



# INTERNATIONAL HUMAN RESOURCE MANAGEMENT IN CONTEXT INTERNATIONAL INDUSTRIAL RELATIONS: SYSTEMATIC LITERATURE REVIEW

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## Abstract

This article aims to review the scholarly literature on the intersection of International Human Resource Management (IHRM) and International Industrial Relations (IIR). Through a systematic literature review of the articles, the study identifies key themes, dominant theoretical perspectives, key findings, and existing research gaps. The results of the review provide a comprehensive synthesis of the current knowledge on how IHRM practices interact with IIR dynamics in the global business environment. The conclusion of the study highlights the theoretical and practical implications of the findings and suggests directions for future research.

**Keywords:** International Human Resource Management, International Industrial Relations.

## Abstrak

Artikel ini bertujuan untuk menelaah literatur ilmiah mengenai persimpangan antara Manajemen Sumber Daya Manusia Internasional (MSDMI) dan Hubungan Industrial Internasional (HII). Melalui tinjauan literatur sistematis terhadap artikel-artikel, penelitian ini mengidentifikasi tema-tema kunci, perspektif teoritis yang dominan, temuan-temuan utama, serta kesenjangan penelitian yang ada. Hasil tinjauan ini memberikan sintesis komprehensif dari pengetahuan saat ini mengenai bagaimana praktik-praktik MSDMI berinteraksi dengan dinamika HII dalam lingkungan bisnis global. Kesimpulan dari penelitian ini menyoroti implikasi teoritis dan praktis dari temuan-temuan tersebut dan menyarankan arah untuk penelitian di masa depan.

**Kata Kunci:** Manajemen Sumber Daya Manusia Internasional, Hubungan Industrial Internasional.

## 1. INTRODUCTION

International Human Resource Management (IHRM) is defined as management strategic source Power man in global context , which includes various activity like



recruitment , training , compensation , and management performance across borders (Smerek et al., 2021; Yanti et al., 2019) . These definitions show a focus on managing employees across countries, which creates complexity due to differences in legal, cultural, and economic environments. For example, Dowling defines IHRM as the use of international resources to achieve organizational goals regardless of geographic boundaries (Ariani, 2014; Smerek et al., 2021) . Meanwhile, this concept also emphasizes the planning and organization of human resources to achieve company goals (Uthman, 2024) . Furthermore, IHRM focuses on global HR management, expatriate employees, and comparison of HR practices across countries (Yanti et al., 2019) . Managing employees in one country differs significantly from managing them in different countries with diverse regulations and cultural norms.

On the other hand, International Industrial Relations (IPR) is the study of the relationship between employers, employees and their representatives (such as trade unions) at the international level, including collective bargaining, labor standards and conflict resolution (Collings, 2008; Cooke et al., 2019; Edwards & Kuruvilla, 2005) . IPR involves a multi-stakeholder perspective, highlighting the potential for conflict and mechanisms for managing it in a globalized world. Various definitions emphasize the relationship between employers and employees in the context of work, including aspects of employment contracts, physical and emotional practices (Akhile, 2019; Veselova Andzela, 2020) . The International Labour Organization (ILO) defines industrial relations as the relationship between states and employers' and employees' organizations (valueconsulttraining.com, 2025) . This approach recognizes the differences in interests between employers and employees, especially when trade unions are involved, in contrast to the unitary view in traditional IHRM.

Globalization and the emergence of multinational corporations (MNCs) have increased the importance of IHRM and IIR. The dynamic global business landscape demands a deeper understanding of how IHRM practices interact with diverse industrial relations systems around the world, ultimately impacting MNC performance and employee well-being. For example, increasingly complex global challenges, such as the technological revolution and economic globalization, have transformed the traditional IHRM paradigm. MNCs must navigate this complex environment, balancing global standardization with local responsiveness in their IHRM practices. Globalization reinforces the need to understand how IHRM practices interact with diverse industrial relations systems around the world, impacting MNC performance and employee well-being (Barua, 2013; Edwards & Kuruvilla, 2005) .

