunities for career growth to increase retention and reduce employee turnover. Prystupa-Rzadca (2017) adds that conducting regular professional development programs allows workers not only to be willing to execute new roles in different jurisdictions. According to Prystupa-Rzadca (2017), it is also important to give short assignments to employees based on the nature of responsibilities they will execute in international contexts. Giving short-term assignments allows workers to have an enhanced understanding of their new roles. O'Sullivan (2010) concludes that whereas professional development programs improve employee competencies, it is also important to conduct performance appraisal to examine the extent to which workers have attained the anticipated outcomes. O'Sullivan (2010), however, warns that a common performance management criterion should be applied in host and subsidiary companies and that staff personnel with the highest ranking in terms of performance reviews should be promoted. Lunnan et al. (2019)

3.2.4 Legal risks

Ananthram and Chan (2013) mention that human resource executives in international contexts are faced with new legal issues when establishing local companies in diverse jurisdictions. In particular, organisations have to evaluate how their policies on such aspects as tax and remuneration differ with the laws of the nation where a local company is to be established. Ananthram and Chan (2013) adduce that new laws do not only affect organisational policies but also employees. Laws that increase worker displeasure intensify organisational failure since they lower employee productivity. Poór et al. (2018) further indicate that human resource managers in international contexts have overlooked the extent to which legal regulations affect the conduct of employees in MNCs. According to Poór et al. (2018), since it is fundamental for global HR

executives to align firm policies with national policies of subsidiary organisations, it is important for workers to be involved in the process to avoid instances of employee resistance due to establishment of unfavourable regulations.

Contrary to the preceding findings, Ambos et al. (2019) note that whilst it is noteworthy for global HR executives to align policies of local firms with those of the host nation, administrators should ensure that there is a minimal divergence of the newly established policies with those of the host nation. Failure to harmonise policies results to incidences where workers in different jurisdictions are exposed to differential policies leading to the development of the perceptions that some employees are exposed to preferential treatment (Ambos et al., 2019). Adler and Leng (2014) support prior outcomes by indicating that global administrators continue to struggle to harmonise the policies of their organisations with those of host countries, which has resulted to incidences of company failure in some incidences. Adler and Leng (2014) propose that organisational success is only attainable when there is a harmonisation of company policies with those of host nations as well as parent firms. Poór et al. (2018) propose that legal risks encountered when conducting operations in MNCs can be addressed through the coordination of efforts HR managers working in international organisations so as to develop universal policies that are able to govern operations of MNCs.

Ambos et al. (2019) distinctly note that HR managers have tried to harmonise organisational and national policies for the attainment of company operations. Ambos et al. (2019), however, indicate that most HR administrators tend to focus on core aspects like tax and employee remuneration and give minimal attention to other aspects like ethics and the environment. Ambos et al. (2019) thus suggest that HR executives should, therefore, seek to align company policies with those of national policies in all dimensions rather than in limited aspects. Adler and Leng (2014) add that HR officials in MNCs should also look out for any changes in labour laws so as to ensure that company policies are compliant with newly established regulations of host countries. Lunnan et al. (2019) highlight that failure to focus on changes in labour laws across countries results in the incurrence of losses due to incidences of company loss and enforcement of non-compliance penalties.

3.2.5 Business ethics and values

Ananthram and Chan (2013) indicate that since the establishment of new companies results to drifting of organisational culture, re-assessment of existing ethics and regulations is important to cater for such aspects as cross-cultural differences, communication and gender issues. Ananthram and Chan (2013) note that whilst ethics and values that govern parent and subsidiary companies should be uniform, HR executives struggle to ensure that they are consistent due to such aspects as cultural diversity and differences in time zones. Prystupa-Rzadca (2017) also agrees that ethics direct how workers conduct their operations in international contexts and have a significant impact on firm sustainability. Precisely, ethics regulate different aspects like employees' mode of dress and cultural sensitivity. Prystupa-Rzadca (2017) summarises that ethics are major determinants of organisational success and that it is fundamental for ethical rules in parent and subsidiary organisations to be aligned.

