



**GLOBAL INTEGRATION VERSUS LOCAL ADAPTATION OF
HR PRACTICES BY MULTINATIONALS**



**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
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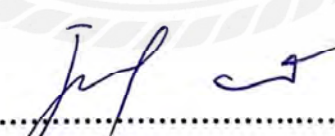
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This Independent Study has been Approved as a Partial Fulfillment of the Requirement
of an International Master of Business Administration in International
Business Management

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Declaration

I, SHI MIAO, hereby certify that the work embodied in this independent study entitled "GLOBAL INTEGRATION VERSUS LOCAL ADAPTATION OF HR PRACTICES BY MULTINATIONALS" is result of original research and has not been submitted for a higher degree to any other university or institution.

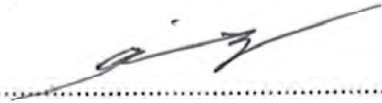
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ABSTRACT

International business experts believe that the successful transfer of HR practices and knowledge of multinational companies depends on their ability to adapt to the local business environment, helping multinational entrepreneurship to maximize entrepreneurial performance on a global scale. Others have a different view, arguing that the effectiveness of internationalization lies in creating a situation of global integration, and transnationality is just a transfer process that is not easy to achieve. While many researchers have paid great attention to both approaches, little is known about linking the two perspectives. Therefore, the purpose of this article is to determine the effectiveness of globalization and how it relates to global business strategy. The objectives of this study were 1). To investigate the effectiveness of the global integration situation linked to the global business structure and strategy of multinational corporations. 2). To effectiveness testing of local adaptation based on multi-domestic strategies and structures. 3). To explore the best strategic recommendations when implementing globally integrated and locally adapted HR practices among multinational companies.

This study used documentary method, theory of corporate social responsibility and contract theory as the theoretical basis. In order to clarify the research theme of this paper, this paper first summarized and studied the existing research on the integration of transnational corporations, proposed the shortcomings of "focusing on strategy, ignoring implementation, focusing on factors, and ignoring process" in the current research, and comprehensively combed and summarized the relevant literature, focusing on its impact results. Furthermore, the paper proposes to adopt the perspective of knowledge transfer, regard the integration process as the process of knowledge transfer, and explains the integration issues under this perspective, puts forward the specific content and ideas of the paper, and constructs a more comprehensive and systematic research conceptual framework according to the four elements of knowledge transfer, namely, the knowledge sender's parent company, the knowledge receiver's subsidiary, the transferred content and knowledge and transfer methods. The main finding is that the global global integration of HR practices enables parent

companies to assign functions to expatriates while still wielding influence. This approach allows for cooperation and collaboration. Local responsiveness, on the other hand, refers to the adaptation of MNC business operations to local conditions. Adaptation is primarily influenced by local or environmental conditions in foreign markets. Ideally, each subsidiary will experience differences in local consumer needs and behaviors, local competitors, supplier networks, and government regulations. In conclusion, it is important to have common systems in the parent company and subsidiary companies that interact with each other in accounting, marketing and allocating HR practices.

Keywords: global integration, local adaptation, internationalization, international human resource management, human resources

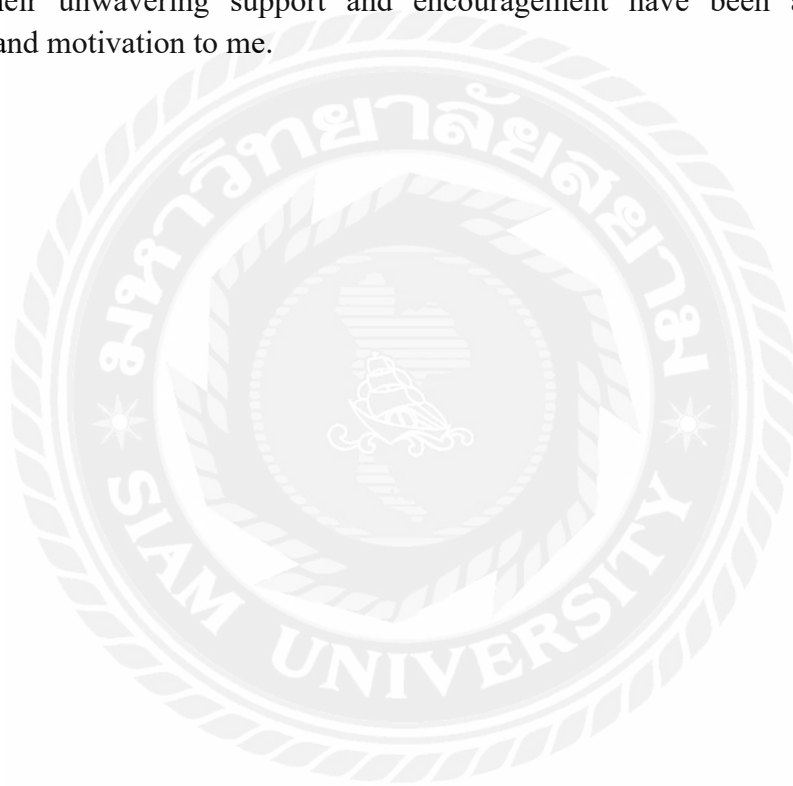


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CONTENTS

Declaration	I
ABSTRACT	II
ACKNOWLEDGEMENT	IV
1. Introduction	1
1.1 Research Background	1
1.2 Research Problems	2
1.3 Objective of the study	3
1.4 Scope of the study	3
1.5 Research Significance	3
2. Literatures Review	4
2.1 The context of global integration and local adaptation of human resource management in multinational corporations	4
2.2 Organizational Culture and Organizational Structure	6
2.3 Organizational distance factor	8
2.4 Contextual factors of multinational corporations' global integration of human resources	10
2.5 Theoretical basis	11
3. Research Methodology	13
4. Finding	13
4.1 Contents of Global Integration and Local Adaptation of Human Resource Management of Multinational Corporations	13
4.2 Models of global integration and local adaptation of human resource management in multinational corporations	18
4.3 Evaluation of the Integration Effect of Human Resource Management in Multinational Corporations	22
4.4 Finding	24
5. Conclusion and Recommendation	25
5.1 Conclusion	26
5.1.1 Enlightenment	26

5.1.2 Localization of employee recruitment and senior management.....	28
5.1.3 Establish a career management model to maximize the personal value of employees	29
5.1.4 Establish a scientific and reasonable enterprise performance management system.....	30
5.1.5 Establish and improve the human rights protection system for local employees	30
5.2 Recommendation	31
REFERENCES	32



1. Introduction

1.1 Research Background

The wave of globalization makes the operating borders increasingly blurred, and enterprises inevitably enter the international competition arena. Effective use of current business knowledge is important for companies trying to gain a competitive advantage. At present, the production division and cooperation in various regions of the world have formed a clear production network (Dordević, 2015), the international trade scope of products basically covers every country and region, and with the international development of production and products, capital is also free movement between countries, and the threshold for financial investment is gradually lowered. These are all concrete manifestations of the deepening trend of globalization, and transnational corporations as the carrier of globalization will inevitably become the hot research object of the dynamic development of business. Multinational corporations pursue world global integration of their cross-border operations for two main purposes - to control their diplomatic activities and to coordinate their own activities. Global integration of human resources emphasizes normative behavior within the organization (Magdalena, 2014) to ensure that subsidiaries run smoothly as expected. To achieve effective control in global integration, management methods based on hierarchy and power are commonly used to guide the behavior direction of subsidiaries.

Second, for multinational corporations, strive to find fundamental ways to transfer products, knowledge, technology, and most importantly, human resources. (Tleuova & Yestekova. 2014) explain that moving human resources to another country is a challenging task, especially when the company has not done business abroad before. As multinational corporations attempt to integrate human resource management globally, they face important challenges. These challenges are particularly evident when operating systems and social contexts, as well as various cultural differences, are distinct from those in the multinational corporation's home country. According to onathan (Murphy & Stephen. 2013), effective transfer refers to the transfer of some specific practices of a company to a foreign subsidiary or branch in order to achieve consistency and synergy among multinational companies, these specific practices This can include the company's culture, as well as special work operating procedures. Since the global integration and transfer of dispersed knowledge is the basis for forming a company's core competitive advantage, effective transfer is an important aspect of global integration that cannot be ignored.

However, global HRM integration does not mean that companies need to standardize strategies in the same way everywhere] (Holovan, Oliinyk & Markova. 2019). Considering the particularity of the local situation, proper localization can promote the global integration of multinational companies. From the perspective of institutional theory, appropriate localization not only does not deviate from the goal of global integration, but also adapts to local regulations. , norms and cognition to obtain the legitimacy of operating locally, thereby ensuring the smooth implementation of the global integration strategy and in-depth (Lytvynenko & Kolyada . 2018) Although there is more and more understanding and research on human resource

management, the relevant There is a clear lack of research on macro theories of global integration and local adaptation of human resources, especially in multinational corporations. Berchtold et al. Further explained that HRM dissemination from multinational companies to subsidiaries is similar to other HR practices, which are influenced by specific institutional factors.

At present, more and more researchers and corporate human resource managers have realized the great significance of the global integration of human resources in enhancing the core competitiveness of companies. Rosińska Bukowska Magdalena. (2020). It can be seen that by clearly, consciously and systematically improving the performance of organizational human resources governance and purposefully integrating human resources globally, employees can give full play to their potential and harmoniously handle the relationship between multinational company operators and employees. It also plans, organizes, coordinates, directs and controls the corresponding governance activities, so as to promote the innovation of multinational companies, improve the organizational efficiency of the company, and enhance the core competitiveness of the company.

