



**The Impact of Globalisation on the Human
Resources Management in the Construction
Industry**

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Abstract

This study explores the impact of globalization on human resource management (HRM) in the construction industry, with particular focus on Indian construction firms. A qualitative research approach was employed, and the HR professionals were engaged in the process of structured interviews to examine the impact of globalization on HR practices. Outcomes reveal radical transformations of traditional HR practices, diversification of international contracts and the importance of better management of cultural diversity. The changes are brought about by the market globalisation and the development of labour mobility. The study results suggest that to win a place in the international market, construction organizations should develop flexible and open-minded HR strategies, which allow for the issues of a variety of international standards of safety and diversity to be considered. In theory, this study will further deepen the understanding of an organizational approach for global HR dynamics in the construction sector that will, in turn, be referred to in subsequent academic research, and real HR policy development seeking to attain the best global workforce management practice. The study reinforces the strategic nature of human resource management in the benefit opportunities and threat risks of globalisation.

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CHAPTER 1 INTRODUCTION

1.1 Research Background

World Trade Organization (WTO) regulations and recent advancements in the communication and transportation sectors have made previously unreachable markets accessible; (Ngowi et al., 2005) this phenomenon is known as "globalization." This has opened up new markets and boosted economic interdependencies for the construction sector. Globalization isn't new; it is evocative of the lower transportation costs and labour movement in the late 19th century brought about by railroads and steamships (Ngowi et al., 2005). However, its effects on the construction industry are unique. It highlights numerous essential commercial and the cross-culture concerns, which a major impact on everything from sourcing of materials in the global construction projects to the labour composition. (Horak, 2016) Even while they are able to see culturally induced disparities among nations, researchers are growing more unsatisfied with the fact that they are unable to explain why these differences exist (Oosterbeek et al., 2004). Researchers in the fields of psychology, economics, and management studies have generally agreed that there is a need for a deeper understanding of the underlying values that influence decision-making behaviour and the context in which it takes place in order to explain cross-cultural behavioural differences (Hsee and Weber, 2000). This is despite the fact that research in these fields has largely been conducted independently and frequently in parallel.

The modern construction industry emerged against the backdrop of major projects in housing, industry, transport, and urban development, driven by the introduction of modern construction materials. (Shah and Sankar, 2013). While small and medium-sized local contractors primarily undertook building construction, larger civil engineering projects necessitated more extensive operations, paving the way for international construction (Linder M., 1994). This involves companies based in one country executing projects in another country. The construction sector has seen a significant impact by globalisation specifically in the human resource management (HRM) practices. The intense competition brought about by globalization has forced a transition to a knowledge-based economy, which calls for a new strategy in human resource management (Horak, 2016). The workforce's skills and competences are crucial in this changing environment, therefore human resource managers must be flexible and creative in their approach (Shah and Sankar, 2013).

The changing needs of customers—who are more informed and want better products and services—have a big impact on human resource management in the construction industry.

Workers must get better training and skill development as a result of this change, particularly in light of worldwide safety and training program rules (Lewis, 2007). In order to maintain compliance with international safety regulations, construction companies are placing a greater emphasis on upskilling their personnel to manage new building materials and sustainable procedures. Furthermore, better advice and communication skills are needed given the focus on using sustainable techniques and local resources in building projects. Shah and Sankar, 2013). This is in line with the companies' pledge to follow global guidelines and standards for worker safety and training.

The goal of the research is to examine how globalization has affected human resource management in the construction sector by examining how these developments have created new opportunities and altered labour dynamics. This study will evaluate the industry's shift towards a knowledge-based economy and the changing role of HR strategies in managing a global workforce. It will also look at the particular opportunities and challenges that globalization presents for sourcing materials, labour composition, and adherence to international safety and training standards in construction projects.

1.2 Research Problem

Globalization of economies has resulted in considerable alterations in a variety of sectors, including construction. As markets become more integrated and worker mobility rises, the construction sector encounters new problems and potential for efficient human resource management. This study aims to look into the complex effects of globalization on human resource management (HRM) in the construction sector, with a specific emphasis on Indian construction enterprises.

1.3 Research Questions and Objectives

The research questions and objectives of this research are designed to systematically investigate and illuminate the multifaceted impacts of globalization on human resource management within the construction industry

1.3.1 Research Objectives

1. Analyse the influence of globalization on traditional human resources procedures in the construction industry, taking into account the modifications resulting from the incorporation of foreign worker.

