

HUMAN RESOURCE MANAGEMENT IN CHINA UNDER ECONOMIC GLOBALIZATION

Zhang JIEQIAN, Ph.D.,

Doctoral School of Economic and Regional Sciences, Hungarian
University of Agriculture and Life Sciences, Gödöllő, Hungary,
295058759@qq.com

Rudnák ILDIKÓ, Ph.D.,

Department of Agricultural Management and Leadership, Hungarian
University of Agricultural and Life Sciences, Gödöllő, Hungary,
rudnak.ildiko@uni-mate.hu

Abstract: *Economic globalization is the development characteristic and advantage of modern economy, especially the in-depth development of knowledge economy and people-oriented era, which has become the decisive factor of the world economy in the 21st century. In this context, competition among countries increasingly revolves around the quantity, quality and development level of human resources. This transformation has brought both opportunities and challenges to human resource management (HRM) in China. Economic globalization has prompted China's human resources management concepts to be re-examined and updated, and the field of human resources management has shown a more diversified pattern. The subjects of human resources management are constantly changing, and it is necessary to adjust the human resource's structure and improve the overall quality of the workforce. While economic globalization has brought opportunities to China, it has also brought tremendous pressure to China's human resources management. Fierce international competition has posed a severe test to human resources and challenged traditional human resource management methods and structures.*

This article deeply explores the impact of economic globalization on human resource management in China. It analyzes how China's human resources management responds to the emergence of diverse talent market, the growing demand for cross-cultural skills, the fluidity of global talent flows, the need for technology and digital transformation, and the regulation and compliance faced in operations challenge. Globalized environment. By understanding and responding to these changes, China's human resource management can proactively respond to the changing situation and seize the opportunities brought by economic globalization.

Keywords: *human resource management; Chinese economy; globalization.*

1. Introduction

Economic globalization is a notable trend in the current development of the world economy, with the arrival of the knowledge economy era and the human-centered era. The process of economic globalization has further accelerated as human society enters the 21st century. Competition between countries is more and more focused on the quantity and quality of human resources, and more concerned about the degree and level of human resources development (Stofkova & Sukalova, 2020). Economic globalization has brought opportunities to China's human resources management, which promotes the updating of the concept of human resources development, diversifies the main body of HRM, pushes forward the adjustment of the human resources structure and the improvement of the quality of human resources, and speeds up the process of the marketization of the allocation of human resources (Liu, 2010). Economic globalization also makes China's human resources management face a serious challenge. Economic globalization has also put China's HRM to a severe test, confronting human resources with fierce international competition and causing a serious impact on traditional HRM and structures (Xie et al., 2013). This paper discusses the changes and challenges of China's HRM under the conditions of economic globalization.

2. Diverse Talent Market

In any analysis of the Chinese economy, great care is needed, so the following is an exploration of data, academic findings and empirical studies.

Citing data from the Ministry of Commerce (MOFCOM), the total number of employees of foreign enterprises was 3.393 million at the end of 2017, 3.595 million at the end of 2018, and 3.744 million at the end of 2019. Meanwhile, the proportion of hiring foreign employees has been increasing year by year, at 50.4 per cent in 2017, 52.2 per cent in 2018 and 60.5 per cent in 2019. The research of the white paper on the overseas talent development of Chinese enterprises shows that 88 per cent of enterprises have employment needs overseas, with 34 per cent of the surveyed enterprises saying that there is a great demand for talent in the future. Therefore, the white paper concludes that the rising scale of overseas hiring by Chinese companies signals an increase in the degree of internationalization of Chinese companies (Zhang, 2021). Molankal (2015) declares that globalization has led multinational corporations to expand their operations in China, which has resulted in

a more diverse and competitive talent market. The need for Chinese firms to adapt to and attract employees from different cultural backgrounds and countries has posed new challenges for human resource management.

With the rise of the Chinese economy, more and more multinational companies are choosing to set up operations in China, leading to a more diverse and competitive talent market. Chinese companies need to adapt to and attract employees from different cultural backgrounds and countries, which poses new challenges for human resource management. This requires HR managers to be more innovative and strategic as they need to compete with international companies for high quality employees. Globalization is likewise driving employees to be more willing to look for job opportunities on an international scale. Chinese professionals may choose to work in other countries, making HRM less focused on the local market and more broadly focused on finding and retaining talent on a global scale. This requires HR managers to be more actively involved in international recruiting to attract foreign talent to join Chinese companies. At the same time, Chinese companies need to consider how to nurture and support employees' career development globally and promote cross-border mobility to better meet business needs (Aguilera & Dencker, 2004; Baruch, 1995).