From the perspective of knowledge transfer, this thesis regards the process of multinational company integration as a process of human resource management knowledge transfer. It provides ideas for follow-up researchers to continue to explore related issues.

1.2 Research Problems

Undoubtedly, there has been a substantial contribution to the literature on human resource management in multinational corporations over the past few decades. Looking at the existing research on multinational companies, scholars have explained and analyzed the human resource practices of multinational companies from different theoretical perspectives. Multinational corporations, transnational corporations based on power resource dependence theory, transnational corporations based on institutional theory, and transnational corporations based on culture, etc. (Marion& Judith,2011). Although different theoretical perspectives have explained different aspects of MNCs, generally speaking, the knowledge about the design and impact of the HR practices of MNC subsidiaries is limited, and domestic and foreign theoretical circles have not systematically and in-depth researched The topic of global integration of companies.

Furthermore, understanding the nature of shifting and globally integrating HR practices is critical compared to local adaptation. Effective cross-border transfer of knowledge can rapidly expand the overall knowledge stock of multinational companies, avoid repeated investment by multinational companies, and enable multinational companies to learn faster than competitors' imitation and speed, so as to maintain a lasting competitive advantage in global competition. (Sam, Farha & Zaraket,2020). Therefore, in a dynamic, complex and uncertain business environment, whether multinational corporations can effectively realize the transfer and integration of global knowledge will be the key factor that determines the success or failure of

their competition. From a system point of view, the successful implementation of the integration strategy is the result of the mutual matching and interaction of the integration content and the integration method. At the same time, the integration method is the bridge between the integration content and the integration effect. (Hansen,2020). In the practice of multinational companies, it is not only to implement a certain integration method such as expatriation, information system, etc., but to choose the corresponding integration method according to the situation and content of integration, so as to achieve the expected integration. Effect. However, there is little literature comparing the advantages and disadvantages of different integration methods, as well as the contextual factors and integration content of different integration methods.

Therefore, this survey goes a step further and builds on the existing MNC literature to provide a conceptualization of complex processes rather than just local adaptations of HR practices and megatrends of global integration.

1.3 Objective of the study

Notably, in order to achieve the goal of providing complex processes and theoretical development of global integration and local adaptation of MNC HR practices (Liu & Zhu,2021). From a resource-based point of view, resources that are scarce, valuable, and difficult to imitate and replace lead to sustainable competitive advantage. Based on the resource theory, the newly emerged knowledge management theory holds that the company's knowledge and the cognitive learning closely related to the knowledge determine the company's competitive advantage hidden behind the company's resources.

This article must address the following goals:

- 1.To investigate the effectiveness of the global integration situation linked to the global business structure and strategy of multinational corporations.
2. To effectiveness testing of local adaptation based on multi-domestic strategies and structures.
3. To explore the best strategic recommendations when implementing globally integrated and locally adapted HR practices among multinational companies.

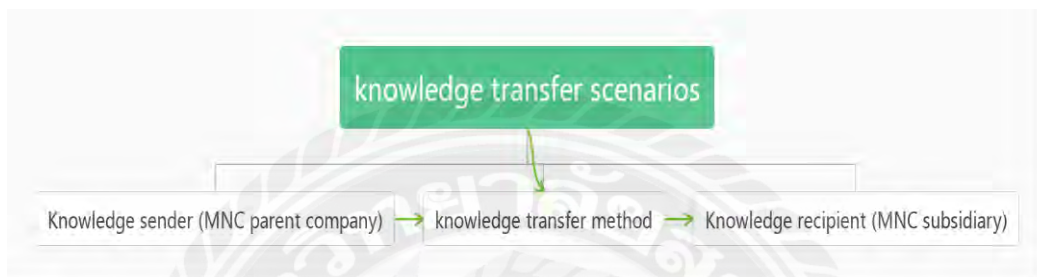
1.4 Scope of the study

As the theme suggests, the research focuses on the global global integration and local adaptation of human resource practices in multinational corporations. Therefore, the focus is on comparing the effectiveness of global integration scenarios and improving local responsiveness or adaptation of HR practices. This paper examines how HR practices can be transferred to subsidiaries of multinational corporations to improve effective and efficient returns, rather than local adaptation.

1.5 Research Significance

Each company often strives to gain a higher competitive advantage by expanding into foreign markets. (Lanciotti & Lluch,2020) mention that this expansion requires

an effective strategy to transfer products, knowledge, technology, and most importantly, human resources (HR). Therefore, this article provides important insights into the best methods or strategies that MNCs can use to ensure effective global integration or local adaptation of HR practices. (Wang & Ma ,2021) added that while most MNCs choose to maintain control over the foreign employees of their subsidiaries, some MNCs choose to adapt to the local environment. The latter means that the subsidiary manager can exercise control with limited parent company influence. Most importantly, this article explores strategic recommendations for enhancing effective global integration and local adaptation of HR practices. It depends on the nature of the content to be transferred and how it is transferred. See Fig.



To study the global integration of multinational companies from the perspective of knowledge transfer is based on such a theoretical premise that a multinational company is a cross-border knowledge network composed of explicit and tacit skills and know-how, and the parent-subsidiary relationship is essentially established between two companies. The diffusion relationship of knowledge resources based on materialized resources Guo Peimin, Effective transnational transfer of knowledge can rapidly expand the overall knowledge stock of MNCs, avoid the repeated investment of MNCs, and make MNCs learn faster than competitors' imitations, thus maintaining a lasting competitive advantage in global competition. Therefore, in a dynamic, complex, and uncertain business environment, whether multinational corporations can effectively transfer and integrate global knowledge will be the key factor that determines the success or failure of their competition.

2. Literatures Review

A company is a distinct entity made up of various organizational units. The global global integration of human resource practices by multinational corporations means that some practices need to be transferred to various subsidiaries or branches abroad (Mustafa,2004). The transfer of knowledge means that a certain knowledge is transferred from its own situation to a new situation. New situations may or may not match specific knowledge. The personnel and environment of each organizational unit are different, so different organizational units operate in specific situations and reflect different knowledge application capabilities.

2.1 The context of global integration and local adaptation of human resource management in multinational corporations

Specific to the situational factors in the transfer of multinational companies, combined with the two main factors of knowledge transfer, namely the knowledge

sender and the knowledge receiver, we summarize the situational factors in the transfer of multinational companies into the following two aspects:

1. The transfer subject (including knowledge sender and knowledge receiver) factors. From the existing research, researchers focus more on the receiver rather than the source of knowledge. For example, the analysis of the receiver's motivation, Wang Peng. (2019)'s analysis of the receiver's knowledge absorptive capacity, and the attention to the receiver's organizational culture, etc.

2. Organizational situation comparison factors: It is mainly the comparison between departments or companies involved in knowledge transfer, and the comparison focuses on cross-border, cross-cultural, cross-language system, cross-economic and technological development level, and cross-management level comparison. Specifically, it includes geographic distance, cultural distance, institutional distance and relational distance. Zehui Jiang. (2019) emphasized that the existing organizational structure and benefit distribution mechanism should be changed to meet the requirements of knowledge transfer. That is, it also analyzes the control relationship between multinational corporations and subsidiaries, and discusses the influence of the independence of subsidiaries on knowledge transfer in detail.

2.1.1 Main factors of transfer

The influence of participant factors on the internal knowledge transfer of multinational companies is mainly reflected in three aspects: transfer willingness, transfer ability and organizational culture and organizational structure.

2.1.1.1 Willingness to transfer/accept

According to the different participants, the transfer willingness can be divided into two aspects: the knowledge sender's willingness to transfer and the receiver's willingness to receive. As far as the knowledge sender's willingness to transfer is concerned, the parent company is in the position of effectively controlling the subsidiary or transferring advanced management concepts. Edwards Tony, Almond Phil, Murray Gregor & Olga Tregaskis. (2021), will have the willingness to transfer certain knowledge. The receiver's willingness to accept refers to the receiver's willingness to participate in knowledge transfer. It is a driving factor and can reflect the initiative and purpose of receiving knowledge. Obviously, it can regulate the knowledge transfer process. It is found that the recipient's lack of motivation for knowledge transfer will cause the difficulty of knowledge transfer, and if there is a high willingness to receive, the knowledge recipient can often overcome the difficulties in the process of knowledge transfer and show great endurance. If there is no willingness to learn, the recipient will not be motivated and the knowledge transfer process will not be smooth. Philippe Debroux. (2015) believes that market growth potential or profit opportunities can also increase the recipient's learning motivation. Usually in regions with more profit opportunities, multinational companies are more willing to learn. In this case, knowledge transfer is mostly driven by the subsidiary's desire to obtain more profits.

