

Dilemmas and Countermeasures on Human Resource Management in the Process of Internationalization of Enterprises

Yi Sun

College of International Exchange, Liaoning University of International Business and Economics, Dalian,
116052, China

18432395@qq.com

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Abstract: With the development of world economic integration, more and more enterprises have gone abroad to carry out international business operations. Human resource management has become an important factor affecting the internationalization process of enterprises. Based on the investigation research method and the system analysis method, this paper aims at the dilemma of the different countries culture shock in the process of internationalization of human resource management, the decline of enterprise attraction, the lack of human resource integration and the change of learning concept. The countermeasures of human resource management are to focus on cultural construction, talent introduction and training in the process of enterprise internationalization, alleviate structural contradictions, establish an international human resource management concept, combine human resource management with enterprise internationalization strategy, and strengthen strategic development management of international talents.

1. Introduction

Enterprise internationalization means that production and management activities are not limited to one country, but an objective phenomenon and development process facing the world economic arena. The main purpose is to achieve product sales through the international market, combining production factors to achieve maximum profit. The internationalization of enterprises includes six aspects: management internationalization, production internationalization, sales internationalization, financing internationalization, service internationalization and talent internationalization. The internationalization of enterprises generally has the following characteristics: When determining the business direction and making business decisions, enterprises must not only consider the needs of the domestic market, but also consider the needs of the international market, and consciously follow the laws of the world economy, and act in accordance with international trade norms and international practices; generally, according to the international value and the supply and demand situation of the international market, the price of import and export commodities is determined; the enterprise selects the investment field according to the principle of profit maximization, and allocates the production factors; the enterprise generally uses domestic and foreign resources, especially international talents, technology, funds and information to promote economic development; enterprises can start from a certain part or some individual industries, or carry out diversified operations in multiple fields, and ultimately achieve a complete enterprise internationalization goal by adopting good points and avoid shortcomings.

"People are the most active factor in productivity, and human resource are the first resource." The international competition of today and in the future, in the final analysis, is the competition of talents. Human resource management refers to the rational allocation of human resource according to the requirements of enterprise development strategy. Through a series of processes such as recruitment, training, employ, assessment, stimulate and adjustment of employees, mobilize the enthusiasm of employees, give play to the potential of employees, create value for the enterprise, bring benefits to the enterprise, and ensure the realization of the company's strategic goals,

including a series of human resource policies and corresponding management activities. With the development of world economic integration, more and more enterprises have gone abroad to carry out international operations. The international operation of enterprises is the only way for developed countries use international resource and expand their economic strength. The famous management scientist Peter F. Drucker believes that the multinational enterprise is a multicultural institution. The basic business management idea is a philosophical system that combines political and cultural diversity and conducts unified management. The development of economic globalization has promoted the competition for international talents. Without the support of human resource, the process of enterprises moving towards internationalization will inevitably be hindered. Internationalized human resource management is the process of introduction, train incentive measures and localized management using human resource on a global scale, including talent introduction, training development, incentives and localized management. At present, the lack of international human resource is an important factor affecting the internationalization process of enterprises. Due to the lack of scientific management methods, it has affected the internationalization process and the pace of sustainable development. Through in-depth systematic investigation, this research analyzes the dilemma of human resource management in the process of enterprise internationalization, proposes the countermeasures of human resource management in the process of enterprise internationalization, and provides solutions for the international development of enterprises.

2. Core Competences of Internationalized Talents

Although there is no unified and constant standard for international talents, it is generally believed that international talents can adapt to the needs of international exchanges and development, have international awareness, international communication skills and world-class knowledge structure, and are good at grasping opportunity and motivation in global competition. Specifically, international talents should have the following core competences:

(1) National cultural identity. Cultural identity is a feeling of group cultural identity, and it is an individual's cultural influence by the group. National cultural identity is a kind of consciousness existence, which not only brings people a sense of belonging to race and nationality, but also plays a role in further consolidating the stability of the country from the spiritual level. Only with strong national cultural identity can we define our position in the complex cultural environment and carry out international exchanges and cooperation with the confident appearance and positive attitude.

(2) Respect the multiculturalism value. As human society becomes more and more complicated and information circulation becomes more developed, the renewal and transformation of culture is also accelerating. Different cultures are needed to serve the development of society. This is the multiculturalism in the background of complex society. In international communication, we must respect different cultural values, respect and understand diversified viewpoints, consciously examine our own prejudices and behaviors, and work effectively with people of different genders and backgrounds.