Haddock-Millar et al. (2015) consider that this implies situations where employees from different cultural backgrounds work together in the same organization. Chinese companies need to adapt and manage multicultural teams, which includes addressing issues such as language barriers and understanding different cultural values and habits. HR managers need to have cross-cultural management skills to ensure team synergy. In this diverse talent market, Chinese HR managers need to have a broader perspective and strategic vision to better adapt to changes in the global business environment through innovative recruiting strategies, training programs, and cultural management practices to ensure that their companies can differentiate themselves from the international competition. Alshaabani et al. (2022) shows that diversity management has a positive impact on workplace engagement. China Railway Construction Corporation ranked 6th among the "Top 500 Chinese Enterprises". There are currently 4,576 employees stationed abroad and 10,837 laborers; there are 694 foreign employees and 42,536 foreign laborers. China Railway Construction has always insisted on strengthening ideological work, and coordinated and orderly promoted the "big overseas" business structure. It has carried out construction and related businesses in 71 countries and regions and has successively undertaken the construction of a large number of projects such as the Mecca Light Rail in Saudi Arabia and the second

phase of the Anyi High-speed Railway in Turkey. Well-known overseas projects. The compound growth rate ranks among the best among state-owned enterprises, playing an important role in promoting my country's high-speed rail to go overseas and enhancing international competitiveness. In overseas projects, problems of difficult communication and coordination often arise. Overseas projects often fail to evaluate bids, sign contracts, and start construction according to the time specified in the bidding documents. Suspension or even shelving or repeated design changes are more arbitrary and less efficient. Low. To solve this problem. Group HRM recruits a large number of overseas employees. In addition to design, consulting, supervision and other positions, employees who understand local customs and customs are also hired to help the group carry out its work. Colleague significance attracts and selects outstanding young and middle-aged cadres to work in overseas political positions. The Group actively organizes team activities to help expatriate employees understand some foreign customs and habits, enhance their ability to distinguish right from wrong, honor and disgrace, beauty, and ugliness, and correctly view the differences between China and foreign countries. culture. China Railway Construction vigorously advocates the corporate culture of "harmony and win-win, happy work, and decent life". Attracting the common interests of Chinese and foreign employees, we aim to achieve a win-win situation between corporate vision and personal values and provide every employee with opportunities to display their talents. The stage and comfortable and warm working and living environment stimulate the spiritual motivation of Chinese and foreign employees to unite and collaborate (Central Enterprise Party Building Ideological and Political Work Research Association, 2016).

3. Demand for Cross-Cultural Skills

The impact of multiculturalism brings opportunities for the integration and adjustment of human resource management in Chinese enterprises. Foreign investment in China, while bringing capital, technology, and products, also brings new management style, new corporate culture, and values, which inevitably triggers the impact and collision of multiculturalism. Reflected in the enterprise human resource management, the cultural conflict between Chinese and foreign enterprises and the difference in corporate values are the main obstacles encountered by multinational corporations operating in China. How to overcome the differences between Chinese and foreign cultures and carry out effective cross-cultural management is a major challenge for multinational corporations in China (Zhang & Wang, 2010; Warner, 2011).

Li (2003) points out that Chinese local enterprises, especially private enterprises in learning, learning from foreign enterprises in human resource management experience, often show a strong ability to learn and learn from, greatly accelerating the Chinese enterprises in human resource management changes and adjustments, and drive the improvement of the overall management level. For example, Haier, Lenovo, Huawei, and other enterprises are not inferior to foreign-funded enterprises in this respect. In addition, after entering China, foreign-funded enterprises usually gradually promote the localization of human resources for the sake of competition and management costs, and these strategies have brought a great opportunity for the integration and adjustment of human resources management in Chinese enterprises, thus further accelerating the trend of China's enterprises' human resources management in line with the international standards, in order to comprehensively enhance the competitiveness of China's enterprises' human resources.