There are potential synergies and conflicts between IHRM strategies and IIR practices. IHRM strategies, which often focus on individual performance and organizational goals, may clash with collective bargaining outcomes or labor regulations driven by IIR, creating complex dynamics. For example, IHRM strategies that promote individual performance-based pay may be opposed by unions advocating for collective wage agreements. Therefore, a thorough understanding of these interactions is critical to the success of international business operations.



A comprehensive understanding of how IHRM and IIR intersect and influence each other in the international business environment is needed. Although research has been conducted in both areas, gaps remain in the literature regarding their specific intersection, especially in the context of recent global developments. Existing research may treat the two areas separately or focus on specific aspects of their interaction without providing a holistic overview. Therefore, a systematic review that focuses specifically on the interaction between IHRM and IIR, especially in the context of recent global developments, is needed. Thus, this study aims to answer these fundamental questions through a systematic literature review. This study aims to identify key themes explored in the literature regarding the intersection of IHRM and IIR, analyze the theoretical perspectives used, synthesize key findings, and identify research gaps for future investigation. Thus, this study is expected to provide a holistic and comprehensive understanding of how IHRM and IIR intersect and influence each other in the international business environment.

### **Definition and Concept of International Human Resource Management**

International Human Resource Management (IRM) is a multidimensional field that extends beyond the boundaries of domestic HR practices, requiring organizations to navigate a complex web of cultural, legal, and economic factors in managing their global workforce. Various perspectives emphasize IRM's focus on multinational corporations (MNCs), the challenges faced in diverse contexts, its strategic importance in achieving organizational goals, and the need to adapt to different global environments. For example, IRM is defined as the management of human resources in multinational corporations, including the planning, selection, training, evaluation of employees, and management of labor relations in businesses that expand their operations internationally. The field encompasses key dimensions such as cross-cultural management, which involves understanding and managing cultural differences that affect HR practices; expatriate management, which focuses on managing employees assigned to foreign countries; and global talent management, which is concerned with attracting, developing, and retaining talented employees worldwide (Aji et al., 2023; Harzing & Pinnington, 2011; Smerek et al., 2021).

The strategic role of IHRM in achieving organizational goals in the global economy is critical. IHRM is not just an administrative function, but a strategic imperative for MNCs to gain competitive advantage in the global marketplace. Effective IHRM practices can lead to better talent management, increased productivity, and ultimately, improved organizational performance in international operations. For example, IHRM plays a central role in helping organizations adapt to the challenges and opportunities arising from rapidly changing global dynamics. This includes careful workforce planning, identification and recruitment of potential talent, employee development, effective performance management, adaptive change management, and continuous improvement in work productivity. (Aji et al., 2023; Uthman, 2024).

### **Definition and Concept of International Industrial Relations**



International Industrial Relations (IPR) is characterized by the interaction of collective interests and power dynamics between labor and management at the global level, with an emphasis on the role of trade unions, employer associations, and international labor organizations (Abbott, 2007; Kaufman, 2001). In contrast to IPR's focus on individual employees, IPR centers on the collective action of workers through unions and their interactions with employers and governments. The theoretical model of IPR recognizes both collectivist and pluralist assumptions, recognizing the potential for conflict inherent in the employment relationship and the need for rules and institutions to regulate it. These include collective bargaining, where unions negotiate with employers over wages, hours, and other working conditions; international labor standards, which are norms and conventions established by organizations such as the ILO; and conflict resolution mechanisms to address disputes between labor and management.

Globalization presents both opportunities and challenges for international industrial relations, with increasing pressure on labor standards and the need for unions to adapt to the global economy (Abdullah, 2009; Eurofound, 2020; Herrera & de las Heras-Rosas, 2020; Jenkins, 2022; N Alimova, 2017; Poland Warsaw, 2023; Wilkinson & Budd, 2010). The ease of movement of capital across national borders can weaken the bargaining power of national unions, necessitating international cooperation and enforcement of global labor standards in global supply chains. The concept of corporate social responsibility (CSR) is also increasingly linked to IIR, with pressure on companies to ensure fair labor practices across their global operations (Cooke et al., 2019; Herrera & de las Heras-Rosas, 2020).