2. Examine the impact of international contracts and cultural diversity on human resources policies in construction enterprises in the context of globalization.
3. Examine improvements in human resources strategies of construction companies to meet global safety and regulatory standards.
4. Assess the efficacy of training programs in assisting construction workers in meeting the demands of the global workforce.

1.3.2 Research Questions

1. How are the traditional human resource management practices in the construction sector be impacted by globalization and international labour mobility?
2. How are the HR policies and practices in construction companies influenced by cross-border contract and cross-cultural diversity under globalization?
3. How are the construction firm modifying their HR plans to deal with the effects of international safety and regulatory requirements?
4. How efficient are the training and development programs helping the construction worker meet the needs of a global workplace?

1.4 Method of Study

This study will follow a qualitative methodology. For this study this method was found to be the most suitable, given the nature of the study and the time constraints. Interviews will be held to gather the data for this research. Having evaluated both quantitative and qualitative methodologies the most appropriate for this research was qualitative. This will be discussed further in Chapter 3.

1.5 Research Contributions

This study is of the greatest importance since it has the potential to make significant contributions to both the academic and corporate worlds' respective fields. In the first place, the purpose of the research is to improve business operations by providing strategic insights into the efficient administration of a varied and global workforce within the construction industry. These insights, which are generated from an exhaustive examination of global HR dynamics, have the potential to play a crucial role in influencing the creation and implementation of HR policies that are suited to the specific problems and possibilities that are provided by globalization. Organizations that are active in the construction sector have the

ability to improve their competitive position and reduce the operational risks that are related with workforce management if they improve their HR policies.

Secondly, this study fills a significant knowledge vacuum in the academic world by diving into the subtle and intricate complexities of global human resource dynamics that are peculiar to the construction sector. By filling in this gap, the research not only makes a contribution to the ongoing academic conversation, but it also serves as a fuel for additional scholarly investigation. The results and insights that were obtained from this study have the potential to serve as a significant resource for future studies. This will make it easier to establish new theories, models, and frameworks that are associated with human resource management in the context of globalization and the construction industry.

Essentially, the objective of this research method is to provide contributions that are both theoretical and practical in nature. On a more practical level, it seeks to provide firms operating within the construction sector with insights that can be put into action in order to improve human resource processes for a workforce that is global in scope. Concurrently, on the academic front, it seeks to expand the knowledge of global human resource dynamics in the construction industry by supporting continuing conversation and study within the academic community.

1.6 Structure of Dissertation

Chapter One – This chapter will define theme of the research and give some history of the research that has been done in the past and considered how this research could be utilized to advance with the research.

Chapter Two – Literature Review reviews the previous research on the topic and defines the main ideas depicted in the research already conducted.

Chapter Three – Research Methodology – This chapter will discuss research methodology chosen to be a part of this research. Here, qualitative research method was used. This approach was selected since it was the best way of capturing the best for this research question and most in-depth results.

Chapter Four – Data Analysis this analyzes all the data that has been collected and seeks to This data should be summarized, and analyzed.

Chapter Five – Results and Discussion is the concluding chapter which summarizes the research and results that have been found. This chapter is devoted to the findings of this research which are discusses and interpreted.

Chapter Six - This chapter provides the results and conclusions of this research and concludes with the recommendations derived from the findings.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

Human Resource Management (HRM), in conjunction with globalization, plays a dynamic role in shaping the contemporary business operational landscape, specifically in those sectors undergoing dramatic transformation, such as construction. The human resource management used to be an administrative function, but now it has become a strategic discipline that is focused on making use of the potential of a company's workforce to achieve the organizations overarching goals. Simultaneously, globalization powered by technological innovations and integrated economies has changed the socio-economic-cultural world of nations.

This literature review seeks to investigate the complex interrelationship between HRM and globalization in the context of the construction sector. It starts by explaining the basic principles of HRM, tracking its progression from conventional personnel management to a strategic approach that emphasizes talent acquisition, development, and retention. Utilizing seminal works, the review highlights the central role of HRM in creating organizational performance and competitive advantage by managing workforce efficiently.