Chinese companies often deal with employees, customers, and partners from different cultural backgrounds. HR professionals need to understand the differences between cultures, including language, communication styles, values, and work habits, to ensure effective communication and collaboration. HR managers also need to promote teamwork and collaboration. This may involve training employees to improve their cross-cultural sensitivity and collaboration skills, as well as building a common team culture. Leadership in cross-cultural environments requires a greater emphasis on flexibility and adaptability. HR managers need to develop leaders with cross-cultural leadership skills, including an understanding of and respect for different cultural management styles, as well as the ability to build effective leadership relationships on diverse teams (Friedman, 2007; Rosenzweig & Nohria, 1994). Garamvölgyi & Rudnák (2023) conclude that cultural intelligence mapping in diverse workplaces helps to reduce conflict and misunderstandings, thereby facilitating production efficiency.

As companies expand into the global marketplace, HR managers must have global recruiting skills. This includes understanding the labor markets, recruitment channels, and regulations in different regions to ensure that the company can attract the best talent that meets the requirements of working across cultures. Providing cross-cultural training also becomes critical at this point to help employees adapt to the new work culture and environment. This may involve language training, cross-cultural communication training, and cultural sensitivity training to improve employees' ability to adapt in a globalized work environment. The enhancement of cross-cultural communication skills will help Chinese companies better adapt to global business challenges

and build strong international competitiveness (Xiang et al., 2023; Ansari et al., 2014; Morris & Cynthia, 1992).

Yan et al. (2018) explores the following in their study: Guangzhou Peugeot was established in 1985. It is an automobile manufacturer jointly operated by Guangzhou Automobile Factory, French Peugeot Automobile Company, China International Trust and Investment Corporation, International Finance Corporation and BNP Paribas, with a total investment of 800 million French francs. Guangzhou Peugeot has more than 2,000 employees and is jointly managed by Guangzhou Automobile Manufacturing Plant and French Peugeot Automobile Company. The contract stipulates that the general manager before 1994 was French, and at least one of the two managers in any department of the company must be French. As of August 1997, Guangzhou Peugeot had accumulated losses of RMB 1 billion, and its actual annual production volume was at its peak of 20,000 vehicles, far from reaching the annual production capacity of 150,000 vehicles stipulated in the national industrial policy. In October 1997, France announced its divestment and Guangzhou Peugeot was disbanded. It is the first joint venture car company to withdraw from the Chinese market. In addition to the differences between China and France on some major issues, another important reason for the disintegration of Guangzhou Peugeot was the failure to properly handle the differences and conflicts between Chinese and foreign cultures. At the beginning of Sino-French cooperation, almost all the principal persons in charge of important management positions such as general manager, department managers, and technical supervision at Guangzhou Peugeot Company were French personnel. They adopted a rigid and coercive approach to implement a full set of French-style management, which was incompatible with China's traditional concepts and culture. This led to strong dissatisfaction among Chinese employees, which triggered an employee strike, which was eventually mediated by the Chinese government and the French Consulate. Afterwards, the Chinese employees expressed their true feelings, "We cannot accept the French management style, and we cannot stand the anger of foreigners." The fundamental reason for this is precisely the conflict of concepts and cultural conflicts between China and France.

4. Global Talent Flow

Jiang & Zheng (2022) states that with the deepening of economic globalization, especially after China's entry into the WTO, Chinese enterprises will not only face competition from global enterprises in terms of products, technology, and markets, but also face more severe challenges in human resources development and management. With the gradual expansion of the scope of market access, the market is

more open, in some areas, especially the traditional monopoly industries, high-tech industries and finance, insurance, securities and other new tertiary industries will face more intense competition for talent, and foreign capital into the first action will be the use of its strong capital to compete for talent with Chinese enterprises.

For a long time, China's enterprise human resource management reform lagging, with the market economic system and economic globalization of the competitive environment is not compatible. At present, China's enterprise human resource management there are still many problems, such as too many people, low labor productivity, personnel management means backward, incentives and compensation system is not reasonable, etc., these problems seriously affect the core competitiveness of China's enterprises to cope with the challenges of economic globalization. It can be seen that the process of economic globalization of China's enterprises within the human resources management put forward higher requirements, it fundamentally requires China's enterprises to human resources management system and management methods to change to make the corresponding response (Chen et al., 2015).

The main comparative advantages of developing countries are abundant resources, broad markets, and cheap labor. Economic globalization. However, this has led to changes in the original country-to-country and region-to-region relations. Resource advantages and cheap labor do not necessarily translate into economic advantages, nor does geographical distance necessarily affect economic interaction and economic development (Pekarskiene et al., 2017).