### **The Relationship between International Human Resource Management and International Industrial Relations**

Although historically viewed as distinct fields, IHRM and IIR are increasingly interdependent in a global context, with HR practices often influencing and being influenced by industrial relations dynamics (Abbott, 2007; Collings, 2008; Cooke et al., 2019; Kaufman, 2001). The evolution of IHRM from a subfield of IIR to a distinct discipline highlights the growing recognition of the unique challenges of managing human resources internationally. However, the tension between the unitary assumptions of IHRM and the pluralist/collectivist nature of IIR presents fundamental challenges to integrating the two fields in practice. For example, an MNC's decisions about global compensation strategy (IHRM) may directly impact negotiations with international unions (IIR).

The effectiveness of IHRM strategies and the nature of IIR are significantly shaped by the specific national and cultural environments in which MNCs operate. Significant differences in labor laws, union structures, and cultural norms across countries mean that a "one-size-fits-all" approach to IHRM or IIR is unlikely to be successful. Studies have shown that firm and country factors shape the adoption and diffusion of IHRM practices in Nigerian subsidiaries. Furthermore, research on IHRM in the cross-cultural and cross-institutional contexts of MNCs in and from China has the potential to provide contextual insights into long-standing debates in this area, such as standardization versus localization of IHRM and the contextual factors behind these patterns (Akhile, 2019; Cooke et al., 2019; Edwards & Kuruvilla, 2005).



## 2. RESEARCH METHODS

This study used a systematic literature review methodology. This approach is considered appropriate to comprehensively map existing research on the intersection of IHRM and IIR. A systematic literature review allows for a rigorous and transparent process in identifying, selecting, and synthesizing relevant studies (Leite et al., 2019; McCombes, 2025; Treharne & Willan, 2020) .

The database used for literature search prioritized Scopus. The keywords used for the search were "International Human Resource Management", "International Industrial Relations", "International Human Resource Management", and "International Industrial Relations". The search was conducted using these keywords individually and in combination to obtain comprehensive results. The inclusion criteria for articles were: (1) published in a journal with priority indexed by Scopus, (2) publication year between 2015 and 2025, and (3) relevant to the topic of International Human Resource Management and International Industrial Relations.

The article selection process involves screening identified articles based on title, abstract, and full text to ensure their relevance to the research topic. Priority is given to articles published between 2020 and 2025 to capture the latest trends and developments.

Relevant information was extracted from the selected articles using standardized methods. This information includes: Article/Journal Title and Authors, Year of Publication, Keywords/Research Variables, and Key Research Findings/Results. A standard data extraction form or table was used to ensure consistency in this process.

## 3. RESULTS & DISCUSSION

### Presentation of Literature Search Results

The following table presents the 25 articles selected for review, with the information extracted from each article.

**Table 1**

Selected Articles on International Human Resource Management and International Industrial Relations

No	Article / Journal Title (Author Name, Year) [Article/Journal Link]	Keywords or Research Variables	Research Findings /Results
1	Multinational corporations and industrial relations research: A road less traveled (Collings,	Multinational corporations, Industrial relations,	This paper critiques the lack of academic attention to industrial relations issues compared to human resource management in