2.1.1.2 Transfer/absorptive capacity

According to the different participants, the transfer ability can be divided into two aspects: the transfer ability of the knowledge sender and the absorption ability of the receiver. In multinational companies, the parent company's knowledge transfer capability mainly refers to the value of knowledge stock. The value of knowledge stock is the value judgment of the knowledge receiver on the current knowledge level and structural content of the transmitter, which depends on the knowledge and the receiver's existing knowledge. degree of correlation. Knowledge with a high degree of relevance is conducive to the recipient's absorption and utilization. The higher the value of the provider's knowledge stock, the more attractive it is to the recipient. The receiver's absorptive capacity includes the organization's knowledge accumulation, learning ability, global integration and application ability of knowledge, Chanzi Bao & Farhad Analoui. (2011). Knowledge accumulation is the knowledge stock obtained by an organization in its long-term business activities, which reflects the organization's existing knowledge structure and level, and also affects the organization's future knowledge acquisition and innovation development. Learning ability is the ability to acquire new knowledge from the company's internal or external environment. The organization's learning ability is measured by three indicators of "effort", "speed" and "direction". The greater the effort and speed indicators that demonstrate organizational learning, the greater the organization's ability to acquire external knowledge. The "direction" reflects the path dependence of organizational learning. The same or similar learning direction means that the knowledge accumulation paths of both parties are roughly the same, which will increase the convenience of knowledge transfer. The knowledge accumulation levels of the two parties in knowledge transfer are different, and their knowledge development paths are also different due to path dependence. Both sides face different environments and ways of embedding knowledge.

2.2 Organizational Culture and Organizational Structure

Organizational culture is an important factor influencing knowledge transfer. An organizational culture that encourages mutual learning and knowledge sharing tends to favor conscious knowledge transfer among organizational employees based on shared values. And if the organization has knowledge sharing as a practice or corresponding institutional arrangements, knowledge transfer is more likely to occur. The precipitation of the organizational culture also depends on the company's internal and external publicity, which can strengthen the development.

2.2.1 Components of Organizational Culture

(1) Concept culture. Concept culture is the quintessence of company culture. It is the values, deep awareness and basic quality that company organizations use to solve various problems when engaging in various activities. Heidi Collins & Yvonne McNulty. (2020) Concept culture fundamentally determines the direction of other cultures in a company's organization, which is a deep culture. The atmosphere formed by the idea culture has a long-term edification effect on the members of the company organization, which includes the following contents:

① Values. Values are the core of a company's organizational philosophy and culture. It serves three purposes: first, for any corporate organization to survive and succeed, it must have a sound set of beliefs that serve as the starting point for all the company's policies and actions; second, the most important factor in a company's success is the strict adherence to this set of beliefs ; Third, a company must be prepared to change everything about itself, but not its beliefs, over the course of its life in order to adapt to a changing world.

② organizational ethics. Modern society is a market dominated society. Whether each specific organizational behavior conforms to the norms recognized by the society can be judged by certain standards. Organizational ethics is the regulation of the activities of the company organization.

③ basic concepts of the organization. In today's rapid development of society and technology, how can corporate organizations be based on the present, face the future, and achieve long-term development goals? This is a problem that multinational companies must face and solve. Successful experience has proved that a series of basic concepts need to be established and constantly given new content, including the realization of the internal conditions of the organization, the external environment and the organizational goals.

(2) Institutional culture. Institutional culture is an important medium for the company's organizational culture. It implements the concept and culture into daily work. Knowing that the culture includes the company's organizational system, rules and regulations, reward and punishment system, management methods, rituals and customs, and interpersonal relationships. Institutional humanization can strengthen the status of idea culture in people's minds and play a subtle role in company organization.

(3) Logo culture. The logo culture is all tangible entities that the company organization faces to the society, reflects to the society, provides it to the society and the market, and meets certain desires or needs of its service objects. It is the final comprehensive embodiment of the company's organizational culture and institutional culture. It includes aspects of the company's organizational landscape 2 product entities and services.

2.2.2 Organizational Structure

Differences in organizational structure also have an impact on knowledge transfer Jaime Bonache & Marion Festing. (2020). In the process of knowledge transfer within multinational companies, the organizational structure of the company is also a very important factor. The structure of the company affects whether the knowledge in the fourth stage can be spread on a large scale. For example, the traditional pyramid structure of the company has its strict structure and division of labor. Clear and other advantages, but it is not easy to communicate, which seriously affects the development and diffusion of knowledge; it also affects the objects of knowledge sharing in the second stage. If the proposer of knowledge wants to share his knowledge with the company Senior employees ask them to make value

evaluations, but it is difficult to communicate at different levels, and the probability of sharing with senior employees will be greatly reduced, which may affect the accuracy of knowledge value evaluation in the third stage.

In conclusion, the organizational culture and organizational structure of both sides of knowledge transfer affect knowledge transfer, and knowledge sharing culture and weak hierarchical structure will be beneficial to knowledge transfer.

2.3 Organizational distance factor

The organizational distance factor mainly refers to the gap between the knowledge sender and the knowledge receiver in terms of geography, culture, system and relationship.

(1) Geographical distance. Although the development of modern communication and transportation has made the communication between multinational companies fast and convenient, geographical distance is still an obstacle to knowledge transfer that cannot be ignored. This can be explained by related knowledge management theory and sociological theory.

①From the perspective of knowledge management, there is a kind of knowledge that can only be comprehended and cannot be communicated. Knowledge that is often used but cannot be clearly expressed or directly transmitted through language symbols is difficult to encode and express. In the composition, it plays a pivotal role in obtaining and maintaining a competitive advantage. Knowledge transmitted through electronic communication technologies such as telephone, fax or the Internet is generally codified and explicit knowledge. From the analysis of the "knowledge spiral" model of Astuti Mulang. (2017), the mutual transformation of tacit knowledge and explicit knowledge, as well as the transfer of individual knowledge to groups, organizations, companies, and networks are inseparable from direct interpersonal contact, such as the guidance of a master. The apprentice-style tacit knowledge transfer requires the recipient to comprehend the specific environment and atmosphere of knowledge, or people are also accumulating experience while producing products and providing services. Converting explicit knowledge into tacit knowledge also needs to go deep into specific knowledge. in the work situation. It is obviously more convenient if the two departments within the company that want to transfer knowledge are co-located.

②From a sociological point of view, frequent face-to-face contact like in the same place helps to form a good atmosphere for interpersonal communication and form a "community" relationship with mutual trust, openness and interaction, which will inevitably increase the communication and interaction between contacts. communication, and the quantity and quality of knowledge transferred in this way are unmatched by other means.

(2) Cultural distance. Culture is the most important aspect of contextual factors, and has received much attention from scholars. The cultural differences between parent and subsidiary companies are caused by cultural differences between home and host countries on the one hand, and different organizational cultures on the other.

From the perspective of national culture, different behaviors displayed in different national cultures will lead to different practices, which in turn affect the transfer efficiency of organizations. (Wintersberger, 2017). For example, it is considered very difficult to transfer certain practices between collectivist-oriented Eastern countries and individualistic-oriented Western countries. At the same time, transplanting a system from an individualistic culture to a collective subject culture also encounters potential difficulties and risks, and vice versa. From the organizational level, many aspects of different organizational cultures, such as whether the company encourages innovation, tolerates mistakes, attaches importance to the role of knowledge and talent, and supports the development of personal relationships, also have a great impact on knowledge transfer. The closer the cultural background of the two parties, the more similar the way of thinking, communication, and incentive mechanism of the two parties, and the smoother the knowledge transfer will be.

(3) Institutional distance. Institutional theory believes that institutions are composed of three pillars: regulations, norms, and cognition. Regulation refers to those rules and legal norms that ensure social stability and order, refers to those values and norms that govern people's behavior. On this basis, it is believed that the institutional differences between countries are composed of regulatory distance, normative distance, and cognitive distance. Institutional distance refers to the degree to which two countries are similar or dissimilar in three aspects: rules and regulations, normative institutions, and cognitive institutions. He believes that the differences in national systems exist objectively, and that companies operating under different systems must have different behaviors due to the requirements of the system in which they are located. The knowledge transfer of multinational corporations is also affected by institutional differences, and they must deal with the new institutional environment and make changes in the types and methods of knowledge transfer. And there will be differences in the efficiency of knowledge transfer through flexibility. It also believes that knowledge is based on meaning and value, often reflecting the economic, cultural, and legal characteristics of its environment. Due to the existence of institutional differences and institutional conflicts, knowledge in one country may become meaningless and valuable in another country. Knowledge transfer in this case is ineffective, and institutional differences have a negative effect on knowledge transfer.

In recent years, most of the studies on the impact of institutional differences between the United States and Japan on the cross-border knowledge transfer of companies in the two countries have affirmed the role of institutional differences. It is believed that due to the differences in the property rights protection system and control system between the United States and Japan, companies in the two countries have formed different knowledge sharing models. When transferring knowledge to subsidiaries located in the other country, they often face institutional conflicts and lead to low knowledge transfer and sharing. Efficiency, overturning the previous widely held belief that Japanese multinationals were more successful in transferring knowledge in the United States.

Within multinational corporations, the specificity of institutional comparison is the comparison of internal systems, behavioral norms, and organizational culture of

the companies or departments where both parties of the knowledge transfer are located, which roughly reflects the differences in industry systems. As said, the company system and behavior itself can reflect the specific requirements of the country and industry, so the comparison of the company system and behavior of the two sides of the knowledge transfer has become a simplified way to judge the difference between the systems of the two countries or regions.

Since certain human resource management practices are formed in a certain institutional environment, the successful transfer of these practices from the parent company to the subsidiary will depend on the institutional distance between the home country and the host country. Therefore, in the transfer of multinational companies, it is necessary to balance the conflicts caused by institutional differences.

(4) Relationship distance. The relationship distance mainly includes the intimacy, durability, and mutual recognition of the relationship between the two parties.