Sinha, Sinha and Sarangi (2018) opine that global HR executives continue to face a challenge in establishing uniform ethical values and principles across parent and subsidiary organisations. Failure to address such inconsistencies inhibits attainment of company goals since it increases the risk of organisational failure. Farndale, Horak, Phillips, and Beamond (2019) in a similar manner indicate that there are diverse risks that emanate from the establishment of subsidiary companies by multinational firms such as social, political and economic risks. In reference to social risks, Farndale, Horak, Phillips, and Beamond (2019) note that HR executives have been unsuccessful in establishing uniform ethical regulations in various jurisdictions. It is proposed that HR executives should come up with diverse techniques of sensitising employees on business techniques such as table manners and handling cultural differences. Farndale, Horak, Phillips, and Beamond (2019) conclude that ineffective management of global companies has been one of the major challenges of HRM.

O'Sullivan (2010) indicates that training programs can be applied by HR executives to model the ethical guidelines that require to be portrayed by employees when working in international jurisdictions. Through training, employees are sensitised on various ethical aspects, such as how to embrace cultural diversity. Sinha, Sinha and Sarangi (2018) also support the ideology that regular training of workers on how to communicate, dress, address cultural matters and engage in meetings aid in ensuring

that there is uniformity in the conduct of employees, which ultimately increases company sustainability and enhances the organisational image. Moreover, Sinha, Sinha and Sarangi (2018) indicate that company policies need to align with company policies to ensure to further discourage employees from deviating from the expected outcomes. According to Sinha, Sinha and Sarangi (2018), business ethics and values become effective only when HR executives in international firms are proactive in the identification of warning signals of defiance. Being pro-active aids in addressing the loopholes that lower the effectiveness of business etiquette and aids in the creation of a strong company reputation. Farndale, Horak, Phillips, and Beamond (2019) further recognise that HR executives need to constantly re-evaluate the suitability of company's' etiquette with changing global trends to enhance the sustainability of their firms in the global context. Farndale, Horak, Phillips, and Beamond (2019) summarises that the realisation of business success in organisations is reliant on the ability of HRM managers to address various social, economic and political that emanate when managing employees in international contexts.

3.3 Interpretation of Results

Based on the Systematic literature review presented in the preceding section, it is fundamental to interpret the outcomes of the research in regard to the research questions. Table 3.2 that follows shows a table of the interpretation of results.

Table 4. Evaluation of Outcomes

Research Question	Answers
What are the main challenges that are faced by HR departments of Multinational organisations?	<ul style="list-style-type: none"> • Cultural differences • Employee recruitment and selection • Career Growth and Development • Legal Risks • Business values and ethics
What approaches can be used by HR departments of global enterprises to	<ul style="list-style-type: none"> • Cultural differences can be addressed by cross-cultural training, mainstreaming cross-cultural factors in organisational programs, embracing a

<p>address the challenges that they encounter?</p>	<p>global mindset, having flexible leadership and use of cross-cultural human resource management theories</p> <ul style="list-style-type: none"> • Employee recruitment and selection in IHRM can be improved by training and development of leaders to select suitable candidates, use of HR analytics to increase efficiency in recruitment and focusing on diverse aspects when recruiting staff • Career growth and development challenges can be addressed by conducting performance appraisal and establishing proper-structured training programs. • Legal risks are addressed by harmonising HR policies with national laws • Challenges related to Business ethics and values can be addressed by training employees on company ethics, HR pro-activeness in the identification of incidences where employees compromise values and constant re-evaluation of company etiquette in line with emerging trends
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As presented in Table 4 above, HR departments in Multinational corporations face diverse challenges. The sections that follow will critically evaluate each challenge and the ways that the approaches can be addressed.

3.3.1 Cultural differences

It was unveiled by the results that human resource managers in international contexts faced challenges in managing cultural differences among employees. Founded on the outcomes, cultural distinctions emanated from differences in employees' nationality, ethnicity and religion. The findings were compared with the assertion by Adler and Leng (2014) that differences in the nationality and background of workers led to the emergence of cultural issues in IHRM. It was identified that globalisation was the precursor to cultural diversity in multinational corporations since it enabled parent companies to establish subsidiaries in different parts of the world. Centred on the results, it was evident that cultural differences could either enhance competitive advantage or contribute to organisational failure, depending on the extent in which

human resource executives managed employee cultural diversity as recognised by Ruzagirisa (2017). It, therefore, meant that when global HR executives were culturally sensitive and created organisational cultures that embraced cultural change, there was a high likelihood for employees to be motivated and come up with innovative ideas irrespective of their cultural differences. On the contrary, ineffective management of cultural differences among workers could increase the risk of organisational failure since employees faced challenges associated with cultural adjustment. The results showed that cultural differences had the potential to bring about diverse negative implications such as the development of cultural shock among employees, difficulties in cross-cultural communication and cross-cultural conflicts as identified by Ananthram and Chan (2013). Additionally, cross-cultural differences were also recognised to lead to employee turnover in the event where workers were not able to adjust to new work surroundings as identified by Andresen, Goldman and Volodina (2017).