In addition, the review goes deeper into the multi-dimensional nature of globalization, analyzes the associated consequences for the construction firms that work in a world that becomes more and more connected. The preconceived notion of economic integration in this era is that the operations of any organization are no longer restricted to the local market but cover a larger area to make the organization a global company or international organization, this causing the companies to eliminate the local approach in doing business to a more global approach. By analyzing scholarly literature, the review reveals how globalization transformed HRM practices covering the necessity for construction firms to adapt strategically to global trends and market dynamics.

Basically, this literature review provides a general template for comprehending the complex level of interaction between HRM and globalization in the construction industry. Based on a thorough review of the current literature, it does not only uncover the current trends and challenges but also points out the areas for further research and theoretical development of this crucial sector of organizational management.

2.2 Human Resource Management

A systematic and purposeful approach to managing an organization's most important asset—its employees—Human Resource Management (HRM) first gained prominence in the 1980s in the US. In the context of globalization and rapid technological advancements, HRM has transformed from personnel management, labor, or welfare management into a comprehensive discipline that covers all aspects of employing and managing people within organizations (Babalola, Aigbavboa and Fatai, 2022). Managing people and the workplace culture and environment is a comprehensive and strategic approach known as Human Resource Management (HRM). It aims to enhance employee performance to support the strategic goals of the employer (Armstrong & Taylor, 2014). HRM is centred on managing people effectively, by implementing systems and policies that enhance organizational effectiveness through improved employment practices, development opportunities, and a positive work environment. The shift from traditional personnel management to strategic HRM highlights the field's increasing focus on aligning human resource strategies with overall business objectives, highlighting the vital role of individuals in gaining a competitive edge (Choo, Halim, and Keng-Howe, 2010). Thus, it can be said that HRM is supported by the combination of theories of organization behaviour and strategic management, which emphasizes the importance of HRM in gaining a competitive edge and in viewing people as sources of human capital as opposed to just expenses that should be kept to a minimum.

Managing an organization's most valued assets - its people - involves a strategic and coherent approach known as Human Resource Management (HRM). These people, through their combined and personal contributions, play a vital role in accomplishing the business's goals (Kadam et al., 2022). The significance of HRM in organizations cannot be underscored. It is critical in attracting and retaining bright workers, increasing job satisfaction, fostering a high-performance culture, and ultimately driving organizational success (Armstrong & Taylor, 2014). HRM techniques including strategic resourcing, talent management, performance management, and employee engagement are crucial for developing a motivated and engaged workforce. Furthermore, HRM's strategic function includes establishing corporate culture and assuring compliance with ethical standards and regulatory requirements, which protect the organization's reputation and sustainability.

Additionally to its administrative duties, HRM includes strategic efforts aimed at creating a resilient and adaptable workforce able to handle the challenges of a constantly changing

business environment. Efficient human resource management (HRM) techniques enhance financial performance, increase productivity, and boost customer satisfaction by ensuring that the firm possesses the competent, committed, and motivated workforce necessary to implement its business strategy (Armstrong & Taylor, 2014). Moreover, Human Resource Management (HRM) is crucial in effectively handling and overseeing change, encouraging creativity, and cultivating a culture of ongoing enhancement. These factors are vital for sustaining a competitive edge in the worldwide market.

2.3 Globalisation

The economic, social, and cultural settings of the world have changed in many ways because of globalization. It is driven by a mix of changes in ideas and big steps forward in technology, which has made the world more connected than ever before. The speeding up of international trade and investment is one sign that countries are becoming more economically dependent on each other. The world economy is growing very quickly, as shown by these two examples: a) World trade grew much faster than world output and. b) The global commerce had a 9% increase in real terms in 2004 and a 6% increase in 2005, surpassing the growth rate of global output (Sen, 2007). According to Halim et al. (2010), the substantial value of world commerce and outbound stock of foreign direct investment, exceeding \$10 trillion in 2005, serves as evidence of the significant extent of global economic integration (Choo, Halim, and Keng-Howe, 2010). Foreign companies are investing more in and paying more attention to emerging markets like China and India (Govindarajan and Gupta, 2002; "India, China: stars of globalization," 2007).

Scholars have different perceptions about what it means, which shows how complicated and multidimensional the phenomenon is (Thoumrungroje & Tansuhaj, 2004). Still, most researchers agree that globalization makes economies more dependent on each other (Thoumrungroje & Tansuhaj, 2004). This is because it allows goods, services, technology, money, and labor to move freely across borders. People, businesses, industries, and even whole countries are affected by this connectivity, which changes old social and economic systems (Govindarajan and Gupta, 2001; Garrett 2000). Globalization has led to a rise in "hypercompetitive" market competition, with more companies of all sizes participating in international trade. To succeed in the global marketplace, businesses must adopt new strategies (Babalola, Aigbavboa and Fatai, 2022), Companies must both adapt to the global market and capitalize on its opportunities.