China's enterprises, especially state-owned enterprises in per capita labor productivity and corporate profits and multinational corporations have a relatively large gap, often in a dilemma. Such as employee income for a long time lower than the average level of the same industry in the labor market, so that the brain drains aggravated; and foreign enterprises income level close to the result of the rapid rise in labor costs, will offset and reduce China's enterprises in the labor price advantage, weakening the enterprise's ability to compete in the market (Burns & Wang, 2010; Chan & Edward, 2007).

Choi et al. (2000) believe that on the other hand, due to the drive for globalization, Chinese companies often need to send employees to work in other countries or attract foreign professionals to work in China. This requires HR managers to have knowledge and skills in international HR management. HR managers need to develop effective recruitment plans to attract employees with international experience and cross-cultural skills through globalized recruitment channels.

Multinational companies often have multiple branches around the world, resulting in employees located in different countries. HR

professionals need to ensure synergy and efficient communication within the company. MNCs need to take into account the salary levels and benefit systems in different countries and develop reasonable international compensation policies to ensure that employees receive fair and competitive compensation packages globally (Gomez & Sanchez, 2005).

In the view of Zhou & Martocchio (2001) to cope with global talent mobility, companies need to invest in advanced talent management software for managing employee information, performance evaluation, and training tracking on a global scale. These digital tools can help increase efficiency, reduce errors, and meet the management needs of multinational companies.

In the context of global talent flow, Suning Appliance has proposed an employment method. Flexible employment refers to the hiring of international experts through project systems and short-term contracts. This employment model means that companies hire employees in the form of part-time, temporary, part-time, etc. according to their own business needs to achieve efficient allocation of human resources in the global talent circulation market. Compared with traditional full-time employment, flexible employment is more precise and flexible, reducing the company's labor costs and providing employees with more job opportunities and flexibility. Suning has launched a "Talent Sharing Plan" to recruit employees globally based on their positions to achieve re-employment, improving efficiency and flexibility. The practices of these companies fully reflect the advantages of the flexible employment model. It can not only meet the company's manpower needs in a specific period, but also improve work efficiency and flexibility. With the popularity and development of flexible employment models, more companies will adopt this flexible employment approach to cope with uncertain market environments and business needs (Wu, 2020).

5. Technology and Digital Transformation

Digital technologies represented by artificial intelligence, big data, cloud computing, the Internet of Things, and blockchain are continuously disrupting the way people work and live. New technologies are also giving rise to new business models (Zhu, 2021).

The traditional role of HR in the past was to support the business, mainly with transactional work. Then to business partners, transactional work supported while helping business teams improve performance. However, in the digital era, the HR role will be transformed to free itself from transactional work and shift toward effectiveness and efficiency (Stone & Dadrack, 2015; Zhu, 2021).

Chinese companies have introduced advanced HR information systems and digital tools to improve efficiency, optimize the recruitment process, and conduct performance management. Chinese companies have adopted advanced digital recruitment platforms, such as smart recruiting software and online interviewing tools, to more efficiently screen and recruit talent globally. As technology evolves, HR management increasingly relies on big data analytics to understand key metrics such as employee performance, satisfaction, and turnover rates. This helps HR develop more effective strategies to improve employee retention. The widespread use of HRIS has led to more integrated and automated HR management, from recruitment and training to payroll, improving management efficiency. Mobile apps and online platforms make real-time feedback possible, helping management communicate with employees in a more timely manner, which is conducive to building a team culture (Munoz, 2005; Shao, 2011).

According to Luo et al. (2017) another convenient manifestation of digital transformation is in online training and learning platforms, which Chinese companies are increasingly inclined to adopt in order to allow employees to access training resources and improve their professional skills anytime, anywhere on a global scale. By VR and AR technologies, Chinese companies can provide a more immersive training experience, especially in simulating real-world work scenarios and skills training.

