



Research on the International Operation Mode of Human Resource Management of Multinational Companies

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Abstract: This paper studies the international operation mode of human resource management of multinational corporations. Through the comparison and evaluation of various international operation modes, combined with academic theory and actual case analysis, the three international operation modes of human resource management of multinational corporations are elaborated in detail. It also reveals the operation characteristics, advantages and limitations of different modes, as well as the application of different models in different cultures, legal and business environments. This will help to provide MNCs with recommendations on HRM strategies and practices in the context of a more competitive globalization.

Keywords: multinational company, human resources, operation mode

1. Introduction

The rise of multinational corporations and the promotion of globalization make human resource management face great challenges and opportunities in the international scope. In the context of economic globalization, multinational corporations of different countries and cultures need to effectively manage their human resources to adapt to the diversified and rapidly changing international market. The success of multinational corporations largely depends on the effectiveness and internationalization of their human resource management strategies. Understanding and exploring the international operation mode of human resource management of multinational companies is of great significance for deeply understanding the practical needs, challenges and opportunities of enterprise management under the background of globalization.

2. The type of international operation mode

Global standardization model is a model in which multinational companies uniformly develop, implement and implement human resource management policies and processes on a global scale. It is characterized by applying a set of standard human resource management policies to the subsidiaries or branches of various countries and regions, and striving to achieve the unity and consistency in the global scope. ProCorp Is a multinational company that adopts a global standardized model for human resource management. The company integrates the recruitment process, training standards and employee performance evaluation procedures into global standards. ProCorp The training course adopts the form of online modular, employees can access the same training content no matter where they are, enabling the company employees to obtain similar levels of training and development opportunities in the world, and enhancing the global integrated corporate culture.

Multiple localization mode means that multinational companies flexibly adjust and formulate human resource management strategies and processes to adapt to the diversity of different regions in different countries and regions according to the local culture, legal and market needs. GlobalTech Adopt multiple localization mode, adjust the human resource management strategy according to the characteristics of each country. In its Asia-Pacific region, the company emphasizes flexibility and quick response capabilities, and its employees enjoy more work flexibility. Instead, at its European headquarters, the company focuses on employee benefits and work-life balance, offering more holidays and benefits.

Adaptive hybrid mode combines the characteristics of global standardization and multi-localization. According to the enterprise strategy and the actual situation of the national market, it flexibly adjusts and adapts to the human resource management strategy to improve the overall competitiveness. InterLink Corp Use the adaptive mixed mode, and adopt different human resource management strategies according to the characteristics of different business departments and regions. In the technology development sector, the company emphasizes global standardization to ensure the uniformity of technical standards and processes. However, in the sales department, the company adopts multiple localization strategies, and flexibly adjusts the recruitment and training strategies of sales teams according to the market needs and cultural backgrounds of different countries.

3. Key issues of human resource management in multinational companies

Cultural differences pose challenges to the human resource management of multinational companies. Cultural diversity may lead to differences in management style, teamwork, and employee expectations. For example, a multinational company in the US sector may prefer to encourage individual innovation and initiative, and therefore management strategies may be more focused on setting and achieving employee personal goals. In Asian sectors, management strategies may focus more on teamwork, communication and common goals, with companies tend to foster a spirit of collective cooperation and a coordination between teams. Coca-Cola has encountered the challenges of cultural diversity in different countries and regions. In India, Coca-Cola puts more emphasis on respect for traditional culture and values. To adapt to Indian values, the company has developed a series of training programs for local employees and demonstrated respect for the local culture in terms of advertising and publicity. In contrast, in the United States, the company focuses more on innovation and initiative among its employees.

The differences in laws, regulations and policy environment have had a significant impact on human resource management. Multinational companies need to comply with the requirements of employment laws, labor laws and tax policies in different countries. This requires companies to develop global compliance policies in transnational operations to ensure that local laws and regulations are followed while maintaining the stability of the overall business. For example, Procter & Gamble P & G needs to comply with strict environmental protection regulations in Europe, and therefore has taken more environmentally friendly measures to produce its products. At the same time, P & G needs to comply with local labor regulations in Asian markets and formulate working hours and salary policies in accordance with local regulations.