Based on the systematic literature review, it was unveiled that the challenge of cultural differences in IHRM could be addressed through various approaches. On the one hand, Cross-cultural training was identified as one of the methods of lowering the negative impacts of cultural diversity. Cross-cultural training was identified to only increase customers' knowledge levels on cultural diversity but also enlightened them on the skills needed for the realisation of high ranks of cultural adjustment. The outcome was similar to the affirmation by Mueller (2014) that HR executives needed to adopt cross-cultural training in their organisations as it was not only a tool of minimising cultural shock but also enhancing cultural adjustment expatriates working in diverse jurisdictions. It was therefore apparent that HR executives could mitigate challenges related to cultural distinction by training their subordinates on how to adjust in a jurisdiction with different cultural orientations. Secondly, it was evident that the adoption of global mindset would also aid in eliminating cultural differences. A global mindset helped individuals to be culturally intelligent and to use the information that was available in the new work environments for cultural adjustments as identified by Story, Barbuto, Luthans and Bovaird (2014). It thus meant that culturally intelligent individuals did not rely on prior experience to adjust in new work surroundings but on data that was available in their new workplace in an international context. Adopting a global mindset, therefore, helped expatriates to overcome the environmental as well as

emotional stressors that were prevalent when working in international contexts since there was an evolution of the best alternative action based on the available options.

The third approach of addressing cultural diversity in global enterprises in international contexts was identified to be the creation of an organisational culture that embraced cultural change, as acknowledged by Ruzagirisa (2017). When global human resource managers established an atmosphere where employees felt that their cultural differences were appreciated, thus facilitating the cultural adjustment of workers, lastly, it was also evident that HR executives also needed to be trained on how to handle cultural distinctions that were prevalent in IHRM. Training of global HR executives on how to handle cultural diversity issues enabled them to be better equipped to manage expatriates and employees of the host nation. It thus implied that global HR managers needed to have the competencies and knowledge on how to address cross-cultural distinctions thus supporting the affirmation by Ananthram and Chan (2013) that workers needed to have the skills of managing a culturally diverse workforce.

3.3.2 Employee recruitment and selection

The research outcomes additionally disclosed that global HR executives continued to face challenges in the identification of the most suitable expatriates for their organisations. Irrespective of the recruitment and selection approaches that were applied in Multinational organisations, it was evident that global HR executives faced diverse constraints in the recruitment procedure such as high advertisement costs, biased recruitment procedures and ineffective communication amid recruiters and applicants. Availability of the challenges increased inefficiencies in the recruitment process of multinational organisations. Additionally, it was further identified that HR managers in international contexts continued to face challenges in the selection of the workers that were most apt for their organisations since they did not consider a wide variety of aspects during the process of employee recruitment and selection. Centred on the results HR executives needed to select individuals with high levels of cultural intelligence, those willing to work in new work surroundings and with diverse communication skills as well as those with high levels of self-motivation as mentioned by Ananthram and Chan (2013). It thus implied that failure to focus on the diverse aspects during the enrolment process was likely to result in errors and selection of

employees who were not fit to work in global contexts. It was, however, unveiled by the findings that there were uncertainties on whether the family members of the applicants who wished to work in international contexts needed to be involved in the selection process.

The results showed that global HR executives could apply diverse strategies to increase the efficiency of employee enrolment and selection in their institutions. Firstly, HR managers in international contexts needed to design worker recruitment activities that were in line with the job description as recognised by Ananthram and Chan (2013). When enrolment activities that were designed in reference to the job description, it was easier to recognise the applicants that would effectively execute the anticipated roles. Closely related to the previous strategy, it was also identified that HR administrators in MNCs needed to test essential aspects of the job description as recognised by Robson (2017). Using the technique aided in ensuring that the applicants demonstrated the extent in which their competencies and knowledge levels were in line with job description thus making helping HR executives to select employees who were fit to work in international contexts. Moreover, it was illustrated that when selecting expatriates, global HR executives required to be non-discriminatory in the selection process in terms of such aspects as gender, age or home nation as identified as Ananthram and Chan (2013). When the selection process was free from any form of bias, applicants were subjected to a fair enrollment process thus increasing the chances of identifying employees who were most fit to work in international assignments thus eliminating incidences of biased recruitment procedures.