The relationship distance between the parent company and the subsidiary company of a multinational company can affect the effectiveness of knowledge transfer. The position of the subsidiary in the global strategy of the multinational company and whether the subsidiary adopts a sole proprietorship or a joint venture will affect the relationship distance between the parent and subsidiary of the multinational company.

The point of view of resource dependence theory is that an organization cannot have all the resources it needs for its own survival, and needs to depend on the resources of other organizations. He believes that the more dependent a subsidiary is on the parent, the easier it is for the parent to exercise control over the subsidiary. Conversely, the higher the parent company's dependence on the subsidiary, the greater the power of the subsidiary and the more important its strategic position. On this basis, the researchers believe that the more important the strategic position of the subsidiary, the higher the parent company's dependence on him, and therefore the more inclined to transfer the parent company's practice to the subsidiary company to the greatest extent. In other words, each subsidiary is a pawn in the global strategy of a multinational company. The more important the subsidiary's position in the global strategy is, the more frequent the knowledge transfer between the parent company and it is.

2.4 Contextual factors of multinational corporations' global integration of human resources

Due to historical reasons or business relatedness, some subsidiaries of multinational companies or between different departments have established long-term connections. This lasting relationship strengthens their mutual trust and interdependence, enabling them to A more positive and open attitude towards knowledge flow increases the willingness and initiative to give to each other and utilize each other's knowledge resources. It is worth noting that the relationship distance between the two sides of knowledge transfer can often be reflected in the interpersonal communication between the two sides. Xue and Guan believe that frequent visits and visits between headquarters and subsidiaries of multinational

companies are conducive to strengthening this relationship and have a positive effect on knowledge transfer. Based on the factors mentioned above, the situational factors of multinational corporations' global integration of human resources are summarized, as shown in the figure below.

2.5 Theoretical basis

2.5.1 Theory of corporate social responsibility

Many scholars agree that CSR is defined as: an enterprise should undertake the social responsibility of stakeholders (employees, shareholders, consumers, etc.) while pursuing the profit purpose, and its main contents include observing disciplines and laws, protecting employees' rights and interests, ensuring workplace safety, and actively investing in social charities. With the continuous spread of social culture at home and abroad, the concept of corporate social responsibility has been developing and improving, serving the business management of all walks of life. The practical ability and level of corporate social responsibility have also become an important indicator of the business situation of enterprises. In this paper, CSR of transnational corporations is defined as the responsibilities that transnational corporations should undertake in the host country, such as protecting human rights, labor rights, consumer rights, abiding by the law and protecting the environment. The purpose of this study is to promote foreign-invested enterprises to actively fulfill their social responsibilities in China and achieve their own sustainable development. Secondly, Carroll's definition of corporate social responsibility is the most authoritative in many literatures. He believes that CSR should include four levels, namely, economy, legal responsibility, ethics and charity. Pyramid model of corporate social responsibility.

2.5.2 Contract theory

Contract theory is a system that studies the economic behavior and results of different contractors in a specific transaction environment. It often requires simplifying transaction attributes to a certain extent through assumptions, establishing models to analyze and draw theoretical views. Contract theory regards all transactions and systems as a contract, that is, an agreement or agreement between two or more parties. Contracts can be divided into implicit contracts and explicit contracts according to their transaction nature. Contract theory includes complete contract theory and incomplete contract theory. Complete contract theory includes moral hazard model and adverse selection model; Incomplete contract theory includes transaction cost economics, industrial property rights theory and relational contract theory.

The common definition of contract theory is that various resource providers have signed various contracts with enterprises to ensure the return of benefits, such as the share contract signed between enterprises and shareholders, the labor contract signed between enterprises and employees, and the loan contract signed between enterprises and creditors. The various resource providers in the definition are commonly referred to as stakeholders, and are parties to the contract. The essence of an enterprise can also be interpreted as the aggregation of a series of contracts. The purpose of signing a contract is for enterprises and stakeholders to specify the obligations of both parties to the contract and the right to obtain benefits in order to

protect their own interests. Both stakeholders and enterprises have the right to contract and the right to claim benefits. Thus, it can be concluded that the modern CSR concept is a continuous evolution of the contract theory. The enterprise promises that all stakeholders sign various contracts and meet their interest requirements, so as to achieve corporate social responsibility.

At the same time, from the perspective of modern economics, the article believes that the contract is a means to clarify the rights and obligations of enterprises and stakeholders, so that both parties of the contract have a mutually restrictive relationship. Donaldson and Dunfee (1995) put forward the comprehensive social contract theory, believing that the social contract is not only an explicit contract on the surface, but also an implicit clause between enterprises and stakeholders, thus further developing the contract theory. According to the comprehensive social contract theory, enterprises should not only pursue economic benefits, but also safeguard the economic benefits of various stakeholders, and should also take into account the ethical and moral concerns, so as to better meet the interests of stakeholders. Only by actively fulfilling various responsibilities contained in the comprehensive social contract can enterprises achieve sustainable development. Therefore, it can be said that CSR is the link between enterprises and stakeholders, and carries explicit contracts and implicit contracts. Specifically, the explicit contract is a basic contract, which is mandatory, and needs to divide the rights and responsibilities of both parties through laws and regulations. But at the same time, we also find it difficult to express all the stakeholders' interest requirements through explicit contracts. Because of the incompleteness of explicit contracts, implicit contracts are needed to supplement them. Implicit contract and explicit contract are complementary, which mainly include ethics, voluntariness and trust, with less binding force. However, the implicit contract is not mandatory, and there may be the behavior of both parties of the contract to shirk their responsibilities and obligations. Therefore, the incompleteness of the explicit contract and the non mandatory of the implicit contract will lead to the incompleteness of the enterprise's responsibility for stakeholders, which is also the reason for the imbalance of CSR performance.

In short, the contract theory provides a theoretical basis for us to study the performance of corporate social responsibility of foreign enterprises in China, and better understand the imbalance in the performance of corporate social responsibility of foreign enterprises in China. Mainly because of the characteristics of explicit contracts and implicit contracts, the four dimensions of corporate social responsibility will be treated differently, among which the economic dimension is necessary, the legal dimension is mandatory, and the ethical and philanthropic dimensions are non mandatory. As a result, multinational enterprises in China focus on the social responsibility of the economic dimension, pursue greater profits under the legal premise, and ignore the social responsibility of the ethical and philanthropic dimensions.

3. Research Methodology

This study used documentary method. In order to clarify the research theme of this paper, this paper first summarized and studied the existing research on the integration of transnational corporations, proposed the shortcomings of "focusing on strategy, ignoring implementation, focusing on factors, and ignoring process" in the current research, and comprehensively combed and summarized the relevant literature, focusing on its impact results. Furthermore, the paper proposes to adopt the perspective of knowledge transfer, regard the integration process as the process of knowledge transfer, and explains the integration issues under this perspective, puts forward the specific content and ideas of the paper, and constructs a more comprehensive and systematic research conceptual framework according to the four elements of knowledge transfer, namely, the knowledge sender's parent company, the knowledge receiver's subsidiary, the transferred content and knowledge and transfer methods. Research design should first establish research objectives. Research objectives refer to the use of operable definitions to design the content of topics or assumptions into specific, operable, and repeatable literature research activities, which can solve special problems and have certain significance.

4. Finding

4.1 Contents of Global Integration and Local Adaptation of Human Resource Management of Multinational Corporations

From the perspective of knowledge transfer, the content of global integration of human resource management in multinational corporations is knowledge. In this part, we introduce the concept of knowledge characteristics, discuss the human resource management knowledge at the practical level, the presentation of knowledge in organizational human resource management, and then do a research on knowledge characteristics and its relationship with transfer.

4.1.1 Human resource management knowledge at the practical level

Overall, there are two main schools of research on the presentation and characteristics of human resource management knowledge in organizations. From the perspective of functional modules, 1) Human resource management in companies is considered to be a collection of functional modules, such as recruitment, training, performance evaluation, etc.; 2) From the perspective of the organization, it is believed that human resource management practices are presented at different levels of the organization, such as human resource management philosophy, human resource management process.

From the perspective of functional modules, scholars believe that it can be regarded as a combination of different practical modules, and different modules have different characteristics, so the methods for their global integration are also different. Based on this, the re-emphasized global global integration is not simply a matter of standardization and localization, but about which practices should be globally integrated, how and how much.

When it comes to how to classify human resource management practices, scholars have different classification methods.(Braun & Sparrow,2003) divide the practice of human resource management into human resource management of input type and human resource management of performance management. Input-type human resource management mainly includes practical activities such as employee recruitment, training and development, while such activities require the company's human capital to be invested in performance-based management, which mainly includes practical activities such as performance evaluation and compensation system. Another typical HRM classification is proposed by , who divides HRM practices into Computational HRM, which includes all HRM practices aimed at improving efficiency and performance evaluation, and Cooperative HRM, which includes all HRM practices. Human resource management activities that create a climate of cooperation and positive communication between employers and employees. Although the classification methods of scholars are different, they are all in the following four core practices, namely 1) selection and recruitment; 2) development and training; 3) performance evaluation; 4) compensation system (including salary and bonuses) , benefits, etc.). The following discussion in this paper will use this classification.