(3) Language communication competence. Language communication is the way of human communication based on language. Improving language communication ability is very important for improving the quality of life, improving interpersonal relationships, improving work efficiency and building the harmonious society. Language communication requirements in international cooperation: first, target, around the theme, have a definite object in view; second, logical, in line with the law of thinking; third, normative, language expression of civilization, clarity, rigor and precision; fourth, skillful, humorous language .

(4) Information technology application competence. In the information age, the competence to use information technology is the foundation of any work. The informatization background requires higher information technology application competence for international talents. The ability to use information technology is a person's ability to recognize when information is needed, retrieve information, transmit information, evaluate information, and make effective use of information, and to process, mine, organize, refine, and innovate the information obtained to obtain the competence

of the new.

(5) International vision. The international vision requires that we can observe economic operations and marketing from a global or broader perspective, thereby serving the development of the enterprise. The international vision is not directly equivalent to foreign language proficiency, but based on profound knowledge and broad vision. It has a comprehensive understanding of the world's history, geography, culture and religion. It is required to closely follow the pace of the time and master the latest developments in the world of politics, economy, science and culture.

(6) Master the international knowledge of our major. The new century is an era in which the knowledge economy is the mainstream. The level of knowledge is the main indicator for measuring talents. Only by mastering the international knowledge of this major can we carry out international cooperation in this field. Internationalized talents must have both strong professional knowledge and extensive knowledge. Innovation is the soul of knowledge and the internal motivation and source of the development of knowledge economy. In the era of rapid change, international talents must establish the sense of innovation.

(7) Lifelong learning competence. Lifelong learning refers to the continuous learning process of each member of the society, in order to adapt to the needs of social development and individual development. With the rapid advancement of science and technology and the continuous development of human culture, international talents should follow the world's cutting-edge knowledge of the profession and continuously learn, absorb and digest international advanced culture and knowledge. Only by learning all the time, can we adapt to the changing needs of career, work and social change.

3. Dilemmas on Human Resource Management in the Process of Internationalization of Enterprises

Based on the survey data, through in-depth systematic analysis, it is concluded that the dilemma of human resource management in the process of enterprise internationalization mainly includes the following aspects:

(1) The exotic culture shock. In the process of various cultural exchanges, due to cultural differences, historical roots and their respective characteristics, cultural collisions are not uncommon. In the process of internationalization of enterprises, brought about the internationalization and diversification of talents. Due to people's thoughts and experiences are different, people of different cultural backgrounds will share the perspective of problem-seeking, and stimulate many solutions through mutual communication and communication and the new way of thinking. However, cultural differences also mean that there are some contradictions. If these contradictions and problems cannot be solved well, the development of enterprises will inevitably be hindered.

(2) The declined attractiveness of enterprises. As people's living standards improve, the aura of going out gradually receded, and the attraction of domestic high-tech enterprises has increased, and many overseas students have returned to work. Many new generations of employees have entered the workplace, and the employment orientation has quietly changed. The attractiveness of family factors, career planning and work environment has gradually weakened, and the attractiveness of payment has become more and more attractive. More and more enterprises have joined the international competition. The desire of enterprises for talents has pushed up the salary level of employees and the labor cost has increased rapidly. The decline in the attractiveness of international companies has also become one of the important reasons for the increase of the employee dimission rate.

(3) The insufficient integration of human resource. Human resource integration refers to the process of guiding the member's goals and organization's goals to be in the same side, adjusting the use of human resources to optimal allocation and improving organizational performance according to the adjustment of strategy and organizational management. After the internationalization of enterprises, it is necessary to integrate human resources, form a unified and efficient management system, and promote the overall improvement of human resources management. However, the

current domestic enterprises are difficult to integrate effectively after internationalization, and the research on the culture of the target country is not thorough, and it is difficult to communicate and coordinate effectively. It is difficult for domestic and international talents to make overall arrangements.

(4) The change of learning concept. In order to reduce transaction costs and risks, enterprises internationalization face united problems with other companies, posing a psychological challenge for business personnel, because the union means cooperation rather than control, for those who are accustomed to the internal hierarchical system model. It is unacceptable to say that it is easy to breed "ethnocentrism" tendency. In fact, the union should be seen as an opportunity to learn from partners in the process of enterprise internationalization. In the new environment, changing the concept of learning faces three challenges: first, how to train managers to learn from partners with equal status; second, how to learn to adapt to cooperative learning; third, how to build a non-national within the enterprise with centralist career development system.

