

Globalization And Human Resources Management Practices in Emerging Economies

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Article History	Abstract
Original Research Article	<p><i>This study examines the impact of globalization on human resource management (HRM) practices in emerging economies, with a focus on talent management, workforce diversity, and technology-driven innovations, and explores the implications for organizational competitiveness and sustainable development. The study reveals that globalization has significantly influenced HRM practices in emerging economies, leading to increased adoption of global best practices, talent shortages and skill gaps, cultural and linguistic barriers, and difficulties in implementing technology-driven innovations, highlighting the need for adaptive and contextualized HRM strategies. The study concludes that globalization presents both opportunities and challenges for HRM practices in emerging economies, and that organizations must balance global forces with local needs and culture to achieve organizational competitiveness and sustainable development. The study recommends that HRM practitioners, policymakers, and organizations adopt adaptive and contextualized HRM strategies, invest in talent management and development programs, foster inclusive and diverse workplaces, and leverage technology-driven innovations to enhance HRM practices and organizational performance, and that policymakers develop supportive policies and regulations to facilitate the development of HRM practices in emerging economies.</i></p> <p>Keywords: lobalization, human resource management, talent management, workforce diversity, emerging economies.</p>
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<p>Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.</p> <p>Citation: SADIBO CHARITY OLUWAFEMI. (2026). Globalization And Human Resources Management Practices in Emerging Economies. UKR Journal of Economics, Business and Management (UKRJEBM), 2(6), 82-88.</p>	

Introduction

Background to the Study

Globalization has led to increased economic interdependence among nations, resulting in the emergence of a global economy (Stiglitz, 2003). This phenomenon has far-reaching implications for human resource management (HRM) practices, particularly in emerging economies (Budhwar & Debrah, 2009). HRM practices are critical for organizational success, and their effective management is essential in today's dynamic business environment (Armstrong, 2014). In emerging economies, HRM practices face unique challenges due to cultural, economic, and regulatory differences (Hofstede, 2001; Wright & McMahan, 2011). Talent management, workforce diversity, and technology-driven innovations are essential HRM practices affected by globalization (Cascio & Aguinis, 2008; Schuler & Tarique, 2012). Institutional theory and resource-based view are two theoretical

frameworks that shed light on HRM practices in emerging economies (DiMaggio & Powell, 1983; Barney, 1991). Institutional theory highlights the role of cultural, regulatory, and cognitive factors in shaping HRM practices (Scott, 1995), while resource-based view emphasizes the importance of human capital and organizational capabilities (Wright et al., 2011).

Globalization has revolutionized the way businesses operate, creating a complex and interconnected world economy. As emerging economies increasingly participate in global trade and investment, their organizations face new challenges and opportunities. Human Resource Management (HRM) practices play a vital role in navigating this environment, yet the impact of globalization on HRM in emerging economies remains poorly understood. Globalization has led to increased competition, technological advancements, and

shifting workforce demographics, forcing organizations to adapt their HRM practices. Emerging economies, in particular, face unique challenges, such as talent shortages, cultural diversity, and limited resources. Effective HRM practices are crucial for organizations in these economies to leverage global opportunities while addressing local needs. Despite the growing importance of HRM in emerging economies, research on globalization's impact on HRM practices in these contexts is limited. Existing studies focus primarily on developed economies, overlooking the distinct challenges and opportunities faced by emerging economies. This study aims to address this knowledge gap by exploring the intersection of globalization and HRM practices in emerging economies, providing insights for organizations seeking to thrive in the global marketplace.

Statement of the Problem

Despite the increasing participation of emerging economies in globalization, there is a lack of understanding of how globalization affects Human Resource Management (HRM) practices in these economies. The unique challenges and opportunities presented by globalization, such as talent shortages, cultural diversity, and limited resources, require adaptive HRM strategies. However, existing research primarily focuses on developed economies, overlooking the distinct contexts and needs of emerging economies. Specifically, the problem can be articulated as follows: How do globalization's drivers (trade, investment, technology, and migration) influence HRM practices in emerging economies? What are the challenges and opportunities faced by HRM practitioners in emerging economies in response to globalization? How can HRM practices in emerging economies be adapted to leverage globalization's benefits while addressing local needs and constraints? What role do institutional, cultural, and economic factors play in shaping HRM responses to globalization in emerging economies? This study aims to address these questions, exploring the intersection of globalization and HRM practices in emerging economies, and providing insights for organizations seeking to thrive in the global marketplace.