First, in the selection and recruitment module, most of the previous findings suggest that the selection and recruitment module needs a high degree of localization in the global global integration. For example, in a study of Sino-Western joint ventures, it was found that compared with functions such as training, performance evaluation, and salary distribution, selection and recruitment have the most local characteristics, which will link the global integration of human resources with local adaptation. Scholars believe that the main reasons for this phenomenon are as follows: (1) Except for the top managers, most of the company's employees are recruited from the local labor market, so its selection and recruitment policies and methods should be adapted to the local labor market. (2) Many multinational studies have considered that the full consideration of differences in national culture and social behavior is a key determinant of the success of selection and recruitment, which also proves that selection and recruitment need to be more localized (Zhu & Dowling, 2002) empirical research also shows that Chinese companies are not very similar to Western parent companies in terms of selection and recruitment standards and methods. This also shows that in addition to having the right to speak and make decisions in the appointment of senior managers, the parent company has little involvement and control in the selection and recruitment of subsidiaries. The advantages brought by the transfer of selection and recruitment practices from the parent company to the subsidiary company are mainly reflected in the provision of some advanced selection concepts and methods, or cooperation with professional recruitment companies on a global scale.

From this, it is concluded that for the global integration of the selection and recruitment modules, the parent company of the multinational company needs to have control over the appointment of senior managers (Shi, Du& Wan,2019), and at the same time pass the advanced The selection concepts and methods of the company are

determined by the labor market conditions, but the standards and methods for determining the amount of compensation and bonuses need to be set. From the above research, it can be seen that these, although to a certain extent, prove the specific practice The relationship with global integration, but limited to the problem of research perspective, most of these studies can only explain the phenomenon of transfer from contextual factors as described above. In addition, to allow subsidiaries to localize as much as possible according to local conditions.

Second, in the development and training module, the development and training functions are also considered to require a certain localization (GAN & MA,2011). The reasons are as follows: ① Due to different education systems, employees in different countries face different training needs. As pointed out in the study, the different job skills and conditions of local candidates are the key drivers for companies to implement localization strategies in development and training; ② In the design of training and development programs, it is necessary to fully integrate local situations To ensure the training effect is dark. This in itself speaks to the wooded character of training and development. However, the research found that MNCs tend to take a more localized approach to micro-levels such as developing employees' vocational skills. For macro-level training systems, such as the method for identifying training needs, it tends to gain control by centralizing the planning of training programs for national managers and professionals in different regions. In general, similar to the selection and recruitment functions, MNC parent companies have little involvement in specific training methods and training implementation. Likewise, the advantages of transferring development and training functions are mainly reflected in transferring some advanced training methods and concepts.

Third, in the performance evaluation module, most of the literature research shows that multinational companies will transfer their performance evaluation system to each branch as much as possible. , are consistent. The reasons are as follows: ① The delivery of a standardized performance evaluation system can help the headquarters to achieve the overall goals of the company, and to evaluate the performance of each branch on a monthly basis, so as to realize the strategic control of the parent company over its subsidiaries and branches; ② The company headquarters needs to ensure that a A complete set of comprehensive performance evaluation system, including evaluation methods, procedures and standards, can ensure that the performance evaluation process is fair and transparent. Therefore, the headquarters has greater control in formulating performance objectives and performance standards and ensuring the effective implementation of the performance evaluation system.

Finally, in the compensation system module, most multinational companies also tend to transfer the compensation system to their subsidiaries to control the compensation of employees and managers of subsidiaries, and use the control of compensation to influence the operation of subsidiaries. The results of many empirical studies have shown that whether it is the standard of compensation, or the allocation of various performance-based wages, bonuses and stock, the parent company tends to

transfer it to the branch. From another perspective, some scholars believe that in all practices, the compensation system is the least affected by the local culture and system. Therefore, although the specific amount allocated to local employees needs to be determined according to the local power market conditions, the standards and methods for determining the amount of compensation and bonuses need to be integrated and managed. From the above studies, it can be seen that although these studies have proved the relationship between specific practices and global integration to a certain extent, they are limited to the problem of research perspective, and most of these studies can only explain the phenomenon of transfer from the contextual factors as mentioned above.

4.1.2 Human Resource Management Practices at the Organizational Level

The global integration of multinational corporations will occur at all levels of the organization, and correspondingly, knowledge will also be presented at different levels of the organization. It is pointed out that functions are embodied in three different levels of the organization, namely philosophy, policy and operation. Among them, philosophy is the basic concept and culture of the company. This concept does not change with regional changes. The policy mainly refers to the company's rules and regulations, while the operation forms the specific role of each employee. (ZHANG & CAO,2011)'s point of view is also reflected in the research. When researching the home country factor in the practice of multinational companies, it also believes that it is necessary to distinguish between different levels of practice, especially the global strategic level and the operational level.

With the continuous growth of multinational companies, the original human resource management model can no longer meet the company's development requirements. In terms of framework and other aspects, the application of organizational behavior in the company's human resource management plays an important role in mining employees' work ability, improving employee work efficiency, and mobilizing employees' enthusiasm.

(1) Innovative human resource management system

In order to ensure the long-term development of the company and gain a favorable position in the market competition, if the company managers want to improve the company's economic benefits, they must use organizational behavior to carry out human resource management planning and innovate the human resource management system (Chen,2017). First of all, managers should carry out corresponding training, carry out company manpower planning from the perspective of individual employees, and cultivate the human touch and perceptual thinking of managers. Secondly, formulate a fair and just management system, open and transparent to employees' rewards and punishments, so that every employee can understand their real situation, so as to continuously improve themselves and strengthen their sense of urgency. Thirdly, it is necessary to conduct personnel surveys from time to time and adjust positions in a timely manner, so that more talents can maximize their own value. Finally, for the traditional human resource management system, we need to extract the essence, keep the regulations that conform to the company's human resources, and remove the fixed regulations that do

not conform to the actual situation, so as to truly carry out personnel planning under the guidance of organizational behavior and improve the working ability of the company's personnel. , to stimulate their enthusiasm for work.

(2) Implementing the employee evaluation mechanism The technology in today's society continues to develop

With the continuous innovation of technology and the widespread application of information technology, companies can obtain more information in more and faster ways. In the era of big data, it is more convenient for companies to obtain all aspects of employees' work in human resource management. The company uses new equipment technology and organizational behavior to conduct statistics on employee information and evaluate employees' work status and abilities. The results are scientifically evaluated and analyzed, and finally targeted professional and technical training for employees to improve their overall quality. The company should improve the assessment mechanism, establish personal files of employees, understand the situation of employees' work, improve employees' work ability from the aspects of personnel psychology and personnel behavior, enhance human resources management ability, implement the company's scientific management system, and promote the company's long-term development. The evaluation mechanism is an affirmation of the company's employees, and it is also a kind of supervision for the company's employees. The implementation of this mechanism is an effective means to achieve a win-win situation for the company and employees.

(3) Give full play to the motivational role of organizational behavior

If organizational behavior is to play a motivating role in corporate human resource management, it needs to start from the goal incentive, work incentive, shareholding incentive, role model incentive, crisis incentive and other methods. In the process of daily management, the company sets goals for different positions and different professionals according to the personality characteristics and professional skills of different employees, and finally conducts a statistical assessment of goal achievement at the end of the year, so that employees pay more attention to their work efficiency, Give incentives to employees who have done excellent work in a variety of ways, including bonuses. At the same time, the company's employees who have made significant contributions to the company will be rewarded for shareholding, so that employees can truly integrate into the company, witness the rise and fall of the company together, and share the company's risks. Select company pacesetters on a quarterly basis, set a company example, and let outstanding company pacesetters report on their work every year, so that more people can learn and learn from the work experience of outstanding employees. The company must establish employees' sense of crisis, formulate a certain punishment system, ideologically improve the degree of prudence and conscientiousness of employees' work, and link various incentive methods, so that the company's employees can truly integrate into the company and offer suggestions for the company's development(ZHANG & CAO. 2011).

(4) Implement the people-oriented company management system

The research object of organizational behavior is people, and it studies people's psychology and behavior, and the company's human resource management is

ultimately the management of people. Adhering to people-oriented, creating a humanistic company culture, caring for employees, starting from the interests of company employees, often Organize employees to carry out team building activities, improve the overall cohesion and centripetal force of the company's team, establish and improve the formulation of the employee representative conference, build an employee information feedback system, regularly count employees' opinions and suggestions, and continuously improve the company's business model and employment methods. Employees can participate in the company's construction.(Fang,Liu,&Chen.2019) let every employee think that the company's profitability is closely related to them, and that they are also a member of the company's reform and development. It is true that the leader of the company is also the builder of the company, and his ideology also affects the decision-making of the company's management system. In human resource management, company leaders should also adjust their social methods, and should take measures for different employees and subordinates. Different countermeasures, at the same time, we must be strict with ourselves, respect humanistic feelings, and rely on our own influence to affect the working status of employees, and then complete the company's tasks and goals.

4.2 Models of global integration and local adaptation of human resource management in multinational corporations

From the perspective of knowledge transfer, the global integration of human resource management by multinational companies is the channel for knowledge transfer within multinational companies, and it is the support point of knowledge transfer. It emphasized that "as the knowledge within the organization becomes more and more complex, multinational companies must choose and develop effective transfer methods to ensure effective control and coordination."

The knowledge transfer means of transnational corporations are various, usually including product and production line transfer, transnational training, employee job rotation, joint R&D, joint production, management output and other strategic alliances.