4. Countermeasures on Human Resource Management in the Process of Internationalization of Enterprises

According to the dilemma of human resource management in the process of enterprise internationalization, referring to the research results of predecessors and drawing on the management experience of developed countries, the human resource management strategies proposed in this paper are as follows:

(1) Pay attention to the cultural construction in the process of enterprise internationalization. Culture is the soul of an enterprise, and cultural construction is especially important for international employees. Enterprise culture directly affects employees, must focus on the guidance and education of employees' psychology, and develop and manage human resources with unique cultural means. If employees have an attitude of recognition and belief in culture, they will constrain themselves in their work in a self-management manner. This is the best management model for human resource pursuit. In the process of promoting enterprise culture, internationalized enterprises should pay attention to cross-cultural management. Human resource and cross-cultural management should focus on people from different cultural environments and pay attention to conflicts between cultures. Cultural differences are inevitable in the process of enterprise internationalization. It is necessary to strengthen communication, effectively identify cultural differences, and develop cultural identity.

(2) Ease the structural contradictions of the combination of talent introduction and training. First, increase the introduction of international talents. According to the enterprise's development strategy, we will implement targeted breakthroughs for the shortage of talents, adopt open recruitment methods, and introduce outstanding talents with overseas experience to effectively improve the problem of slow promotion of overseas projects. Second, do a good job in the introduction of the echelon of strategic talent. Talent introduction and corporate strategy should be matched and must be forward-looking. Recruit professional talents such as foreign languages, business management and financial investment, and lay out for the transformation and upgrading of enterprises. Third, do an international training for existing employees. Creating the professional team is the goal that the enterprise is constantly pursuing. It uses internal rotation and instructors to bring apprentices and other mechanisms to strengthen the exchange of personnel between the integrated department and the business department, and draw on good working methods and management models to create a wide range of practices for all types of talents and opportunities to improve the international quality of employees.

(3) Establish the international human resource management concept. First, the concept of equality and justice. As the saying goes, "foreign monks are good at chanting", this is a phenomenon that should be avoided in human resource management. No matter which type of employee, it should not be treated differently because of different geographical, ethnic or cultural background. It is necessary to evaluate the performance and ability of employees by the same standard and pay corresponding compensation. Second, the concept of multicultural integration.

Diversified sources of talents make companies have multiple culture and simply advocate one of them. Discrimination against other culture can cause some employees to feel oppressed or have no sense of belonging. Internationalized enterprises must establish the concept of multicultural integration, learn from others, and explore various cultures that are conducive to the development of enterprises. Third, the people-oriented concept. The management process is people-centered, and management activities revolve around the initiative, enthusiasm and creativity of people.

(4) Combine human resource management with corporate internationalization strategy. First, human resource managers actively participate in the company's internationalization strategy, and work with policy makers to study and formulate international strategies and policies. Second, the external environment of the enterprise's international operations is becoming more and more complex, and human resource managers must have the ability to respond, grasp the international situation in a timely manner, and quickly take countermeasures. Third, the enterprise's international business is diversified. Human resource managers need to understand the work content of different work departments and work together according to their functional objectives. Fourth, human resource managers must have good organizational, team building and communication skills. Promote in-depth cooperation between employees. Fifth, enterprises with international, human resource managers must face cross-border, cross-regional and cross-cultural issues, and need to adapt to the enterprise's international development environment.

(5) Strengthen the strategic development management of international talents. First, pay attention to the special skills of developing human resources. To gain the lasting competitive advantage, enterprises must focus on developing the special skills of their employees. Second, foster a team-oriented corporate culture. Team work is a collectivist spirit, which is the integration of individuals and groups on the basis of consistent goals. Third, implement a human resource management system. Integrate human resource management policies or practices into an organic whole, and cooperate with other operating mechanisms of the enterprise to strengthen collaborative work. Fourth, strive for international management talents. The use of human resources localization and international management methods, bold use of foreign talents to serve enterprises. Third, attract and retain key core talent. Including senior management talent, senior developers, senior technical staff and important market personnel.

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