The increasing globalization of businesses and economies has created a complex and dynamic environment for HRM practices in emerging economies, characterized by talent shortages, cultural and linguistic diversity, and rapid technological changes. This poses significant challenges for HRM practitioners, policymakers, and organizations operating in these contexts, necessitating a comprehensive understanding of the impact of globalization on HRM practices, including talent management, workforce

diversity, and technology-driven innovations, in order to develop effective HRM strategies and policies that support organizational competitiveness, sustainable development, and social responsibility."

Aim and Objectives of the Study

The aim of this study was to explore the impact of globalization on Human Resource Management (HRM) practices in emerging economies, and to identify the challenges and opportunities faced by HRM practitioners in these contexts.

1. Investigate the drivers of globalization and their influence on HRM practices in emerging economies.
2. Examine the challenges and opportunities faced by HRM practitioners in emerging economies in response to globalization.
3. Identify the role of institutional, cultural, and economic factors in shaping HRM responses to globalization in emerging economies.
4. Analyze the impact of globalization on HRM practices in emerging economies, including talent management, leadership development, and cultural intelligence.

Significance and implications of the study:

The study on globalization and Human Resource Management (HRM) practices in emerging economies has significant implications for various stakeholders, including: Organizations: Understanding the impact of globalization on HRM practices can help organizations develop effective strategies to manage talent, diversity, and technology, leading to enhanced competitiveness and sustainable development. HRM Practitioners: The study provides insights for HRM practitioners to adapt global best practices to local contexts, address talent shortages and skill gaps, and leverage technology-driven innovations to improve HRM practices. Policymakers: The study informs policymakers to develop supportive policies and regulations that facilitate the development of HRM practices in emerging economies, promoting economic growth and sustainable development. Academia: The study contributes to the development of HRM theory and practice in emerging economies, providing new insights and perspectives on the impact of globalization on HRM practices. Emerging Economies: The study highlights the importance of HRM practices in emerging economies, emphasizing the need for adaptive and contextualized strategies to address the challenges and opportunities presented by globalization. Overall, the study has significant implications for understanding the complex relationships between globalization, HRM practices, and

organizational competitiveness in emerging economies, providing valuable insights for stakeholders to navigate these complexities effectively.

Review of Related Literature

Conceptual Review

Globalization and Human Resources Management

Globalization: defined as the increasing economic interdependence among countries (Stiglitz, 2002), has led to increased competition, technological advancements, and changing workforce demographics (Budhwar & Sparrow, 2002). Human Resources Management practices must adapt to these changes to ensure organizational competitiveness (Schuler & Tarique, 2007). Globalization has created new challenges for HRM, including talent management, workforce diversity, and technology-driven innovations (Farndale et al., 2010)

Human Resources Management in Emerging Economies

Human Resources Management, defined as the strategic management of employees to achieve organizational goals (Boxall & Purcell, 2016). Also, as the management of people in organizations to achieve strategic objectives (Armstrong, 2014). It involves activities such as recruitment, selection, training, development, and compensation (Beer et al., 1984), also aims to enhance organizational performance and employee well-being (Guest, 2011).

Emerging Economies

Countries with rapid economic growth and industrialization, such as China, India, and Brazil (Hofstede, 2001). They are characterized by large populations, rapid urbanization, and increasing middle-class consumption (World Bank, 2019). There are present opportunities and challenges for HRM practices (Budhwar & Debrah, 2009). Emerging economies, defined as countries with rapid economic growth and industrialization (Hoskisson et al., 2013). Human Resources Management in Emerging economies face unique HRM challenges, including cultural and linguistic diversity, talent shortages, and limited institutional support (Budhwar & Debrah, 2004). HRM practices in emerging economies must balance global best practices with local context and culture (Budhwar & Sparrow, 2002). Institutional and resource-based perspectives are crucial in understanding HRM practices in emerging economies (Khilji & Wang, 2006)

Talent Management

Talent management is critical in emerging economies due to talent shortages and brain drain (Tarique & Schuler, 2010). Globalization has created new challenges for talent

management, including attracting and retaining top talent (Farndale et al., 2010).

Workforce Diversity

Workforce diversity is increasing in emerging economies due to globalization and demographic changes (Budhwar & Debrah, 2004). HRM practices must adapt to manage diversity effectively and leverage its benefits (Budhwar & Sparrow, 2002).

Technology-Driven Innovations

Technology-driven innovations are transforming HRM practices in emerging economies (Farndale et al., 2010). HRM practices must leverage technology to enhance efficiency, effectiveness, and innovation (Schuler & Tarique, 2007). This review highlights the key themes and findings in the literature on globalization and HRM practices in emerging economies, including the need for adaptive HRM practices, the importance of talent management and workforce diversity, and the role of technology-driven innovations.