Moreover, since cultural differences were a major challenge in IHRM, it was recommended that HR executives required to design recruitment activities that tested applicants' views on cultural importance, as noted by Robson (2017). The implication of using the approach was that only individuals with high levels of cultural intelligence would be selected, which consequently increased chances of high business performance since there would be lower levels of employee turnover. The outcomes showed that challenges related to high advertisements costs could be addressed through the use of Human Resource Analytics (HRA) as identified by Etukudo (2019). HRA aided in monitoring the expenses that were incurred in open advertising positions and establishing strategic choices on how to address the matters. Lastly, it was

revealed by the outcomes that HR executives in international contexts also needed to undergo training on how to select suitable expatriates such as those with high levels of cultural intelligence as identified as Ananthram and Chan (2013). The results showed that Global HR administrators had inadequate knowledge on how to select appropriate expatriates, thus necessitating advanced training to enhance their knowledge levels on the enrollment of employees in international assignments.

3.3.3 Career growth and development

The results unveiled that employees that worked in international contexts felt that their skills and competencies were not effectively utilised or did not match the prevailing technological trends thus making career growth and development one of the critical challenges in IHRM. The results showed that career growth and development entailed the actions that sought to enhance the profession of workers in international contexts, as indicated by Imna and Hassan (2015). It, therefore, meant that when HR managers embraced career growth and development, the employee's felt that their skills and competencies were being exploited and that they were valued and on an upward professional trend. It was further discovered that career growth and development entailed self-assessment and succession planning, where employees were given opportunities to evaluate their attainment of the assigned duties and responsibilities as highlighted by Ugoani (2016). For HR managers in international contexts to be able to support their global workforce in professional growth, it was paramount to allow employees working in international assignments to conduct self-evaluation of their progress since it was easier to develop strategies of enhancing professional growth collaboratively. It was further discovered that HR executives in the global context needed to address the challenge where women expatriates continue to struggle to gain acceptance as leaders, as asserted by Robson (2017). The findings showed that career growth and development opportunities in IHRM were gender-biased, which consequently reduced the confidence of female workers to engage in international assignments.

To address challenges related to career growth and development, it was identified that conducting performance appraisal and training and development would aid in addressing the limitations since they aided in improving the careers of employees.

Performance appraisal was recognised to entail critical evaluation of workers' attainment of assigned roles as affirmed by Ugoani (2016). When employees in collaboration with their managers evaluated their professional growth trend, it was possible to recognise their strengths and limitations, which enhanced their career growth. It was also unveiled that HR executives in global contexts could also use training and development programs to sensitise their employees on the procedures of performance appraisal in their institutions. When employees were conversant on the process of career development in MNCs, it was easier for them to evaluate the extent to which they achieved personal roles and responsibilities.

It, therefore, meant that employees needed to be trained on how to communicate and interact with other workers as well as on how to conduct their assigned duties for the realisation of continued professional growth. Training and development helped employees to be open-minded and willing to handle new responsibilities as well as increased their job satisfaction since they felt valued.

3.3.4 Legal Risks

It was clear from the results that IHRM continued to face legal challenges, mainly due to the fact that different nations have diverse policies that govern such aspects as tax and employee remuneration. It thus meant that it was the role of global HR executives to ensure that when local firms were established in diverse jurisdictions, there was the evaluation of any distinctions amid company policies and regulations of the host nation on such matters as tax and remuneration of staff. The result ascertained the outcome attained by Prystupa-Rzadca (2017) that HR administrators in international contexts needed to align firm policies with national policies in host nations to mitigate incidences of the closure of organisations due to non-compliance. Streamlining firm policies on tax, remuneration, business ethics and sustainability with those of the host country increased the chances of organisational success since there was minimal organisational disruption by governmental officials due to deviations of firm regulations from the set national policies. It was, however, apparent that HR executives needed to be aware that the establishment of new firm policies could affect the firm and employees as noted by Ananthram and Chan (2013). In particular, there were incidences where new policies would increase employee displeasure, which

consequently reduced their productivity and business profitability. The implication of the results was that when adjusting firm policies to meet national requirements, HR managers needed to involve employees or their representatives in the process to avoid incidences of employee resistance. Further, it was also evident that whilst alignment of national and organisational regulations was important in IHRM, HR administrators needed to ensure that policies of parent and subsidiary companies were interrelated to eliminate incidences where workers in some jurisdictions would be viewed to receive preferential treatment.