The channels of knowledge transfer are divided into "formal channels" and "informal channels". Formal channel refers to the channel for knowledge transfer through formal laws, regulations, policies or procedures. This channel emphasizes formal channels, so it is more suitable for the transfer of explicit knowledge; The informal channel refers to the way to transfer knowledge through personal affinity and cognitive convergence, which is established between the internal nodes of transnational corporations. The purpose of socialized channels is to establish common beliefs, goals and shared values among all units within transnational corporations, and enhance the perception of each unit on the overall corporate mission and corporate culture of transnational corporations. Because the informality of social channels provides equal opportunities for frequent communication between members, it is more suitable for the transfer of tacit knowledge. At the same time, the research shows that informal transfer is more important than formal transfer in transnational corporations.

The methods of knowledge transfer are divided into vertical transfer and parallel transfer. Although the name is different, in essence, it is the same as the classification of. (Vesa&Eero2012) In a series of studies on the internal knowledge transfer of transnational corporations, the methods of knowledge transfer are divided into primary transfer methods and advanced transfer methods. Among them, primary transfer refers to knowledge transfer in the form of text code transmission or embedded tools, such as internal document exchange, instruction manual, product or production line transfer, patent technology transfer, electronic data exchange, telephone communication and other advanced transfer refers to knowledge transfer in the form of interpersonal interaction or embedded practices and rules, such as job rotation, interview, transnational training, team cooperation, management output agreement Strategic alliance, etc.

Although there are many researches on the methods of knowledge transfer, the system is basically formed. However, as far as the field is concerned, there is little systematic classification and research on transfer methods except for some fragmentary explanations on some transfer methods. The only two studies summarized the four channels of transfer. They arranged the internal transfer of managers through policies and organizational structures. They transferred best practices through social procedures. The transfer channels are divided into direct channels and question and answer channels. The direct channel refers to that the parent company directly requires its subsidiaries to comply with a series of rules and regulations. The indirect channel refers to the transmission of the parent company's information to the subsidiaries through certain carriers, including expatriates, organizational culture, etc. (Hengbo Yang, 2018).

In this paper, combined with the previous classification and discussion of knowledge, we refer to the four global integration models proposed from the core functions of transnational corporations, including production and manufacturing, and marketing, and apply them to specific fields, which are discussed separately below.

4.2.1 Human-based transfer model

People-based transfer mode mainly refers to the human resource management transfer activities carried out through face-to-face methods such as transfer of managers, meetings, and training.

Among the people-based transfer models, the use of expatriates is the most studied, and most studies show that expatriates are a very effective way of transferring. In addition, activities such as joint committees, on-site visits, and joint training programs to help parent-subsidiary companies establish good relationships have also been studied, and it is believed that these methods can also help subsidiaries integrate into headquarters. Recent research has focused on two people-based transfer approaches, namely the establishment of talent centers. (Shalmali,2007) Global Network Center among Human Resource Professionals.

The advantages of the human-based transfer model are as follows:

(1) The people-based transfer model provides a platform for communication and negotiation between the subsidiary and the parent company to ensure that the practices of the corporate headquarters can better adapt to the subsidiary's context.

(2) From the perspective of knowledge management, research on expatriates shows that expatriates have the most obvious transfer effect on tacit knowledge, especially knowledge that can only be revealed in application. This result is also applicable to other human-based transfer methods.

(3) From the perspective of social capital, human-to-human communication can promote trust between organizations and between employees and employees, and develop a common vision, which helps to transfer knowledge more deeply and help employees more Deep understanding of knowledge.

Although there are many specific methods under the human-based transfer model, each method plays a different role. For example, it is believed that the expatriate from the headquarters will personally guide the operation of the subsidiary in the subsidiary, and its role is mainly reflected in the dissemination of the company's culture and the control of the subsidiary. Comparatively speaking, methods such as network cooperation of experts and committees that are not based on the corporate hierarchy are not as formal as expatriates, so their control effect is not as obvious as expatriates.

4.2.2 Informatization-based transfer mode

Contrary to the human-based transfer mode, the information-based transfer mode provides conditions for the rapid transfer of information. At the same time, when a large amount of information can be analyzed and interpreted without face-to-face communication, the use of information-based transfer models is most effective (William & Vikram, 1999).

The realization of informatization transfer is mainly based on advanced information system and communication technology, such as platform, one technology and so on. In recent years, with the development of knowledge management, various knowledge management technologies, such as data mining, knowledge map, groupware technology, etc., have also provided new informatization methods for the transfer of knowledge.

The advantages of the information transfer model are reflected in:

(1) From the point of view of transfer, the transfer of information is the fastest, especially for simple knowledge of clarity.

(2) Although the information system is generally designed by the parent company in a standardized form and adopted by each branch or subsidiary, the subsidiary has discretion in how to use the information system, which can be adjusted according to the situation of the white body. Meet the localization characteristics.

(3) Through informatization, organizations can formulate unified standard procedures to regulate the use of subsidiaries and help the parent company to achieve the purpose of effective control to a certain extent.

For knowledge, from the practice of most companies, the transfer model based on informatization is usually used in company selection and recruitment as well as development and training modules. However, the informatization-based transfer

model is usually used as a subsidiary way to provide an information and communication platform for employees to smoothly carry out training or recruitment activities, or as a sharing platform for policies and procedures.

4.2.3 Form-Based Transfer Patterns

Form-based transfer mode refers to the use of a series of normative work procedures, rules and policies, work manual memorandum, etc. to transfer human resource management knowledge. Form-based transfer models are thought to be effective when activities can be encoded into identifiable rules and procedures. Therefore, formalization can work well for practices that have been successfully practiced in the head office and are determined to be replicated in subsidiaries. The advantages of the form-based transfer model are mainly reflected in that the desired personal behavior and organizational operation procedures can be clearly and effectively transmitted to the subsidiary or branch, so as to realize the parent company's control over the subsidiary. However, since the form-based transfer model emphasizes top-down standardization, it is difficult to adapt to localization requirements.

Regarding human resource management knowledge, some empirical studies have mentioned that some multinational companies tend to transfer their human resource management practices in performance evaluation in a formalized way. (Alexandru SARCO, 2015) This is not only because multinational corporations control the practices and inputs of branch companies by standardizing performance standards and methods, but also because most human resource management knowledge such as performance standards and practices is presented in an explicit way, which can In the form of performance manuals, 360-degree scorecards, etc.

4.2.4 Power-based transfer model

The power-based transfer model is often overlooked by research because it functions primarily through an implicit carrier, the hierarchical structure of the organization. Usually, the power-based transfer model manifests itself as the decision-making of company managers. This kind of decision-making is an invisible controlling force in a company. Its advantages are mainly reflected in the control of subsidiaries and branches. It can not only effectively control the behavior of individuals and organizations, such as making decisions on organizational procedures, but also control the input of organizations, such as decision-making on organizational resource input and budget control. etc. and output such as the formulation of performance evaluation standards to control.

Regarding the knowledge of human resource management, in the early research on human resource management of multinational companies, some scholars pointed out that companies will use administrative orders and other powers to implement human resource management activities related to finance and company performance. ' also pointed out in the study that the compensation system for the company itself is a form of control of the parent company over the subsidiary company. Earlier research also believed that the transfer of human resource management knowledge at the

"philosophical" level of the company used more power-based transfer models than the "policy" and "practical" level of human resource management knowledge.

In general, the existing literature on human resource management studies on transfer modes is very fragmented, and there is no in-depth comparative study of various methods, and no analysis is carried out in combination with transfer content.

4.3 Evaluation of the Integration Effect of Human Resource Management in Multinational Corporations

Starting from the four elements of knowledge transfer, the previous article discusses the process of global integration of multinational companies from three aspects: context, content and method of global integration of multinational companies. In order to make the model more perfect and practical and feasible, this chapter discusses the evaluation indicators of the global integration effect of multinational corporations from the perspective of knowledge transfer. Panorama of integration, and build a complete model of global integration of multinational companies.

In the company's practice, to judge whether the company's global integration has achieved the expected results, it is necessary to rely on some specific evaluation indicators. Through these evaluation indicators, we can understand the progress or existing problems of global integration, so as to guide managers to make the next decision. From the perspective of knowledge transfer, the evaluation of the effect of global integration can be carried out from the following two aspects, that is, the effect evaluation based on the global integration content and the effect evaluation based on the global integration process.

4.3.1 Effect evaluation based on integrated content

From the perspective of knowledge transfer, it was first proposed to use the degree of "correct imitation of source knowledge" to evaluate the effect of global integration, which means that the higher the degree of imitation of knowledge transferred by the subsidiary to the parent company, the more appropriate the content of the transfer is. Global integration works better. This point of view is widely used in research on the "globalization-localization" issue in multinational corporations. At the same time, with the rise of empirical research in this area, in order to make the evaluation index more intuitive and measurable, the index is gradually understood as "similarity", that is, it is believed that the higher the degree of similarity between the practices of the parent company and the subsidiary company, the greater the effect of global integration. good one.

However, this paper believes that this evaluation index has great limitations. There are three reasons:

(1) According to the definition of "global integration" in the paper, global integration does not refer to complete standardization, and consistency is not the goal of global integration. Therefore, "similarity" is used to evaluate the effect of global integration and the paper's effect on global integration. Definitions are inconsistent.

(2) The general indicator of "similarity" only shows the similarity of the parent company's and subsidiary's practices on the surface, but does not indicate whether the

content of global integration is applicable to the practice of subsidiary companies, which obviously cannot accurately indicate the effect of global integration. .