Theoretical Review

The work explains the institutional theory, how organizations adapt to institutional pressures in emerging economies (Scott, 1995). Resource-based view highlights the importance of human resources in achieving competitive advantage (Barney & Wright, 1998). Cultural theory emphasizes the impact of cultural differences on HRM practices (Hofstede, 2001). Social Capital Theory emphasizes the importance of social relationships and networks in shaping HRM practices (Nahapiet & Ghoshal, 1998). It also notes that social capital can be a source of competitive advantage if it is leveraged effectively (Coleman, 1988). This study draws on several theoretical frameworks to understand the impact of globalization on HRM practices in emerging economies. Institutional theory (DiMaggio & Powell, 1983) highlights the role of global and local institutions in shaping HRM practices, while resource-based view (Barney, 1991) emphasizes the importance of organizational capabilities and resources in responding to globalization. Strategic human resource management (Schuler & Tarique, 2007) provides a framework for understanding the alignment of HRM practices with organizational strategy and goals. Additionally, the study incorporates theories of globalization, such as the globalization-localization framework (Bartlett & Ghoshal, 1989), which highlights the tension between global integration and local responsiveness. The study also draws on theories of cultural and linguistic diversity, such as the cultural intelligence framework (Earley & Ang, 2003), to understand the impact of globalization on workforce diversity.

Furthermore, the study incorporates theories of technology-driven innovations, such as the technology-organization-environment framework (Tornatzky & Fleischer, 1990), to understand the role of technology in shaping HRM practices. Finally, the study draws on theories of sustainable development, such as the triple bottom line framework (Elkington, 1997), to understand the implications of globalization and HRM practices for organizational sustainability. By integrating these theoretical frameworks, the study provides a comprehensive understanding of the complex relationships between globalization, HRM practices, and organizational competitiveness in emerging economies.

Empirical Review

Studies have shown that globalization leads to increased talent mobility and diversity (Hart, 2014). Research has found that cultural intelligence is crucial for effective HRM in emerging economies (Thomas, 2013). Empirical evidence suggests that regulatory compliance varies across emerging economies, posing challenges for HRM (Bhattacharya, 2017). The empirical review of existing studies on globalization and HRM practices in emerging economies reveals a mixed picture, with some studies indicating positive outcomes such as improved organizational performance, increased innovation, and enhanced competitiveness, while others highlight challenges including talent shortages, cultural and linguistic barriers, and difficulties in implementing global HRM practices in local contexts, underscoring the need for contextualized and adaptive HRM strategies. This section provides a concise overview of the empirical review, summarizing the main findings and highlighting the complexities and nuances of the relationship between globalization and HRM practices in emerging economies. Numerous studies have investigated the impact of globalization on HRM practices in emerging economies.

Research has shown that globalization has led to increased adoption of global best practices in HRM, such as talent management (Tarique & Schuler, 2010), performance management (Budhwar & Debrah, 2004), and training and development (Schuler & Tarique, 2007). However, studies have also highlighted the challenges of implementing global HRM practices in local contexts, including cultural and linguistic barriers (Budhwar & Sparrow, 2002), talent shortages and skill gaps (Farndale et al., 2010), and difficulties in managing workforce diversity (Budhwar & Debrah, 2004). Research has also explored the role of technology-driven innovations in HRM practices, including the use of HR information systems (Farndale et al., 2010), e-learning (Schuler & Tarique, 2007), and social media (Budhwar & Debrah, 2004). Furthermore, studies have examined the impact of globalization on HRM outcomes, including organizational performance (Budhwar & Sparrow, 2002), employee engagement (Farndale et al., 2010), and sustainable development (Elkington, 1997). Geographically, studies have focused on various emerging economies, including China (Budhwar & Debrah, 2004), India (Budhwar & Sparrow, 2002), Brazil (Farndale et al., 2010), and South Africa (Schuler & Tarique, 2007). Methodologically, studies have employed a range of approaches, including surveys (Budhwar & Sparrow, 2002), case studies (Farndale et al., 2010), and longitudinal designs (Schuler & Tarique, 2007). Overall, the empirical review highlights the complex and multifaceted nature of the impact of globalization on HRM practices in emerging economies, underscoring the need for further research in this area.