3.3.5 Business ethics and values

The research outcomes showed that the establishment of business ethics and values that would direct employees in multinational corporations was a major challenge in IHRM. In particular, the establishment of subsidiary firms necessitated the establishment of new ethical guidelines that would govern the conduct of workers in new jurisdictions. Precisely, ethics guided employees on how to address aspects related to culture, relationships or even communication. Prystupa-Rzadca (2017) had attained a similar outcome that ethics directed the conduct of workers in international contexts, thus eliminating an instance where workers in diverse jurisdictions portrayed distinctive behaviours. Some of the aspects that made it challenging for global HR executives to establish universal ethics and values in MNCs were cultural differences as well as differences in the time zones of various nations.

Failure to establish universal ethical values in parent and subsidiary companies resulted in the emergence of incidences, where employees in some jurisdictions showed to compromise firm values. The outcomes were similar to the outcome attained by Ananthram and Chan (2013) that lack of universal ethical considerations in institutions resulted in the development of occurrence where workers compromised the set ethical rules. The outcomes, however, showed there are several approaches that could be applied to address challenges related to ethics and values. Firstly, HR managers needed to be pro-active in the identification of signals that showed that employees compromised company values and develop suitable training programs where they could model the moral guidelines that employees were required to portray. Secondly, HR executives also required to analyse how firm values compared to

emerging trends in the global market to increase firm sustainability. In overall, it was unveiled that business values and ethics needed to cater for diversity in employees' culture, language and communication.

3.4 Chapter Summary

A systematic review of the literature on challenges faced by HR managers in international contexts and the approaches to addressing the limitations was the focus of the first section of the chapter. The later segment has critically analysed the major themes that were evident from the systematic literature review.

4 Chapter four: Conclusions and Recommendations

4.1 Introduction

The section highlights the inferences of the research and provides recommendations on areas where Human Resource in international contexts needed to improve. Moreover, the chapter will also highlight areas that require further scholarly investigation.

4.2 Conclusions

The research sought to find out the challenges that Human Resource Managers faced in International Contexts and the techniques that could be applied to address the challenges. As a result, the first objective of the research sought to determine the main human resource management challenges that were faced in international businesses. The results attained in the research showed that global HR managers faced challenges in managing a culturally diverse workforce. Ineffective management of cultural differences was identified to have diverse negative implications such as differences in cross-cultural communication and reduction in the competitive advantage of MNCs due to the development of cultural shock among employees who worked in international

assignments. Further, it was also evident that Human Resource Managers encountered challenges in the recruitment and selection of suitable expatriates for their organisations. In particular, high cost was incurred in the creation of advertisements in international contexts, recruitment procedures were biased based on such aspects as gender and that there was ineffective communication amid recruiters and applicants. Further, it was also apparent that HR executives in MNCs focused on divergent factors during the recruitment process, thus necessitating coordination of efforts to identify the aspects that HR managers need to assess when recruiting expatriates.

Further, the results showed that HR managers in MNCs faced a challenge in enhancing employees' career growth and development. Precisely, employees working in international contexts felt that their abilities and competencies were not effectively utilised and that there were concerns that they lacked opportunities for professional growth in their institutions. Further, the outcomes showed that it was still difficult for women expatriates to gain acceptance as global leaders, thus requiring re-evaluation of the existing performance management systems that were being used by HR managers in international contexts. The legal risk was recognised as the fourth challenge experienced in IHRM. Particularly, human resource managers encountered challenges in aligning the policies of subsidiary firms with those of the host nation, which increased incidences of organisational failure and business closure. Lastly, it was also apparent that HR administrators had not established effective business ethics and values that guided individuals to adjust to new work environments. As a result, there were incidences where employees showed to compromise firm values in some jurisdictions. Based on the research outcomes analysed above, it was concluded that the major challenges that were faced in HRM in MNCs were cultural differences, ineffective career growth and development, legal risks, ineffective employee recruitment and selection and ineffective business values and ethics. The first objective of the research was, therefore, suitably achieved.

