

INTERNATIOANAL HUMAN RESOURCE MANAGEMENT

UNIT III

RECRUITMENT AND SELECTION

International Managers staffing – Approaches to staffing – Role of Expatriates – Role of inpatriate – Role of Non expatriates- recruitment and selection methods- Current practices

► International staffing

- International staffing is the practice of hiring individuals from another country to fill open positions in your organization. Organizations may hire international staff for a variety of reasons including cost savings, increased productivity, and ability to access a broader range of skills and experience.

What is the role of managers in staffing

- Staffing Managers manage job application channels, identify new talent, and screen applicants. Screening may include skills testing, background checks, or credit checks. They interview potential candidates, and hire qualified new employees.
- International Recruitment and Selection
- **Recruitment**
 - Defined as searching for and obtaining potential job candidates in sufficient numbers for and quality so that the organization can select the most appropriate persons for its job needs
- **Selection**
 - Defined as the process of gathering information for the purposes of evaluating and deciding whom should be employed in particular jobs

MULTINATIONAL STAFFING

- **Ethnocentric Staffing**

- **Polycentric Staffing**

- **Regiocentric Staffing**

- **Geocentric Staffing**

- In **Ethnocentric staffing**, Parent Country Nationals (PCNs) are selected for key position regardless of location. Japanese, European, U.S and Korean firms utilise ethnocentric staffing. With an ethnocentric staffing policy, the firm fills key management jobs with parent country nationals.

- Reasons given for ethnocentric staffing policies include lack of qualified host-country senior-management talent, a desire to maintain a unified corporate culture and tighter control, and the desire to transfer the parent firm's core competencies to a foreign subsidiary more expeditiously.

- The **polycentric approach** is a hiring and staffing method in which international subsidiaries of a country find team members from the host country, rather than from the parent company's location. This can help subsidiaries better understand local needs and operate within a particular community

- The **regiocentric approach** to recruitment means that we hire or transfer people within the same region (like a group of countries) to fill our open positions. For example, we might decide to transfer employees within the (India)countries

- **Geocentric staffing approach** is adopted when companies implement a transnational orientation.

In such an approach people are recruited based on their skills and experiences irrespective of their nationality.

EXPATRIATE

Expatriate definition.

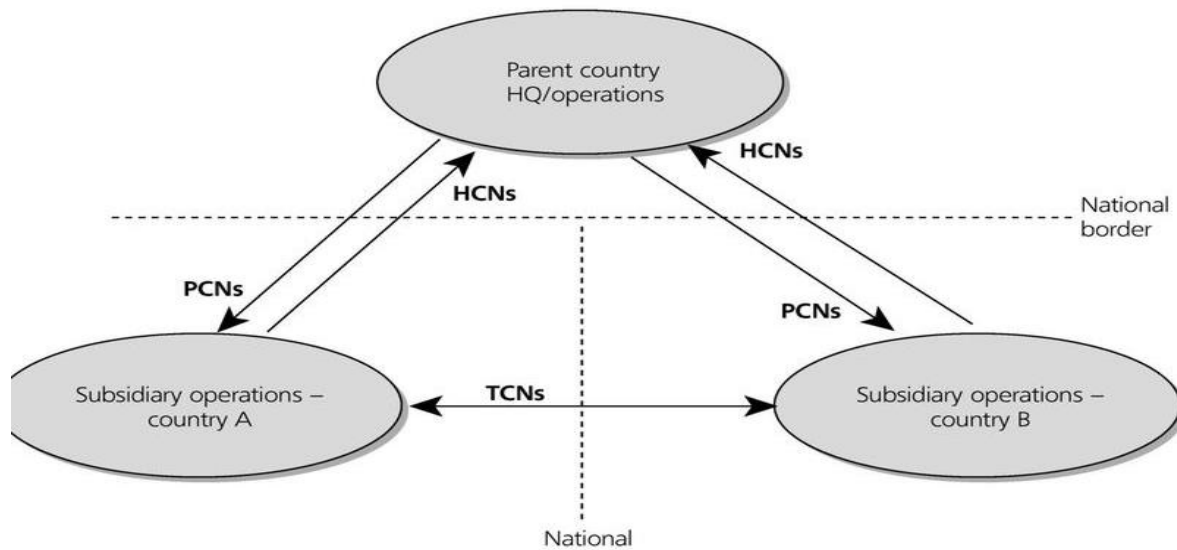
- Expatriates are the employee who are sent to work abroad on a long-term job assignment such as employees who need populate a new office or senior managers who need to manage or set up a new branch.

What is an expatriate?

- An employee who is working and temporarily residing in a foreign country
 - Some firms prefer to use the term “international assignees”
 - Expatriates are **PCNs** from the parent country operations, **TCNs** transferred to either HQ or another subsidiary, and **HCNs** transferred into the parent country
- Global flow of human resources

Figure
L-3

International Assignments Create Expatriates:



ROLE OF EXPATRIATES

ROLES OF AN EXPATRIATE

- × Agent of direct control
- × Agent of socialization
- × Network builder
- × Boundary spanner
- × Language node
- × Transfer of competence and knowledge

The 6 key roles of an expatriate are agent of direct control, agent of socialising, network builder, transfer of knowledge, boundary spanner and language node. Agent of control is for

when the parent company feels the need for an overview and more control of the host company.