	2008) . <a href="https://www.researchgate.net/publication/227715693_Multinational_corporations_and_industrial_relations_research_A_road_less_travelled">https://www.researchgate.net/publication/227715693_Multinational_corporations_and_industrial_relations_research_A_road_less_travelled</a>	International human resource management	multinational corporations and outlines the potential contribution of an industrial relations perspective.
2	Human resource management and industrial relations in multinational corporations in and from China: Challenges and new insights (Cooke et al., 2019) . <a href="https://www.researchgate.net/publication/335423159_Human_resource_management_and_industrial_relations_in_multinational_corporations_in_and_from_China_Challenges_and_new_insights">https://www.researchgate.net/publication/335423159_Human_resource_management_and_industrial_relations_in_multinational_corporations_in_and_from_China_Challenges_and_new_insights</a>	Multinational corporations, Human resource management, Industrial relations, China	This article provides a review of research on human resource management and industrial relations in multinational firms operating in and originating from China, highlighting challenges and future research directions.
3	Human Resource Management Research in The Last 5 Years from The Scopus Database: A Bibliometric Review (Aji et al., 2023) . <a href="https://www.researchgate.net/publication/374029702_Human_Resource_Management_Research_in_The_Last_5_Years_from_The_Scopus_Database_A_Bibliometric_Review">https://www.researchgate.net/publication/374029702_Human_Resource_Management_Research_in_The_Last_5_Years_from_The_Scopus_Database_A_Bibliometric_Review</a>	Human Resource Management, Bibliometric Analysis, Scopus	Studies bibliometrics This analyze trend HR research in five years last (2019-2023) using the Scopus database, identified focus study main like management source power , relationship human beings , and their roles leadership .
4	International HRM in the context of uncertainty and crisis: a systematic review of literature (2000–2018) (Ereerdi et al., 2022) . <a href="https://www.researchgate.net/publication/348823502_International_HRM_in_the_context_of_uncertainty_and_crisis_a_systematic_review_of_literature_2000-2018">https://www.researchgate.net/publication/348823502_International_HRM_in_the_context_of_uncertainty_and_crisis_a_systematic_review_of_literature_2000-2018</a>	International HRM, Uncertainty, Crisis, Economic crisis, Natural disasters, Political uncertainty	This systematic review analyzes HRM practices in the context of uncertainty and crisis (economic, natural disasters, political) between 2000 and 2018, suggesting further research to integrate high-performance HRM practices and talent management into socially responsible HRM practices.



5	<p>Framing the field of international human resource management research (Björkman &amp; Welch, 2015) .</p> <p><a href="https://www.researchgate.net/publication/268989875_Framing_the_field_of_international_human_resource_management_research">https://www.researchgate.net/publication/268989875_Framing_the_field_of_international_human_resource_management_research</a></p>	<p>International human resource management, Research framework, Multi-level analysis</p>	<p>Paper This serve framework multi-level work for analyze MSDMI research , which includes factors that influence , HR functions , results proximal , and distal results of HR at the level macro , MNC, unit, and individual .</p>
6	<p>International Human Resource Management System (Sbrand et al., 2020) .</p> <p><a href="https://www.researchgate.net/publication/350654148_International_Human_Resource_Management_System">https://www.researchgate.net/publication/350654148_International_Human_Resource_Management_System</a></p>	<p>International Human Resource Management, Multinational Corporations, Intercultural Management</p>	<p>This book discusses international human resource management systems, including their impact on the global environment, HRM processes, working in cross-cultural environments, and HRM system design in MNCs.</p>
7	<p>The Impact of AI on Recruitment and Selection Processes: Analyzing the role of AI in automating and enhancing recruitment and selection procedures (Pratap Singh Rathore, 2023) .</p> <p><a href="https://www.researchgate.net/publication/372011217_The_Impact_of_AI_on_Recruitment_and_Selection_Processes_Analyzing_the_role_of_AI_in_automating_and_enhancing_recruitment_and_selection_procedures">https://www.researchgate.net/publication/372011217_The_Impact_of_AI_on_Recruitment_and_Selection_Processes_Analyzing_the_role_of_AI_in_automating_and_enhancing_recruitment_and_selection_procedures</a></p>	<p>Artificial Intelligence, Human Resource Management, Recruitment, Selection</p>	<p>This study investigates the role of AI in HR practices using qualitative bibliometric analysis, highlighting the role of AI in automating and improving recruitment and selection procedures.</p>
8	<p>A systematic review of human resource management practices in small and medium-sized enterprises (Jindal et al., 2024) .</p> <p><a href="https://www.researchgate.net/publication/384219881_A_systematic_review_of_human_resource_management_practices_in_small_and_medium-sized_enterprises">https://www.researchgate.net/publication/384219881_A_systematic_review_of_human_resource_management_practices_in_small_and_medium-sized_enterprises</a></p>	<p>Human resource management, Small and medium-sized enterprises, Systematic review, Bibliometric analysis</p>	<p>This systematic review and bibliometric analysis of 144 documents from the Scopus database underlines the increasing significance of HRD in small and medium enterprises (SMEs).</p>



