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Title

**CHALLENGES AND THE FUTURE PERSPECTIVES  
OF LABOR RELATED ISSUES IN  
INTERNATIONALIZATION**

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**Abstract:**

Multinational corporations manufacture products in many countries and sell to consumers around the world. Money, technology and raw materials move ever more swiftly across national borders. Along with products and finances, ideas and cultures circulate more freely. As a result, laws, economies, and social movements are forming at the international level (Global Policy Forum, 2011). This paper aims to study some effects of labor related issues in globalization in general.

**Keyword:** Globalization, Society, Management, Effects of Globalization

**Introduction:**

Perhaps the greatest challenge most companies face in expanding their foreign direct investment (FDI) is how to integrate host country national (HCN) managers into the management process of their overseas subsidiaries as well as that of the parent companies themselves (Keeley, 2001, p.1). In HRM Internationalization, there are some problems associated with HCN integration for most companies so human resource managers should seek and clarify the extent to which HCN managers are actually integrated (Keeley, 2001).

For more than 20 years scholars from a variety of fields have been engaged in a vigorous debate about a new social phenomenon: globalization (Belk, 1996; Featherstone, 1990, 1995; Ger and Belk, 1996; Liebes and Katz, 1993; Robertson, 1992; Sklair, 2002; Waters, 1995; Matei, 2006, p.1). Human societies across the globe have established progressively closer contacts over many centuries, but recently the pace has dramatically increased. Jet airplanes, cheap telephone service, email, computers, huge oceangoing vessels, instant capital flows, all these have made the world more interdependent than ever. The global social justice movement, itself a product of globalization, proposes an alternative path, more responsive to public needs and intense political disputes will continue over globalization's meaning and its future direction (Global Policy Froum, 2011).

### **Internationalization:**

According to Investor Word, (2005), internationalization is the name for the process of increasing and speeding up the connectivity and interdependence of the world's markets and businesses and other institutions. This process has speeded up dramatically in the last two decades as technological advances make it easier for people to travel, communicate, and do business internationally (investor word, 2005).

### **Internationalization pipelines:**

Two major recent driving forces are advances in telecommunications infrastructure and the rise of the internet. In general, as economies become more connected to other economies, they have increased opportunity but also increased competition. Thus, as globalization becomes a more and more common feature of world economics, powerful pro-globalization and anti-globalization lobbies have arisen (investor word, 2005).

The pro-globalization lobby argues that globalization brings about much increased opportunities for almost everyone, and increased competition is a good thing since it makes agents of production more efficient.

The anti-globalization group argues that certain groups of people who are deprived in terms of resources are not currently capable of functioning within the increased competitive pressure that will be brought about by allowing their economies to be more connected to the rest of the world (investor word, 2005).

### **Global Human Resource Management Challenges:**

Industrial emergence of worldwide production markets and broader access to a range of foreign products for consumers and companies particularly movement of material and goods between and within national boundaries International trade in manufactured goods has increased more than 100 times (from \$95 billion to \$12 trillion) since 1955(BBC NEWS, 2007). China's trade with Africa rose sevenfold during 2000–07 alone (Times Online, 2008; Pulitzer, 2008). And these are some effects of globalization in the area of rapid changing.



As an integral part of this process, there are a number of important related topics such as: parent country's management in general, the transferability of parent country's management practices to their foreign subsidiaries, international human resource management (IHRM) issues, as well as cross-cultural management and multinational management issues. Investigating the role of HCN managers provides insights into country's IHRM through the eyes of the HCN managers themselves and reveals how multinational corporations (MNCs) actually manage their foreign subsidiaries (Keeley, 2001).

### **The Internationalization and Localization Issues:**

The trend among National and Multi National Companies (MNCs) in recent years is to seek to be global and local at the same time. On the one hand, MNCs should seek global efficiencies and competitive power by integrating to the greatest degree possible its diverse activities around the globe. They must consider how to use all their resources, both material and human, in the most efficient and effective manner possible. Such a goal implies that a firm will have a global perspective on the acquisition and utilization of resources (including human resources) and ignore the national origin factor. On the other hand, MNCs should strive to be sensitive and responsive to local situations, considering the needs and desires of the local population as much as feasible in balance with a global integration strategy (see Bartlett and Ghoshal, 1989; Scullion & Collings, 2006).