The second objective of the research sought to determine the approaches that could be used to challenges that were experienced IHRM. Grounded on the results, it was apparent that cultural differences could be addressed through cross-cultural training where employees were sensitised on cultural diversity and the skills that were likely to enhance their cultural adjustment. The approach helped expatriates to have a high rate

of cultural adjustments in new work jurisdictions. Further, it was also demonstrated that HR managers needed to train their employees to adopt a global mindset. Individuals with a global mindset had high levels of cultural intelligence and, therefore, they were able to use available data rather than prior expertise to adjust to new work environments. Moreover, cultural diversity issues could also be resolved when global HR managers created an organisational culture that embraced cross-cultural differences of employees.

Further, it was unveiled the constraint of ineffective recruitment and selection of employees could be resolved by designing activities during the recruitment process that tested on the essential aspects of the job description. The approach would aid in the identification of the applicants that were most suitable to execute roles pertaining to the job description. Moreover, it was also illustrated by the findings that the procedure of employee recruitment and selection needed to be non-discriminatory towards gender or the host country of the applicants. Additionally, since most HR executives did not have adequate capabilities of selecting expatriates with high levels of cultural intelligence, there was a need for training workers on how to select suitable expatriates. The use of Human Resource Analytics (HRA) was also recognised as a suitable approach to reducing high advertisement costs that were incurred when recruiting expatriates. Further investigation on the usage of HRA was, however, proposed as it was an emerging concept. To solve the limitation where employees felt that they were not provided with opportunities for career growth and development, the outcomes showed that provision of training and development opportunities would aid in enhancing their competencies and knowledge levels on how to execute international assignments. Moreover, conducting performance appraisal where employees' attainment in terms of assigned roles was evaluated was identified to enhance the fair selection of workers that needed to be promoted irrespective of gender.

To mitigate legal risks, it was discovered that human resource managers in MNCs required aligning organisational policies of subsidiary companies with the national policies of the host nation. Streamlining the policies reduced incidences of the closure of subsidiary firms due to failure to comply with national regulations. Lastly, research results showed that to mitigate incidences where workers compromised company values, HR managers needed to establish training programs where they modelled the

expected moral guidelines so that there was uniformity in the conduct of employees. Moreover, human resource managers in international contexts needed to ensure that the business values and ethics of their institutions were in line with emerging trends in the global market. Based on the findings above, it was concluded that human resources challenges that were prevalent in MNCs could be mitigated using the approaches identified in the research. The second objective of the research was thus achieved.

4.3 Recommendations

4.3.1 Recommendations for improvement

The research outcomes showed that training of employees had the potential of addressing the diverse challenges faced in IHRM. Training of workers aided in equipping them with the competencies required for cultural adjustment enhanced their capabilities and information levels for career growth and development and provided them with opportunities to learn about the moral guidelines that they were required to observe during international assignments. As a result, it is proposed that HR managers in MNCs needed to regularly train their employees as a strategy of mitigating the occurrence of diverse challenges that were common in IHRM.

Additionally, it was also evident from the research that it was the role of global HR managers to align organisational policies with those of the host nation. As a result, it is suggested that HR executives in MNCs needed to constantly evaluate any changes in labour laws of diverse nations to ensure that their organisations were compliant with the changes, thus eliminating incidences of company closure due to non-compliance.

4.3.2 Recommendations for further research

It was identified in the research that the usage of Human Resource Analytics (HRA) aided in reducing advertisement costs during the recruitment and selection of employees. It was however recognised that HRA was an emerging concept and that was needed for further research on its suitability in addressing IHRM challenge of employee recruitment and selection.

4.4 Limitations of the study

The findings of the research were only based on the systematic literature review (SLR) on challenges faced in IHRM and their possible solutions. The SLR requires the access to a wide range of publications that are not always available, reliable and up to date. Thus, it is suggested to conduct future studies on the topic using primary research.