	<a href="#">sized enterprises</a>		
9	<p>The Relevance of Human Resources Management to Today's Business Environment (Uthman, 2024) .</p> <p><a href="https://www.researchgate.net/publication/380383280_The_Relevance_of_Human_Resources_Management_to_Today's_Business_Environment">https://www.researchgate.net/publication/380383280_The_Relevance_of_Human_Resources_Management_to_Today's_Business_Environment</a></p>	Human Resources Management, Business Environment, Recruitment, Training, Performance Management, Employee Relations	Paper This discuss evolution role of HR in landscape dynamic and competitive business moment this , highlights How HR functions such as recruitment , training , management performance , and relationships employee has develop .
10	<p>International HRM, National Business Systems, Organizational Politics and the International Division of Labor in MNCs (Edwards &amp; Kuruvilla, 2005) .</p> <p><a href="https://www.researchgate.net/publication/37155721_International_HRM_National_Business_Systems_Organizational_Politics_and_the_International_Division_of_Labour_in_MNCs">https://www.researchgate.net/publication/37155721_International_HRM_National_Business_Systems_Organizational_Politics_and_the_International_Division_of_Labour_in_MNCs</a></p>	International HRM, National Business Systems, Organizational Politics, Multinational Corporations	Paper This discuss How company multinational can or must balancing pressure For develop standardized policies globally with pressure For responsive to peculiarity context local .
11	<p>Empowerment effect on competence and organizational commitments: Organizational learning culture as moderating (Djunaedi et al., 2023) .</p> <p><a href="https://malque.pub/ojs/index.php/mr/article/download/1590/925/10471">https://malque.pub/ojs/index.php/mr/article/download/1590/925/10471</a></p>	Empowerment, Competence, Organizational Commitment, Organizational Learning Culture	This article examines the effects of empowerment on organizational competence and commitment, with organizational learning culture as a moderator.
12	<p>"Human capital and sustainable universities: Mediating role of sustainable human resource management in Indonesia" (Akbar et al., 2024) .</p> <p><a href="https://www.businessperspectives.org/index.php/journals/problems-and-perspectives-in-management/issue-446/human-">https://www.businessperspectives.org/index.php/journals/problems-and-perspectives-in-management/issue-446/human-</a></p>	Human Capital, Sustainable University, Sustainable Human Resource Management, Indonesia	This study examines the mediating role of sustainable human resource management in the relationship between human capital and sustainable universities in Indonesia.





	<a href="#"><u>capital-and-sustainable-university-mediating-role-of-sustainable-human-resource-management-in-indonesia</u></a>		
13	Examining the Effect of Green Logistics and Green Human Resource Management on Sustainable Development Organizations: The Mediating Role of Sustainable Production (Setyadi et al., 2023) . <a href="https://www.mdpi.com/2071-1050/15/13/10667">https://www.mdpi.com/2071-1050/15/13/10667</a>	Green Logistics, Green Human Resource Management, Sustainable Development Organizations, Sustainable Production	Study This test influence logistics green and management source Power man green to organization development sustainable , with production sustainable as role mediation .
14	Organizational climate, team conflict and project performance: Basis for construction management framework (Cai, 2023) . <a href="https://consortiacademia.org/10-5861-ijrsm-2023-1090/">https://consortiacademia.org/10-5861-ijrsm-2023-1090/</a>	Organizational climate, Team conflict, Project performance, Construction management	This article examines the relationship between organizational climate, team conflict, and project performance as a basis for a construction management framework.
15	Human resource management systems research – how to gain impactful insights through formative measurement and hierarchical component models (Garavan et al., 2024) . <a href="https://www.tandfonline.com/doi/full/10.1080/09585192.2024.2329399">https://www.tandfonline.com/doi/full/10.1080/09585192.2024.2329399</a>	Human resource management systems, Formative measurement, Hierarchical component models, Research methodology	This paper emphasizes the importance of conceptualizing human resource management systems in empirical studies to provide more useful insights.
16	The dark side of polychronic time management on employee well-being: Exploring the buffering effects of workplace support for reducing work-family conflict and burnout (Xu & Yu, 2025) . <a href="https://www.researchgate.net/publication/387657363_The_dark_side_of_polychronic_time_management_on_employee_w">https://www.researchgate.net/publication/387657363_The_dark_side_of_polychronic_time_management_on_employee_w</a>	Polychronic time management, Employee well-being, Workplace support, Work-family conflict, Burnout	Study This explore impact negative management time polychronic to welfare employees and roles on -site support Work in reduce conflict work-family and fatigue .