(3) Simply relying on one indicator, that is, the degree of similarity, is not enough to evaluate the complex and highly context-dependent process of global integration of multinational corporations, which is too simple.

To think about the effect evaluation based on global integrated content from a more in-depth and comprehensive perspective, the elaboration of this paper can provide some new ideas. He proposed to use "institutionalization" to evaluate the effect of knowledge transfer. Institutionalization includes two levels of application and internalization. The application level refers to the adoption of formal rules and procedures, while the internalization level emphasizes understanding the deep meanings and concepts that these rules and procedures symbolize, and becomes the basis for practice. This paper believes that the evaluation index has two advantages: one index considers the implicit and embedded characteristics of transferred knowledge, and believes that practice will contain some specific values and cultural concepts, which is more in line with the characteristics of practice. Practice contains specific values or cultural concepts. Only by effectively embedding these concepts and values in corresponding practices and instilling them in employees and managers can ideal goals such as achieving employee commitment and improving employee satisfaction be achieved.

Second, this indicator defines the effect of transfer at two levels: application and internalization. It is a breakthrough to apply this idea to the study of multinational companies. Among existing research on MNCs, no study distinguishes the degree of acceptance of specific practices by foreign affiliates. This paper argues that practice contains specific values or cultural concepts. Only by effectively embedding these concepts and values in corresponding practices and instilling them in employees and managers can the ideal goals of achieving employee commitment and improving employee satisfaction be achieved. Therefore, for the global integration of , only when the content of the global integration is formally applied in the subsidiary and internalized in its organizational strategy, the global integration can be considered to be successful.

4.3.2 Effect evaluation based on the integration process

Different from the evaluation index based on the content of the global integration, the evaluation index based on the global integration process focuses on the effectiveness of the global integration method. Therefore, from the perspective of the process, the evaluation index of the global integration effect includes the transfer cost, the transfer speed and the smoothness of the transfer process. Three main indicators of degree.

First, cost is often the foremost consideration for companies when choosing a global integration approach. Costs in a narrow sense refer to the costs incurred to ensure the effect of specific knowledge transfer, for example, the investment in establishing an information system, and the costs of dispatching personnel such as travel expenses, settling expenses, etc. The generalized cost also includes some

payments that cannot be measured in money in transfer and application, that is, opportunity cost. With regard to the special transfer, it studies the possible sweeping costs of using the centralized transfer method and the decentralized transfer method.

Second, transfer speed is also an evaluation indicator based on the global integration process. In the existing literature on knowledge transfer, scholars use indicators such as "imitation speed", or "knowledge flow rate" to judge the speed of transfer. Combined with the indicators used to evaluate the effect of global integrated content, this paper argues that the speed of transfer not only refers to the time it takes for knowledge to travel from sender to receiver, but also includes the speed at which knowledge is applied and internalized in an organization. For example, when using information systems to transfer, although the speed of information flow is very fast, the speed of its internalization may be very slow. Therefore, managers need to use other transfer methods to assist the information system to ensure the speed of transfer. Padmini Jayasekara & Yoshi Takahashi. (2012).

Finally, the smoothness of the transfer is also an evaluation index based on the transfer process. At this level, the proposed "knowledge stickiness" is a relatively recognized evaluation index a month ago. This index reflects the difficulty of transfer, including the difficulty of communication during the transfer process.

4.4 Finding

Based on the four basic elements of knowledge transfer, on the basis of the theoretical framework proposed in the first chapter of the thesis, the thesis discusses three aspects of the global integration situation, content and method of multinational corporations in detail in chapters two to four. Next, we briefly discuss the indicators for evaluating the effect of global integration of multinational companies. Finally, we construct a complete analysis model of global integration of multinational companies as shown in the figure.

The model adopts the logic of "attribute-method-result", and believes that the characteristics of global integration content determine the selection and application of global integration methods, and at the same time, the characteristics of specific global integration methods also determine its applicability to specific global integration contents. The degree of matching of the two together determines the effect of the final global integration. Therefore, the paper discusses the characteristics of different knowledge and global integration methods respectively, and builds the model based on this. From the model, we can see that:

(1) The theoretical framework of global global integration of multinational corporations includes four main parts, namely the context of global global integration, the content of global integration, the way of global integration and the effect of global integration. In general, the context of global integration constitutes the external and internal environment of the global integration of multinational companies, and acts on the entire process of global integration. The overall effect of global integration is realized from two aspects of global integration content and methods.

(2) The context of global global integration of multinational companies is composed of the characteristics of the parent company's knowledge sender and the

subsidiary's knowledge receiver. On the one hand, the parent company and the subsidiary are the subjects of knowledge transfer, and their characteristics have an impact on knowledge transfer. On the other hand, Differences in geography, culture, institutions, and relationships are also important factors in knowledge transfer. Analysis and judgment of the global global integration scenario is the starting point and basis for the development and implementation of the global integration strategy, and the content transferred by multinational companies, that is, knowledge, in the organization, there are two forms of presentation, function and level, based on different functions and different levels. The resulting knowledge has different implicit-explicit, independent-system, and simple-complex characteristics, which determine its corresponding transfer mode.

(3) According to the different transfer carriers, the transfer modes of multinational companies can be divided into four transfer modes: people-based, information-based, form-based and power-based. The four transfer modes have different advantages and disadvantages, and their applicability is also different. Different, therefore, needs to be matched with different transfer content. The effect of global integration can be evaluated from two aspects, namely, the content of global integration and the process of global integration.

(4) According to the different transfer carriers, the transfer modes of multinational companies can be divided into four transfer modes: people-based, information-based, form-based and power-based. The four transfer modes have different advantages and disadvantages, and their applicability is also different. Different, therefore, need to be matched with different transfer content.

(5) The result of the effect of global integration content and global integration method constitutes the effect of global integration. The effect of global integration can be evaluated from two aspects, namely, the content of global integration and the process of global integration.

5. Conclusion and Recommendation

Through the summary and review of the research on the management of transnational corporations, this paper reveals some key deficiencies in the existing research, including the lack of research on the global integration of transnational corporations, and the neglect of the research on the process and mechanism of global integration. Then, from the perspective of knowledge management, the paper uses the relevant theories of knowledge transfer to construct the analysis framework of transnational corporations and specifically analyze each element, and finally integrates the global global integration model of transnational corporations. The following will briefly summarize the main conclusions of the article, and further look forward to the future research direction of this topic.

5.1 Conclusion

5.1.1 Enlightenment

(1) It is urgent to systematically establish a research framework for the global integration of human resources management of transnational corporations, build an analysis model and analyze the internal mechanism of the whole process. At present, although domestic and foreign scholars have carried out a lot of research on human resource management of transnational corporations, from the open literature, domestic and foreign theorists have not systematically and deeply studied the topic of global integration of transnational corporations. The existing literature on global integration and local adaptation of human resource practices of transnational corporations mainly focuses on how transnational corporations make choices in human resource management strategies. There is a problem of "focusing on strategy rather than implementation; focusing on factors rather than process". The research on the global integration and local adaptation of the human resources practice of transnational corporations can not only promote the research on the human resources strategy of transnational corporations, but also provide more practical guidance for the management of transnational corporations.

(2) The process of global integration and local adaptation of human resource practices by transnational corporations is essentially the process of transferring human resource management knowledge from parent companies to subsidiaries, which involves four key elements: parent company characteristics, subsidiary company characteristics, transferred human resource management knowledge characteristics and transfer methods. Only when the four factors match and function reasonably, The global integration and local adaptation of human resources practice of transnational corporations can be effectively and smoothly carried out. From the perspective of knowledge transfer, the global integration of human resource management of transnational corporations is not only a simple strategic choice, but also the process of global integration and the implementation of global integration strategy, that is, to answer what, why, how, and how much of the global integration. Therefore, it is necessary to select and design the way of global integration according to the content of global integration, evaluate the effect of global integration according to evaluation indicators, and improve according to feedback.

(3) The paper constructs a theoretical model of the global integration of transnational corporations, which describes the relationship between the various elements of the global integration of transnational corporations. It believes that the context of global integration constitutes a big environment, and is the starting point for the analysis and implementation of global integration strategies. The content of global integration and the way of global integration are the core and key. Only by matching the two can we ensure the smooth implementation of global integration strategies. The evaluation indicators of global integration are the results, Ensure timely evaluation of global integration effect, feedback and improvement. The whole model constitutes a loop, which can help the managers of transnational enterprises understand the global integration strategy and guide its implementation.

(4) Because the transfer of human resources management of transnational corporations is carried out between two transnational organizations with different systems and cultures, the background, characteristics and differences between the two organizations have an important impact on the transfer. This paper believes that the willingness, ability, culture and structure of the parent company and subsidiary company of a multinational company are the main factors that affect the transfer of human resource management knowledge within the company. In addition, the difference in geography, culture, system and relationship between parent company and subsidiary company forms the distance factor between them. The transfer subject factors and distance factors together constitute the transfer situation of transnational corporations. When adopting the integration strategy, transnational corporations should first objectively analyze the integration situation according to the factors in the model, so as to correctly understand the integration environment, determine the feasibility of the integration strategy, and predict the possible risks and difficulties in the integration. At the same time, a correct analysis and understanding of the situation will also help TNCs determine the content and way of integration. Therefore, judging the integration situation is the starting point and basis for the development and implementation of the integration strategy.