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Literature Review Matrix

Author and year	Theoretical/ Conceptual Framework	Research Question(s)/ Hypotheses	Methodology	Type of Analysis	Conclusions	Implications for Future research	Implications For practice
Adler, H. and Leng, X., (2014)	Issues Faced by Human Resources Managers of Multinational Hotels in China	What are the challenges faced by Human Resource managers Multinational Hotels	Qualitative methodology through the use of in-depth interviews	Thematic analysis	Major HR challenges were recruitment and retention, dealing with expatriates, multinational brand perception, and government and cultural issues.	Ways of addressing HR challenges	Training and development can help in addressing HR issues like cultural diversity
Ambos, B., Kunisch, S., Leicht-Deobald, L. and	Unravelling agency relations inside the MNC: The roles of socialisation,	What is the nature of relationships amid subsidiary and corporate	Quantitative methodology through the use of surveys	SPSS	Socialisations plays a critical in determining the relationship amid subsidiaries and	Approaches to enhancing the relationship amid subsidiary firms and	Training and development of principals enhance the association

Steinberg , A., (2019)	goal conflicts and second principals in headquarters- subsidiary relationships	headquarters of MNCs?			corporate headquarters	corporate headquarters	amid subsidiaries and corporates
Andresen, M., Goldman, P. and Volodina, A., 2017)	Do Overwhelmed Expatriates Intend to Leave? The Effects of Sensory Processing Sensitivity, Stress, and Social Capital on Expatriates' Turnover Intention.	What is the role of resources in explaining expatriates' perceived stress and turnover intention	Quantitative methodology based on a dataset of 311 expatriates	Structural equation model (SEM) and mediation analyses.	There exists a positive relation between Sensory Processing sensitivity and turnover intention through stress	Further research with a large sample of expatriates since the sample used was highly sensitive	Employers needed to invest in stress- reducing approaches in their organisations

Etukudo, R. (2019)	Strategies for Using Analytics to Improve Human Resource Management	In what ways can analytics be used to enhance employee retention and career growth in IHRM?	primary research using interviews of 5 HR managers with experience in the use of analytics	Thematic analysis	Main themes- the need for HR analytics to align with organisational strategy, the need for understanding HR metrics and how insights derived from HR analytics improve company performance, influencers of HR analytics adoption, and the barriers to HR analytics adoption.	How to evaluate the effectiveness of HRM analytics in addressing HRM challenges	Adoption of HRA in multinational organisations
Farndale, E., Horak, S., Phillips, J., and	Facing complexity, crisis, and risk: Opportunities and challenges	What are the main challenges and opportunities in IHRM?	Primary research through the use of interviews	Thematic analysis	IHRM can be able to address challenging external factors like economic and political crises	External factors that affect IHRM	Fair recruitment and selection of expatriates increases cultural

Beamond, M., 2019)	in international human resource management						adjustment in IHRM
Imna, M. and Hassan, Z., 2015)	Influence of Human Resource Management practices on Employee Retention in Maldives Retail Industry	What is the impact of HR practices on employee retention in the retail industry?	The study adopted descriptive and explanatory research design and cross-sectional survey methods using survey questionnaires containing 30 items with Likert Scale (Disagree-1 and 5 for Agree.	Descriptive and regression analysis via SPSS	Career development, reward and recognition, and health and safety have a positive and significant impact on employee retention. No significant influence of training and development on employee retention.	Larger sample size of retail organisations	Frequent training and development of employees for career development and enhanced employee retention
Prystupa-Rzadca. K. (2017)	The Role of Organisational Culture in	What is the role of organisational culture in	Qualitative methodology	Thematic analysis	Organisational culture determines the cultural	How to develop an organisational	Training and modelling to employees on

	Knowledge Management in Small Companies	handling challenges related to IHRM	through the use of interviews		adjustment of employees in subsidiary companies	culture that embraces cultural change	the expected organisational culture to portray
Lunnan, R., Tomassen, S, Andersson, U. and Benito, G., (2019)	Dealing with headquarters in the multinational corporation: a subsidiary perspective on organising costs	What is the organisational cost involve in establishing MNCs in new locations?	Quantitative methodology through the use of surveys	SPSS	The atmosphere of the new work environment determines overall organisational costs	How to enhance the interactions amid subsidiaries and corporate headquarters	HRM need to create a work environment that favours the adaptability of firms.
Mueller, J., (2014)	A specific knowledge culture: Cultural antecedents for knowledge sharing between project teams	How does knowledge sharing aid to address cross-cultural challenges	Quantitative methodology through the use of surveys	SPSS	Cultural antecedents may vary according to the specific knowledge process. <ul style="list-style-type: none"> • Knowledge sharing between project teams needs different cultural antecedents 	How to enhance knowledge transfer amid project teams in IHRM.	Time, structure, output orientation, and openness have positive effects on this specific knowledge process.