	<a href="#">ell-being Exploring the buffering effects of workplace support for reducing work-family conflict and burnout</a>		
17	Human resource management practices and employee engagement: the moderating effect of supervisory role (Alam et al., 2024) . <a href="https://www.tandfonline.com/doi/full/10.1080/23311975.2024.2318802">https://www.tandfonline.com/doi/full/10.1080/23311975.2024.2318802</a>	HRM practices, Employee engagement, Supervisory role, Line managers, Ready-made garment industry, Bangladesh	This study found that HRM practices have a significant relationship with employee engagement in the Bangladeshi garment industry, and the supervisory role of line managers moderates this relationship.
18	Strategic Human Resource Management in Creating an Inclusive Workplace (Eshete & Birbirssa, 2024) . <a href="https://journals.sagepub.com/doi/full/10.1177/21582440241287667">https://journals.sagepub.com/doi/full/10.1177/21582440241287667</a>	Strategic Human Resource Management, Inclusive Workplace, Diversity Management, Workforce Diversity	This systematic review found that strategic HRM plays a critical role in creating an inclusive workplace by aligning the workforce with organizational goals and integrating diversity and inclusion practices <sup>79</sup> .
19	Innovative human resource management, psychological safety and well-being for organizational performance (Andrew & Somerville, 2022) . <a href="https://journals.sagepub.com/doi/full/10.1177/21582440241287667">https://journals.sagepub.com/doi/full/10.1177/21582440241287667</a>	Innovative human resource management, Psychological safety, Well-being, Organizational performance	Studies This show that management source Power innovative human being own effect significant to welfare psychological , physical , and social , which in turn impact on performance organization .
20	Employee Engagement: A Literature Review (Sun & Bunchapattanasakda, 2019) . <a href="https://www.macrothink.org/journal/index.php/ijhrs/article/viewFile/14167/11222">https://www.macrothink.org/journal/index.php/ijhrs/article/viewFile/14167/11222</a>	Employee Engagement, Literature Review, Antecedents, Outcomes	This literature review examines various definitions, measures, antecedents, and outcomes of employee engagement.
21	Study Gaps in Leadership Styles and Employees	Leadership Style	This paper provides insight into the relationship and impact of