(5) In the existing research and practice of transnational corporations, managers are used to determining the overall strategy and adopting a package integration plan for the whole. This paper argues that knowledge is presented in different ways in organizations, and different functional modules represent different types of knowledge at different organizational levels, which have different characteristics of clarity and tacit, system independence, and simplicity and complexity. Therefore, each kind of knowledge transfer should be equipped with appropriate transfer methods or combination of transfer methods. In enterprise practice, integration is not a package plan. The task of managers is not only to make decisions on integration or non integration, but also to choose different integration methods according to different characteristics of integrated knowledge, and make wise judgments and decisions on what to integrate, how much to integrate, and how to integrate.

(6) There are many different specific integration modes in transnational corporations, but according to the transfer carriers, they can be generally divided into four categories: human based transfer mode, information based transfer mode, form based transfer mode and power based transfer mode. They have different advantages and disadvantages and application occasions. In general, the transfer mode based on people plays an obvious role in the transfer of tacit knowledge. It is widely used in the field, such as personnel assignment. The transfer mode based on informatization is more suitable for the transfer of explicit knowledge. The transfer speed is also prominent. The transfer mode based on form and power is convenient for the parent company to control its subsidiaries, but it has certain limitations in localization. In the practice of transnational corporations, on the one hand, we should pay attention to the choice of different integration modes according to different knowledge, and we should pay special attention to that, for the transfer of a certain practice, we should not simply choose one integration mode, but design a combination of integration modes,

so as to develop strengths and circumvent weaknesses, and achieve the effectiveness of the transfer as a whole

(7) The evaluation system of TNC integration consists of evaluation indicators based on integration content and evaluation indicators based on integration process. From the perspective of integration content, the degree of application and internalization of the transferred content of the parent company by the subsidiary is the main indicator to judge whether the integrated content adapts to the organizational development and whether the integration is successful. From the perspective of integration process, the integration cost, speed and smoothness of the process constitute the main evaluation indicators of integration. Only when the integration content is appropriate and the integration process is smooth, can the integration of transnational corporations be effective and successful. In addition, the evaluation of the integration effect also helps the company to make timely improvement based on the feedback results even if it recognizes the problems in the integration.

5.1.2 Localization of employee recruitment and senior management

The goal of transnational enterprises is global operation and management, which makes it necessary for transnational enterprises to solve the management conflicts arising from cultural differences in the cross-cultural context and the contradictions in the direction of enterprise development. Effective conflict resolution is directly related to the survival and development of transnational enterprises. To solve the conflicts between Chinese and foreign employees, human resource management should play a role. It is proposed that the localization of enterprise recruitment and high-level management is the key to solve this conflict. First of all, from the perspective of corporate social responsibility of transnational enterprises, enterprises recruit local employees, increase local jobs, and obtain support from local governments, which is conducive to future business development. At the same time, the values, language circulation and local understanding of local employees can enable multinational enterprises to adapt to local conditions more quickly. The mobility of local employees is also small, and training local talents can also prevent brain drain. Secondly, the localization of senior management can avoid the inconvenience caused by cultural differences, and is more conducive to managing the recruited local employees and adapting to the local operation faster. And opening up senior positions can also stimulate the enthusiasm of Chinese employees and enable them to work hard for higher vocational and high-tech enterprises.

At present, localization of human resources management has become a new trend in the business activities of transnational enterprises, and it is also a successful strategic decision of transnational corporations in China. For example, Coca Cola Company has achieved 99% localization in China. In addition, China's education level has improved significantly, and people's education level has also improved greatly. Many highly educated talents can also meet the recruitment standards of transnational enterprises. Multinational enterprises should also implement the localization of senior management, leave appropriate senior positions to local talents, and cultivate local talents, which can ensure less loss of local employees. Moreover, multinationals

choose to reuse local employees as senior managers, which can also stimulate the enthusiasm of local managers and reduce the expensive costs of expatriate managers.

5.1.3 Establish a career management model to maximize the personal value of employees

Multinational enterprises should also consider how to retain local employees and let local employees play their personal value in their work while implementing employee localization. First of all, multinational enterprises should carry out career design activities to help employees design their careers according to their own development plans. Enterprises should guide employees to actively make their own career plans, explain the concept of career planning and its importance to employees, and let employees understand the real reason for this initiative. Then, multinational enterprises should change the previous post management mode of employees, refer to their own career planning as an important post change, and stimulate the enthusiasm of employees. At the same time, multinational companies in China should also set up a career management organization for employees, regularly train employees, and improve their professional quality and expertise. The enterprise should also coordinate the cooperation of various departments, formulate relevant enterprise rules and regulations, and ensure the normal implementation of the career management system. Secondly, multinational enterprises should allow employees to reasonably set their personal career goals based on their own conditions. Multinational enterprises can allow employees to conduct self-evaluation by issuing psychological tests and occupational tests. According to the test results, mobilize employees to make a preliminary career planning design. Human resources management departments and department leaders have formed their own career management after evaluating and analyzing employees' performance, professional quality and work attitude, and properly modifying the preliminary design of employees. In this process, employees, their departments and human resources departments should work together to formulate, fully consider the differences of each employee, and make their career planning more consistent with their own development. Thirdly, enterprises should establish a feedback mechanism for career management. The career goals of employees are dynamic and not static. The enterprise must have a tracking management system to observe the learning ability and adaptability of employees, listen to their suggestions and requirements, and revise their career if necessary. After the career plan is formulated, employees should learn new knowledge and skills through continuous improvement and vocational training to lay the foundation for the next high-level position. Enterprises should encourage and support employees to constantly mention themselves, so that they can

The life value of the enterprise. The improvement of employees' enthusiasm will be more conducive to achieving the ultimate career goals, and also improve the human capital of the enterprise.

5.1.4 Establish a scientific and reasonable enterprise performance management system

Multinational foreign enterprises should also create a scientific performance management system in line with China's national conditions. Performance management is an important basis for employee compensation and benefits and position promotion. Due to the cultural differences between China and multinational companies, their values will also be different. Therefore, multinational companies cannot copy the performance management system of their parent companies. Instead, they should consider the differences between the home country culture and Chinese culture, as well as the living environment of local employees, and develop a set of employee performance evaluation that conforms to the local enterprise management model. The most important thing of performance management is to improve the positive role of employees' work. Multinational enterprises should implement a performance management method that both encourages and restricts employees, regular performance guidance and feedback, and strict and fair performance appraisal. In addition, multinational enterprises actively undertake social responsibilities, which will also make employees feel good about their own enterprises, be more willing to pay for the enterprises, stimulate employees' enthusiasm for work, and achieve a win-win situation between employees and enterprises.

5.1.5 Establish and improve the human rights protection system for local employees

With the development of China's economy and society, for the protection of human rights, China has a clear definition and inviolability of human rights from the top down in terms of law and people's consciousness. Therefore, multinational enterprises should put the protection of employees' human rights at the top of their human resource management strategies. At the same time, in order to achieve sustainable development, foreign enterprises in China should also establish a "people-oriented" corporate culture, respect and protect the human rights of employees, especially local employees, and eliminate their sense of strangeness and resistance to foreign enterprises at the beginning, which is conducive to enhancing the local employees' favor and recognition of foreign enterprises. To establish and improve the human rights protection system for local employees, foreign enterprises in China should proceed from four aspects: First, multinational enterprises can learn from the parent company's measures to protect employees' human rights, rely on the parent company's human rights management model, and establish a human rights protection system for local employees. Second, enterprises should also improve the human rights protection system according to the provisions of the local government and the norms of local culture and ethics. Third, multinational enterprises should also actively communicate with local employees to obtain their feedback, so as to improve the human rights protection system. Fourth, transnational corporations in China should also release corporate data to safeguard human rights and formulate future indicators as part of the sustainable development report.

5.2 Recommendation

This paper is an emerging field of research on transnational corporations both in terms of research content and research perspective. International research on this issue is still in its infancy, and this paper only discusses its theoretical analysis model. Therefore, there is a wide space for follow-up research on this topic. On the whole, future researchers can conduct in-depth discussion from the following aspects

(1) Supplement of model elements. Based on the elements of knowledge transfer, this paper analyzes the transfer context, knowledge characteristics and other elements. Subsequent research can further explore the impact of global integration of transnational corporations from different perspectives, such as system, culture, etc., and supplement the factors in the model to make the model more perfect.

(2) The improvement of the model structure. From the perspective of knowledge transfer, this paper mainly discusses the transfer of knowledge from the parent company to the subsidiary company of a multinational company. However, in the specific practice of a company, global integration also includes the transfer of subsidiaries to the parent company and the transfer between subsidiaries. Different knowledge flows will interact with each other, affecting the implementation process and overall effect of global integration. Subsequent researchers can further integrate the global integration of different flows, reveal the relationship between the global integration of knowledge in different flows, and make the model structure more complete.

(3) Through empirical research and comparative research, the relationship between the elements in the model is specifically discussed. This paper only gives the theoretical framework and specific content under each element. Subsequent research can specifically explore the pairwise correspondence between each element through different research designs, such as empirical research, case studies or comparative research schemes. For example, we can discuss the relationship between the content of global integration and the way of global integration based on empirical research, discuss different investment destinations and different ways of global integration under the industry through comparative research, and track the whole process of the implementation of the global integration strategy through case studies.

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