Recruiting, training, and developing talent globally is challenging. Different regions of the talent market have different characteristics, so companies need to adopt personalized recruitment strategies. At the same time, in order to maintain competitiveness and sustainable development, multinational companies need to develop a global unified global training plan and provide career development and promotion opportunities for employees. As a multinational technology company, IBM has a global talent recruitment strategy. The company has a variety of recruitment channels in different countries and regions, including online recruitment platforms, campus recruitment activities and projects working with various universities. In India, for example, IBM works with technical colleges to attract young technical talent through on-campus recruitment and internship programs. In the hiring process, they focus on personalized hiring strategies that attract candidates who fit the company's culture and values.

It is a challenge to design a unified and flexible performance evaluation and incentive mechanism for multinational companies worldwide. The work performance of employees in different regions will be influenced by the culture, business environment and other factors. Therefore, the company needs to establish a fair and just performance evaluation standards, and formulate reasonable incentive policies that can motivate employees. IBM uses a performance evaluation method called the Business Impact Formula (BIF) method. This method determines the performance of employees by evaluating their contribution, the realization of business goals, and teamwork.

The BIF approach focuses not only on individual employee performance, but also on their contribution to the company's overall business objectives. This evaluation method links employee work performance to the company's overall business goals and profits, ensuring that employee work is materially contributing to the company's business growth. In terms of incentives, IBM uses many ways to reward highly performance employees. This includes promotion opportunities, additional pay incentives, leadership opportunities for special programs, and personal development plans. IBM also encourages employees to participate in in-house training courses and skill upgrading programs so that employees can constantly improve their abilities and skills.

4. Successful factors of human resource management in multinational companies

Employee care and development. Successful multinational companies focus on employee happiness and development, and provide diverse benefits and development opportunities for employees. Including creating a positive work environment, providing flexible work schedules, and a culture that encourages innovative thinking. By caring for employees' well-being and providing development opportunities, companies can enhance employee loyalty and motivation to improve overall performance.

Global management strategy. It is essential for multinational companies to implement unified but flexible management strategies in various regions. This strategy allows companies to balance global unity and local characteristics globally. Through unified values and goals, as well as flexible adjustment strategies in each region, the company is able to better adapt to the local cultural and market needs, and maintain global consistency without losing flexibility.

Innovation and incentive mechanisms. Including the use of innovative incentive mechanism to motivate employees to

innovate and work enthusiasm. Flexible reward systems and incentive policies help motivate employees and encourage them to propose new ideas and solutions. This incentive mechanism encourages innovative thinking and team spirit, bringing a sustained competitive advantage to the company.

Google As a world-renowned technology company, success lies in its excellent human resource management strategy. Google Committed to creating an innovative working environment for our employees. The company offers a flexible work system, generous benefits, and a work culture that encourages creativity. Emphasizing the autonomy and innovation of employees, allowing employees to use part of their working hours to explore and experiment on free projects, and stimulating the creativity and work enthusiasm of employees. Microsoft As another successful multinational company, it is well known for its diversified talent development and incentive mechanisms. The company provides opportunities to learn and grow through global training programs and career development paths. In addition, Microsoft uses flexible compensation and incentive policies to reward employees for high performance and innovation.

5. Conclusion

It is necessary for multinational companies to reasonably and effectively manage human resources. From the perspective of globalization trend, different international operation modes have their own characteristics, advantages and limitations, as well as different cultural, legal and business environments for different operation and operation modes. The key problems and challenges facing HM include cultural differences, laws and regulations, recruitment and training, performance evaluation and incentive mechanism, communication and coordination. The successful experience of MNCs embodies the key factors for the success of MNCs, including employee care, global management strategies, innovation and incentives.

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