	<p>Performance in Public Sectors: A Review of Literature (Bezabih &amp; Corresponding, 2024) .</p> <p><a href="https://www.macrothink.org/journal/index.php/ijhrs/article/view/21819/17081">https://www.macrothink.org/journal/index.php/ijhrs/article/view/21819/17081</a></p>	<p>(democratic, transformational, transactional, laissez-faire, and autocratic), Employee Performance.</p>	<p>leadership styles on employee performance,</p> <p>Public service leadership practices vary across contexts and countries.</p> <p>There is a gap in research on how leadership styles can be applied effectively to improve employee performance.</p> <p>The results of research on the influence of leadership style on employee performance are inconsistent.</p>
22	<p>Extreme work: Examining the concept and its implications for HRM (Garavan et al., 2024) .</p> <p><a href="https://www.tandfonline.com/doi/full/10.1080/09585192.2024.2329399">https://www.tandfonline.com/doi/full/10.1080/09585192.2024.2329399</a></p>	<p>Extreme work, Work intensification, Employee well-being, HRM practices</p>	<p>This article discuss the concept of "extreme work" and its implications for management source Power humans , including the impact to welfare employees and roles HRM practices in strengthen or reduce extreme work.</p>
23	<p>Literature review: Leadership style of Chinese expatriates in leading companies (Hasbullah &amp; Perkasa, 2024) .</p> <p><a href="https://www.jbbe.lppmbinabangsa.id/index.php/jbbe/article/view/807">https://www.jbbe.lppmbinabangsa.id/index.php/jbbe/article/view/807</a></p>	<p>Leadership Style, Chinese Expatriates, Cross-Cultural Adaptation, International Human Resource Management, Confucianism, Collectivism, Guanxi</p>	<p>The leadership style of Chinese expatriates is dominated by a hierarchical and collective approach influenced by cultural values such as Confucianism, collectivism, and guanxi. However, flexibility and adaptability to Indonesian cultural values have been shown to support the effectiveness of cross-cultural teamwork. This study recommends comprehensive cross-cultural training to strengthen leadership in multinational companies.</p>
24	<p>International Human Resources Management Practices Contribute to Corporate Social Responsibility Initiatives in Enhancing the Image of Multinational Companies (Petrus &amp; Perkasa, 2025) .</p> <p><a href="https://dinastires.org/JAFM/article/view/1328">https://dinastires.org/JAFM/article/view/1328</a></p>	<p>IHRM, CSR, Multinational Companies , Corporate Image.</p>	<p>There is connection significant between IHRM and CSR, where effective IHRM practices can increase CSR initiatives in the company multinational and in turn strengthen image company . IHRM has role strategic in supporting CSR through three main pillars : (1) management expatriation management, (2) global human</p>



			capital, and (3) policy as well as international human resource policies and practices
25	<p>Success and Failure of Expatriates in Leading Companies in Indonesia: Literature Review and Analysis of Influential Factors (Putra &amp; Perkasa, 2024) .</p> <p><a href="https://scholar.google.com/scholar?hl=en&amp;as_sdt=0%2C5&amp;q=Success+And+Failure+Of+Expatriates+In+Leading+Companies+In+Indonesia%3A+Literature+Review+And+Analysis+of+Influential+Factors&amp;btnG=">https://scholar.google.com/scholar?hl=en&amp;as_sdt=0%2C5&amp;q=Success+And+Failure+Of+Expatriates+In+Leading+Companies+In+Indonesia%3A+Literature+Review+And+Analysis+of+Influential+Factors&amp;btnG=</a></p>	<p>Cross-Cultural Adaptation, International Human Resource Management (IHRM), Expatriate Leadership, Power Distance, Collectivism, Indirect Communication , Organizational Support, Paternalistic Leadership Style, Reintegration and Reverse Culture Shock, Cultural Bias and Stereotypes</p>	<p>Expatriate success in Indonesia depends on the ability to adapt to local cultural dimensions such as high power distance and collectivism. Organizational support such as cultural training, language assistance, and mentoring programs are crucial to facilitate this adaptation. Effective leadership styles are paternalistic and democratic, which are concerned with employee welfare and involve employee participation. Ultimately, expatriate success depends on a combination of good cultural adaptability and adequate organizational support.</p>

### Analysis of Key Themes and Trends

The data from Table 1 highlights several key themes and trends in research on the intersection of IHRM and IIR between 2015 and 2025. First, there is significant interest in understanding the role of IHRM and IIR in the context of multinational corporations (MNCs) and globalization. Several articles specifically address the challenges and opportunities that MNCs face in managing human resources and industrial relations across national and cultural contexts (Collings, 2008) . This suggests that globalization continues to be a key driver of research in this area.