In the case of BBK Group, for example, its digital sharing platform for human resources is divided into three parts: front, middle, and back. The front office is directly related to business departments and employees, and through the four centers of "talent acquisition, compensation sharing, talent development, and employee relations", the front office can undertake nearly 70% of HR operational affairs; the middle office is mainly responsible for human resources budgeting, organizational design, recruitment planning, etc., and at the same time carries out the work of resource allocation and cultural care; the back office is responsible for performance management, compensation system, and cultural care; and the back office is responsible for performance management, compensation system and training. The back office is responsible for performance management, compensation system and information system planning. Such a policy allows HR to spend more time on business innovation. Traditionally, HR is a partner of the business department, cooperating with the business to do a good job in human resources. In BBK Group, HR is not to work with the business, but to become a part of the business, so that "you have me, I have you". In the past, HR was an independent position, and HR entered the business department to support the work. Now, as a comprehensive management position, the HR position is directly put

into the business department, so that "business is the business of human resources, human resources is the business of human resources", and HR reports in both directions, not only to the business, but also to the human resources, so that it is integrated with the business department (Gao, 2020).

6. Regulatory and Compliance Challenges

HRM faces more complex regulatory and compliance challenges due to the multiple countries and regions involved. HR professionals need to keep their legal knowledge up to date to ensure that the company operates in a globally compliant manner.

Globalization makes it imperative for companies to comply with regulatory standards in different countries and regions, such as labor, employment, and human rights laws. As Chinese companies expand globally, they must understand and comply with these international regulations to ensure their global business operates legally compliant. The cross-border nature of the employment relationship complicates the regulations governing employees. Understanding the rights and responsibilities of employees in different countries and ensuring that contracts and policies comply with local regulations are important challenges for HR management. At the same time, HR management in multinational organizations involves the movement of large amounts of employee data. Different countries have different regulatory requirements for local storage and processing of employee data. Chinese companies need to develop data privacy policies globally to meet the requirements of local regulations. Compliance challenges include ensuring that this data is appropriately protected during international transfers in line with local data privacy regulations, such as Europe's General Data Protection Regulation (GDPR) (Gómez, 2004; Murphy, 2018).

The regulatory environment in different countries and regions is constantly changing, especially in terms of labor and employment law. HR managers need to remain sensitive to these changes and adapt company policies and procedures in a timely manner to ensure compliance. To respond to regulatory changes, HR departments need to provide employee training to ensure that they understand and comply with new regulatory requirements (Hughes, 2018; Clardy, 2003).

Yu (2023) declares that when faced with these regulatory and compliance challenges, Chinese companies often respond by establishing or hiring professional legal teams, regularly training HR professionals, and investing in compliance software and technology tools to ensure that their companies are legally compliant with HR management globally. Bank of Hunan, to effectively prevent the risks

of employment, improve the level of employment management and build a harmonious labor relationship, invited lawyers from Hunan Xiangjun Luhe Law Firm to conduct legal training lectures on human resources topics for the personnel departments of the whole company.

7. Conclusion

Economic globalization has had a profound impact on human resource management in China. With the influx of multinational corporations (MNCs) in the Chinese market, the intensification of competition, and the changes in technology and industrial structure, human resource management has been faced with multifaceted challenges.

Economic globalization has brought profound changes to human resource management in China. With the opening of the global market and multinational corporations taking root in China, human resource management has faced multiple challenges and opportunities. First, the integration of multiple cultures has become a key issue in management, requiring HR professionals to have cross-cultural communication and teamwork skills. Second, the highly competitive global market requires companies to pay more attention to attracting, cultivating, and retaining high-quality talent, driving innovation in compensation and benefits, training, and development. The drive for technological innovation also means that employees need to continually upgrade their skills, making training and development programs particularly important. In addition, the establishment of global supply chains has created a need for HR management to be more flexible in responding to international recruitment, teamwork, and management challenges.

Chinese companies must adapt to multicultural teams, flexible employment relationships and adherence to global standards to attract and retain high-caliber talent. In the wave of globalization, training and development, internationally standardized compensation packages, global teamwork, and data-driven decision-making have become key elements of successful human resource management.

At the same time, factors such as social responsibility, mobile workforce management and risk management need to be emphasized. Against this backdrop, HRM is no longer limited to a local scope, but requires a globalized strategic vision to adapt to an increasingly complex and diverse global business environment.

Successful HRM requires a greater focus on cultural adaptability, employee development and the ability to adjust in tandem with the global marketplace, thus effectively driving companies to achieve competitive advantage on the global stage. In this evolving environment, Chinese companies need to be flexible, innovative, and continuous learners to adapt to the opportunities and challenges brought about by globalization and to achieve sustainable development

in human resource management.

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