Changes in the international environment during the last two decades are forcing most firms to consider globalization and localization issues more seriously. Factors such as the high value of the currency's value and trade friction have led firms of all sizes to establish or expand foreign manufacturing facilities. The large-scale expansion of overseas operations by Japanese firms during the 1980s and 1990s has brought about a shortage of qualified Japanese PCN managers to fill management positions at foreign subsidiaries (Keeley, 2001, 6). The high cost of maintaining so many PCN managers at foreign subsidiaries and complaints by HCN employees and local authorities underlines the importance of integrating HCNs into the management process (Scullion & Collings, 2006). There is a significant body of research (Yoshihara, 1994; Kopp, 1993), suggesting most Japanese and Asian MNCs have a long way to go before reaching such a

stage in their organizational development. Corporations are going global in the sense that they are engaging in extensive FDI but at the same time they are not going local, as US and European companies have tended to do. Wingrove (1997, cited in Keeley, 2001) bases her conclusions on a study of well-known Japanese companies operating in Britain, including: Mitsubishi Electric, Hitachi Power Tools, Kobe Steel and Mitsui and Co. She found that Japanese expatriates fill practically all the senior managerial posts. Furthermore, Wingrove contends that even when decision-making is delegated to managers in the European markets, the Japanese practice of consensus still requires thorough consultation with head office in Japan. She asserts that the Japanese parent companies tightly control the operation of their foreign subsidiaries and that many Japanese foreign manufacturing subsidiaries have not moved beyond the screwdriver-plant stage. She also reported that Shoichiro Irimajiri, senior managing director at Honda, stated Japanese firms are 10–20 years behind in internationalization (Keeley, 2001).

### **Successful Localization in IHRM:**

Localization has emerged as a key issue in the management of multinational corporations in IHRM and every HR managers should consider this issue as an important and key point in their forthcoming staffing process. The concept is, however, often used in generic terms without specific definition. In this regard Hideo Sugiura, the former vice-chairman of Honda, distinguished between four types of localization: localization of products, profit, production and people (cited in Evans *et al.*, 2002). For our purposes in this paper, we specifically discuss the localization of people (Scullion & Collings, 2006). From this perspective, localization (sometimes called labor nationalization, host country national development or indigenization) is defined as, “the extent to which jobs originally filled by expatriates are filled by local employees who are competent to perform the job” (Selmer, 2004: 1094) and it is often considered one of the crucial drivers of the employment policies of many nation-states. Localization also influences the state’s relationships with foreign organizations seeking to operate within their national boundaries. Evans *et al.* (2002) see localization as systematic investment in the recruitment, development and retention of local employees, which is an important element in the globalization strategy of multinationals (Scullion & Collings, 2006, 139-140).

### **Advantages of Successful HR Localization in IHRM:**

A successful IHR manager should compare the advantages and disadvantages of differing expatriate and local staffing strategies in conjunction with other key management strategic decision makers in order to select the best strategy for the MNC. There are many benefits that arise from utilizing local people rather than expatriates to fill key positions within foreign operations. Often these benefits are underestimated, particularly for senior positions, for reasons which are often based on racial or national stereotypes (Banai, 1992).

There are four advantages of successful localization policies. First, localization of human resources may improve relations between foreign investors and host country governments. Selmer (2004) has argued that this is the case in the Chinese context as the government favors the development of local employees. Thus from the MNC's point of view, a localization strategy may help to ensure foreign operations operate with minimum levels of conflict with the host authorities, while simultaneously garnering greater buy-in and support from the host government. Second, localization of human resources may improve communication, and, ultimately business performance in the host country. This is because communication local-to-local is usually more effective than foreigner-to-local. Third, host country labor is generally a more reliable resource than temporary workers, who even if they work in the country for a long time, have divided loyalty (Black and Gregerson 1992) and certainly see their ultimate destination as a different location. Fourth, from an economic perspective, by responding to local needs, especially through investing capital and employing local labor, the organization increases the wealth of the local population and so increases its ability to buy products and services sold by local business. Even if the market is small and poor, there can be good potential for growth and long-term profit (Prahalad, 2004; Scullion & Collings, 2006, pp.141-142).

### **Disadvantages of Successful HR Localization in IHRM:**

There are four main disadvantages in developing localization policies. First, understanding local markets takes time, effort, and extensive financial resources. Second, there are disadvantages related to the complexities of having to make changes in work policy and practice to meet local conditions. Third, managing without expatriates involves looser coordination from an HQ

perspective and potentially greater problems in communicating with HQ from a subsidiary perspective. Fourth, a major concern of senior HQ managers with respect to localization strategy is the fear of losing intellectual property rights, particularly in the emerging markets where the perception is that everything can be copied (Scullion & Collings, 2006). Selmer (2004) describes this as an “agency problem” and argues that expatriate presence may help to guard against local managers pursuing their personal self-interest in managing the subsidiary or making decisions which are incongruent with the organization's global strategy (Scullion & Collings, 2006).