Second, a bibliometric analysis of the HRM literature shows a continued focus on topics such as resource management, human relations, and the role of leadership (Aji et al., 2023) . These studies highlight the importance of HRM in achieving organizational goals and adapting to a dynamic business environment. Furthermore, a systematic review of HRM in the context of uncertainty and crisis shows a growing interest in understanding how external factors such as economic crises, natural disasters, and political uncertainty affect HRM practices. (Ererdi et al., 2022) .



Third, there is an emerging interest in the role of technology, particularly artificial intelligence (AI), in transforming HR practices, particularly in the recruitment and selection process (Pratap Singh Rathore, 2023) . This study explores how AI can be used to automate and improve the efficiency of HR functions. In addition, a review of HR practices in small and medium enterprises (SMEs) suggests the need to understand the unique challenges and opportunities these organizations face in managing their human resources (Jindal et al., 2024) .

Fourth, several studies have highlighted the importance of factors such as employee engagement, work motivation, job satisfaction, and employee well-being in relation to IHRM practices and organizational performance. These themes indicate a growing recognition of the role of human capital in driving organizational success. In addition, the study of leadership styles and their impact on employee performance continues to be a relevant area of research (Bezabih & Corresponding, 2024) .

Finally, there is an emerging interest in concepts such as green and sustainable HRM, indicating a growing awareness of the importance of social and environmental responsibility in human resource management. This study explores how HRM practices can contribute to the sustainable development of organizations.

### **Discussion of Findings in Relation to Existing Literature**

The findings of the reviewed articles are largely consistent with the key themes identified in the Literature Review section. The continued emphasis on the role of IHRM and IIR in the context of MNCs and globalization underscores the relevance of both areas in today's global business environment. The tension between global standardization and local responsiveness in IHRM practices, highlighted in the Literature Review section, is also reflected in several of the reviewed articles.

The growing interest in the role of technology in IHRM is in line with broader trends in management and organizations. The use of AI and other technologies has the potential to transform the way organizations manage their human resources, and research in this area is likely to continue to grow. The focus on employee engagement, motivation, and well-being reflects a growing recognition of the importance of human capital in driving organizational performance. Research on green and sustainable HRM demonstrates a growing awareness of corporate social and environmental responsibility.

However, this review also highlights some gaps in the literature. Despite significant interest in IHRM in the MNC context, research on International Industrial Relations (IPR) and its interaction with IHRM appears to be under-explored, as suggested by (Collings, 2008) . Further research is needed to better understand the dynamics of IHRM in a global environment and how IHRM practices can effectively interact with different industrial relations systems. In addition, further research is needed to explore the practical implications of these findings for HR managers and policy makers.





#### 4. CONCLUSION

This systematic literature review identified several key themes and trends in research on the intersection of IHRM and IIR. These themes include the role of IHRM and IIR in the context of MNCs and globalization, the impact of technology on HRM practices, the importance of employee engagement and well-being, and the emergence of green and sustainable HRM. The review also highlights the paucity of research on IIR and its interaction with IHRM compared to a focus on IHRM alone.

##### Implications for Theory and Practice

The findings of this review have both theoretical and practical implications. Theoretically, further research is needed to develop a more comprehensive conceptual framework to understand the interaction between IHRM and IIR in a global context. Practically, the findings highlight the importance for organizations to consider diverse industrial relations contexts when developing and implementing international IHRM strategies. HR managers need to be aware of potential conflicts and synergies between IHRM practices and local and international industrial relations systems.

##### Suggestions for Future Research

Based on the gaps identified in the literature, several areas for future research are suggested. First, further research is needed to explore in more depth the dynamics of International Industrial Relations (IIR) and its interaction with IHRM across different industrial and geographic contexts. This research could explore the role of international trade unions, cross-border collective bargaining, and the impact of global labor standards on IHRM practices. Second, further research is needed to investigate the practical implications of new technologies, such as AI, for IHRM and IHRM. This could include studies on the impact of automation on employment relations and the role of technology in facilitating social dialogue and collective bargaining. Third, future research could explore the role of IHRM in promoting sustainable and ethical labor practices in global supply chains. Finally, cross-country comparative studies of the interaction between IHRM and IHRM could provide valuable insights into the influence of national and cultural factors.

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