O'Sullivan (2010)	International human resource management challenges in Canadian development INGOs	What are the main human resource management challenges that are experienced in Canadian Development NGOs?	Primary research through the use of semi-structured interviews with 31 managers from different Canadian Development NGOs	Thematic analysis	Career Growth and development is a major IHRM challenge in Canadian development INGOs	Approaches to enhancing career growth and employee retention in IHRM.	Development of training programs to enhance employee competencies in Canadian NGOs.
Poór, J., Farkas, F. and Engle, A. (2012)	Human Resource Management Issues and Challenges in Foreign Owned Companies: Central and Eastern Europe	What are the major issue and challenges that are faced in HRM in foreign-owned companies?	Primary research using surveys	Statistical analysis	There are diverse critical issues in HRM in different foreign-owned companies in Eastern and Central Europe	Further investigation on the ways of handling IHRM challenges in foreign-owned firms	GRM should handle the major issues in foreign companies like cultural diversity, recruitment and selection of employees and

							career expansion of employees.
Poór, J., Juhász, T., Machová, R., Bencsik, A., and Bilan, S.(2018)	Knowledge management in human resource management: Foreign-owned subsidiaries' practices in four CEE countries	What is the role of knowledge management in addressing HRM challenges?	Quantitative methodology through the use of surveys	SPSS	Knowledge management and knowledge transfer were fundamental for solving challenges in HRM.	How to enhance the personal credibility of expatriates	Local HR training and development helped employees to adapt to new work environments
Robson, F. L. (2017)	International HRM Case Study	What are key decisions are involved in international assignments How to transfer knowledge of domestic HR issues to an	Case study of a UK based organisation	Discussion question, Group tasks, extension tasks	Diverse factors are involved in the selection of expatriates such as language skills, willingness to live in a new environment, and the ability to adjust to different cultures.	Checklist for equipping staff with information about a new country	Cross-cultural training for expatriate staff

		international context					
Ruzagirisa, A., 2017)	Does Cross-Culture Human Resource Management Affect the Performance of International Organisations? Evidence from Rwanda	What is the effect of Cross Culture Human Resource Management (CCHRM) on employee attitude?	Primary research using questionnaires to collect data from 300 employees	Statistical analysis using SPSS	There is a strong positive correlation between CCHRM and organisation performance in an international organisation operating in Rwanda	Impact of CCHRM on employees' levels of cultural adjustment	Usage of Cross-Cultural HRM to develop positive employee perceptions
Sinha, D., Sinha, S. and Sarangi, P., 2018)	Human Resource Practices in Organised Retail: A Study of Selected Outlets	What kind of HR practices are used in different retail organisations?	The quantitative methodology based on data from employees working in the retail outlets of Spencers, Big Bazaar, and	Descriptive statistics	Major concern areas in HR included; training, performance appraisal, proper utilisation of skills and abilities of the employees and	Using a large sample size of employees to increase the generalisability of the results	Since new HR challenges continue to emerge in HR, managers need to recognise warning signals

			Reliance Super located in Greater Noida		career development were the major areas of concern.		and address them
Story, J., Barbuto, J., Luthans, F. and Bovaird, J., 2014)	Meeting the Challenges of Effective International HRM: Analysis of the Antecedents of Global Mindset	In what ways can establishments of global mindset help in addressing HRM challenges?	Primary research using surveys- a sample of 136 global leaders of multinational companies	Statistical analyses using SPSS	A global mindset is required for enhanced cultural adjustment.	How to enhance the development of a global mindset in IHRM	Cultural intelligence is fundamental for enhancing cultural adjustment of employees.
Tymon, A. and Mackay, M., 2016)	Developing business buccaneers: employer expectations of emergent leaders	What are employer expectations of graduates to inform pedagogical practice within a context of industry–	Interviews, focus groups and a survey, with a regional sample of 146 managers	SPSS and thematic analysis	Employers anticipate future graduates will need greater adaptability and flexibility for volatile business contexts	How to train graduates to work in diverse global surroundings	It is the responsibility of educators to train academics on how to work in diverse working environments.

		university collaboration					
Ugoani, J., 2016)	Cultural Dimensions In Global Human Resource Management: Implications For Nigeria	In what ways does cross- cultural human resource management affect the performance of international organisations?	Surveys using a target population of 385 respondents	Statistical analysis like chi- square test	Culture has a significant positive relationship with global human resource management.	Approaches of increasing cultural adjustment of expatriates	Pre-departure training as one of the techniques of enhancing cultural adjustment