The use of an expatriate in this context is to ensure compliance through direct control and may help in enabling strategic objectives for the local operations to be achieved. Agent of socialising involves transferring an organisations shared values and beliefs, and instilling corporate norms and expected behaviours. Harzing calls such expatriates ‘bumble bees’.

Network builders, or Harzing’s ‘spiders’, involves fostering interpersonal links that can be used for informal control and communication purposes.

Transfer of knowledge involves knowledge sharing and competence transfers across borders, which may help, strengthen elements of the corporate culture.

This is often used when the host company lacks the skills or the know how, to complete certain tasks. Boundary spanning involves gathering information that helps bridge internal and external organisational contexts

. For instance, when an expatriate attends a function at the foreign embassy, they can gather market intelligence and promote the organisation at the same time. Language nodes help link the host company and the parent company by knowing and comprehending the languages used in both countries.

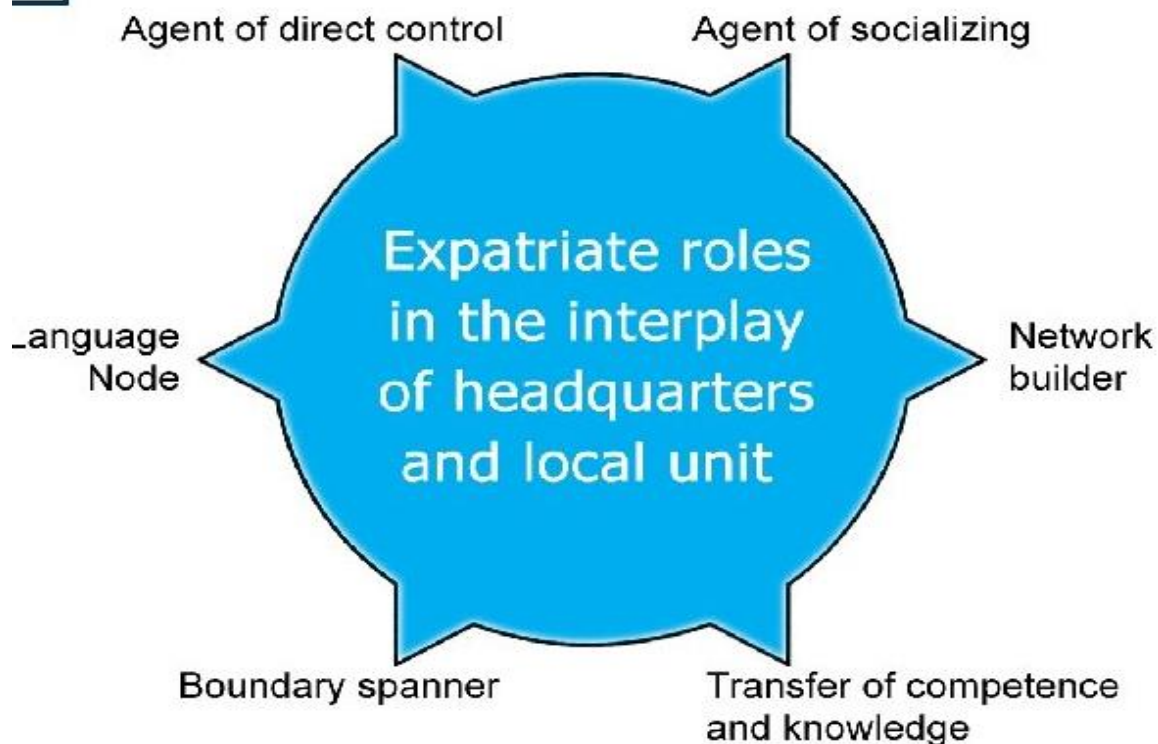
This can assist in easing the language barriers, for instance if the headquarters of a company are in England, but the expatriate has gone to Spain, the expatriate can be bridge during meetings, by helping with translation.

The most important of these roles is the transfer of knowledge, as it is part of many of the other roles as well.

It helps with further developing the social capital within the MNE and benefits both the parent and host company by creating synergy

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ire 2 | The roles of an expatriate



INPATRIATE

- The term impatriate can be used to refer to anyone who works outside of their country of origin, in its professional context
- It indicates a situation where a corporation brings in foreign employees to work in the company.
- It's meant to indicate which direction the transfer is made.

Non-Expatriate Roles.

- People who travel internationally yet are not considered expatriates as they do not relocate to another country.
- Non expatriate ate internationally traveler person for whom a large proposition of their role involves constant international visit to foreign mkts, subsidiary units and international project.
- International travel is an essential component of their work, such as international sales staff job is almost totally comprised of international travel and managers require international operations.

Inpatriates Role.

- Inpatriates include IA of HCNs or TCNs from a foreign location to the parent country (corporate HQ) of the MNC.
- They are expected to share their local knowledge with HQ staffs to facilitate effective corporate activities in these local mkt.
- If organizations work on a global scale they need sufficient qualified staff to meet the requirement of globalization.
- To support this process a new term for the mgt. development of a specific type of HCN called expatriates.
- Serve as 'linkage pins' between the different organizational units of an MNE.