### **International Talent Management Issue in IHRM:**

In globalization era, most leading multinationals increasingly seek to combine local recruitment strategies with a more global approach due to the need to manage the growing mobility of labor in a more coordinated manner, and this trend is only likely to increase in the coming decade (Scullion & Collings, 2006). Thus, the competition for talent is becoming more intense, with international firms competing with each other as well as with leading local organizations (Patel, 2002). For successful management in new turbulent markets, human resource managers must thoroughly consider not only worker credentials and relevant work experience, but also other employee talents and overall potential.

### **The Future of IHRM:**

In addition to the current strategic IHRM problems and difficulties that face MNCs, it is likely that the future will bring new strategic challenges to be overcome by MNCs and drive new directions in the field of IHRM. This is due to such dynamic issues as an increasingly migratory international workforce seeking better quality of life and higher salaries. Additionally, the corresponding geographical dispersion (as a result of migrating workers), could lead to enhanced cross-cultural issues especially for expatriate workers and staff, changing the comparative advantages for most countries. These ongoing and newly emerging challenges will force the international firms to face a necessity for competency and sensitivity that is not found in the domestic firms (Claus, 1998).

In the future the personal and professional attitudes and perspectives of the IHR manager will be greatly expanded to handle the multiple countries and cultures confronted in the international arena—both to manage their IHR responsibilities and to contribute to successful international business strategies by their firms—beyond those which the domestic HR manager must develop to be IHR managers (Briscoe & Schuler, 2004, p.29).

Additionally, in the case of HRM, internationalization will likely take many forms. For practical purposes, HR managers in most types of firms can or will confront at least some aspects of internationalization and many globalization changes causing the emergence of small and medium enterprises, (SMEs), as globalization and technology factors will leave “no place to hide” (Briscoe & Schuler, 2004). Thus, human resource professionals can find themselves involved in—and therefore must understand—IHRM issues in any of the following possible situations (which include HRM positions in all types of firms, not just international HR positions within the types of firms usually focused on—i.e., working at the headquarters of an MNE or in the parent-country operations) (Briscoe & Schuler, 2004). In all cases, the international aspects of the situation increase the exposure and liabilities for HR managers and place on them ever-increasing demands for new internationally focused competencies (Briscoe & Schuler, 2004; see p. 21). HR managers, both of the international and domestic variety will continue to be confronted with a wide variety of national, social, cultural, educational, managerial, and governmental systems with MNEs, thus they should be educated and prepared well with the skills and competencies needed to successfully meet this growing challenge.

### **Results and Conclusions:**

Traditionally politics has been undertaken within national political systems. National governments have been ultimately responsible for maintaining the security and economic welfare of their citizens, as well as the protection of human rights and the environment within their borders. With global ecological changes, an ever more integrated global economy, and other global trends, political activity increasingly takes place at the global level (Globalization, 2005).

Over many centuries, human societies across the globe have established progressively closer contacts. Recently, the pace of global integration has dramatically increased. Unprecedented changes in communications, transportation, and computer technology have given the process new impetus and made the world more interdependent than ever. Multinational corporations manufacture products in many countries and sell to consumers around the world. Money, technology and raw materials move ever more swiftly across national borders. Along with products and finances, ideas and cultures circulate more freely. As a result, laws, economies, and social movements are forming at the international level (Globalization, 2005).

Globalization typically refers to the process by which different economies and societies become more closely integrated, and concurrent with increasing worldwide globalization, there has been much research into its consequences (Nilson, 2010, p.1191). Also examining the relationship between three dimensions of globalization and life expectancy, the most robust finding is a positive relationship between economic globalization and life expectancy.

Multinational corporations manufacture products in many countries and sell to consumers around the world. Money, technology and raw materials move ever more swiftly across national borders. Along with products and finances, ideas and cultures circulate more freely. As a result, laws, economies, and social movements are forming at the international level. Many politicians, academics, and journalists treat these trends as both inevitable and (on the whole) welcome. But for billions of the world's people, business-driven globalization means uprooting old ways of life and threatening livelihoods and cultures (Global Policy Forum, 2011).

Under globalization, politics can take place above the state through political integration schemes such as the European Union and through intergovernmental organizations such as the International Monetary Fund, the World Bank and the World Trade Organization. Political activity can also transcend national borders through global movements and NGOs. Civil society organizations act globally by forming alliances with organizations in other countries, using global communications systems, and lobbying international organizations and other actors directly, instead of working through their national governments (Globalization, 2005).

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