Issues/Gap in Literature and Knowledge

Table 1: Gaps in Literature and Knowledge

S/N	Researcher(S)	Study Focus	Variables	Findings	Remarks: Points of Departure (Gap) And Action
1.	Bjorkman et al., (2013)	Global talent management	Talent management practices, firm performance	Positive relationship between talent management and firm performance	Limited generalizability to emerging economies, future research should explore talent management in emerging economies
2.	Cooke (2018)	Globalization and Human Resource Management	Globalization strategies, Human Resource Management practices	Human Resource Management practices support globalization strategies	Limited understanding of Human Resource Management's role in globalization strategies in emerging economies;

					future research should explore this
3.	Taras et al. (2013)	Cultural intelligence	Cultural intelligence, expatriate success	Cultural intelligence predicts expatriate success	Inadequate research on cultural intelligence development in emerging economies; future research should address this
4.	Budhwar et al. (2017)	Comparative Human Resource Management	Human Resource Management practices, national culture	National culture influences Human Resource Management practices	Limited comparative studies of Human Resource Management practices across emerging economies; future research should compare Human Resource Management practices across emerging economies
5.	Stone et al. (2017)	Technology and Human Resource Management	Human Resource Management technology adoption, firm performance	Human Resource Management technology adoption positively impacts firm performance	Limited research on HRM technology adoption in emerging economies; future research should explore this
6.	Ehnert et al. (2016)	Sustainability and Human Resource Management	Sustainable Human Resource Management practices, firm performance	Sustainable Human Resource Management practices positively impact firm performance	Inadequate understanding of sustainable Human Resource Management practices in emerging economies; future research should explore this

Conclusion

In conclusion, the impact of globalization on HRM practices in emerging economies is a complex and multifaceted phenomenon, requiring a nuanced understanding of the interplay between global forces, local contexts, and organizational strategies. While globalization presents opportunities for growth and innovation, it also poses significant challenges for HRM practitioners, policymakers, and organizations operating in emerging economies. These challenges include talent shortages, cultural and linguistic barriers, and difficulties in implementing global HRM practices in local contexts. Furthermore, globalization exacerbates existing inequalities and creates new ones, highlighting the need for HRM practices that promote social justice and sustainability.

By leveraging institutional and resource-based perspectives, and adopting adaptive and contextualized HRM strategies, organizations can navigate these challenges and capitalize on the benefits of globalization. This includes developing contextualized talent management strategies, fostering inclusive and diverse workplaces, and leveraging technology-driven innovations to enhance HRM practices. Moreover, organizations must prioritize sustainable development and social responsibility, recognizing the critical role of HRM practices in achieving these goals.

Ultimately, the effective management of globalization's impact on HRM practices in emerging economies requires a collaborative effort from HRM practitioners, policymakers, and organizations. By working together, they can create an environment that supports the development of adaptive and contextualized HRM strategies, contributing

to sustainable development, competitiveness, and social justice in emerging economies.

Recommendations

Based on the findings of this study, the following recommendations are made:

1. HRM Practitioners should develop adaptive and contextualized HRM strategies that balance global best practices with local needs and culture, considering factors like cultural intelligence, language, and institutional context.
2. They should invest in talent management and development programs that address talent shortages and skill gaps, including upskilling, reskilling, and succession planning.
3. Also, the management should foster inclusive and diverse workplaces that leverage the benefits of workforce diversity, promoting equal opportunities, and addressing unconscious bias.
4. The management should leverage technology-driven innovations to enhance HRM practices, organizational performance, and employee experience, including AI, data analytics, and digital communication tools.
5. Policymakers develop policies and regulations that support the development of HRM practices in emerging economies, encouraging investment in HRM capabilities and infrastructure.
6. They should encourage public-private partnerships to address talent shortages and skill gaps, fostering collaboration between government, industry, and education providers.
7. Management should promote diversity and inclusion initiatives in the workplace, supporting equal employment opportunities, and addressing discrimination.
8. They should invest in education and training programs that enhance HRM capabilities, including degree programs, certifications, and executive education.
9. Organizations should adopt strategic HRM approaches that align HRM practices with organizational goals and objectives, considering factors like business strategy, industry trends, and stakeholder expectations.
10. They should develop organizational capabilities that support globalization and innovation, including digital literacy, cultural agility, and entrepreneurial mindset.
11. Also, they foster collaborative relationships with stakeholders to address common challenges and opportunities, including suppliers, customers, and community partners.

12. They should continuously monitor and evaluate HRM practices to ensure effectiveness and adaptability, using metrics like HRM maturity models, benchmarking, and employee feedback.
13. They should encourage research and development in HRM practices, focusing on emerging economies and globalization.
14. They should establish networks and communities of practice for HRM professionals, policymakers, and organizations to share knowledge and best practices.

By considering these recommendations, HRM practitioners, policymakers, and organizations can navigate the challenges and opportunities of globalization, contribute to sustainable development and competitiveness in emerging economies, and create a more equitable and prosperous future for all.

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