However, the degree of globalization among companies varies significantly, indicating a spectrum of integration styles ranging from minimal to extensive (Govindarajan and Gupta, 2002). The market share, the supply chain, and the way the company does business are the three things that should be used to rate its level of globalization (Sen, 2007). A comprehensive and multifaceted approach provides a more profound comprehension of the strategic trajectory and global standing of an organization (Govindarajan and Gupta, 2002).

Globalization has also brought about changes to some of the issues that human resource (HR) managers must deal with. This assertion holds particular validity in the context of recruiting and overseeing a geographically dispersed, diverse workforce. HR professionals must devise innovative strategies for recruitment, facilitate cross-cultural understanding among employees, and establish policies that foster a diverse and inclusive work environment (Romani, 2013).

2.4 Impact of Globalisation on HRM In Constructions Industry

The global expansion of the construction industry has substantial ramifications for Human Resource Management (HRM), offering both difficulties and prospects in a crucial sector for worldwide employment and economic development (Wilkinson, Johnstone and Townsend, 2012). With the rapid advancement of globalization, the construction industry is encountering greater intricacy and rivalry, which requires the implementation of efficient human resource management practices to successfully navigate these transformations. The industry's dependence on project-based work, which involves various stakeholders such as clients, suppliers, and labourers, highlights the importance of skilful management of diverse and frequently global workforces (Zainon et al., 2020).

Globalization has made it easier for construction companies from both developed and developing nations to enter the global market. As a result, this has had a significant influence on the long-term sustainability of construction enterprises, especially those in developing countries (Babalola, Aigbavboa and Fatai, 2022). Although the concentration of economic wealth in developed markets may hinder progress in developing regions, there is optimism about the positive role these countries can have in the global industry landscape. The optimism stems from the belief that developing countries can surmount the challenges posed by globalization, such as market demand barriers, regulatory obstacles, and the necessity for enhanced management skills and technological capabilities (Ngowi and Lema, 2002).

Efforts to reduce the negative impacts of globalization on the construction industry in developing countries involve promoting local industries, improving governance, establishing

performance monitoring systems, and providing the labour force with the required skills and technological knowledge to succeed in an open economy (Khan, 2004). These strategies are crucial for construction firms to successfully adjust and thrive in a globalized market.

Moreover, the process of globalization necessitates a revaluation of human resource management strategies within the construction industry. Assessing a firm's level of globalization involves considering the development of a global corporate mindset, the globalization of supply chains, and the establishment of a global market presence (Babalola, Aigbavboa and Fatai, 2022). HRM needs to place a high priority on integrating different occupational cultures and preparing staff members to take on a variety of tasks and become culturally adaptive in order to effectively handle issues on a global scale. (Gratton et al., 1999; Huselid, 1998).

The construction industry is influenced by technological advancements and changes in human behaviour and lifestyles (Kangari, 2002). This suggests that firms that adjust their project implementation methods and customer services to these evolving trends are likely to improve their efficiency, performance, and productivity (Kangari, 2002). This dynamic approach to globalization highlights the significance of strategic human resource management (HRM) in promoting innovation and guaranteeing the ongoing growth and competitiveness of the construction industry on a global scale.

2.4.1 Challenges of Globalization for HRM in the Construction Industry

The construction sector has several issues related to Human Resource Management (HRM) as a result of globalization, which need for sophisticated approaches to properly handle these complexity. The emergence of a workforce distinguished by cultural diversity establishes an array of prospective benefits and challenges. HRM in this industry confronts a crucial difficulty in managing a staff that is culturally diverse (Aycan, Kanungo, and Sinha, 2000). The presence of cultural variety, although beneficial for fostering creativity and expanding the range of skills, nevertheless poses challenges in terms of communication obstacles, adaptation, and workplace unity (Aycan, Kanungo, and Sinha, 2000). Aycan et al. (2000) argue that in order to successfully oversee a workforce characterized by diversity, human resource management (HRM) must navigate the intricacies that emerge from differing work-related values, communication preferences, and expectations. These differences can potentially hinder cooperation and productivity (Aycan, Kanungo, and Sinha, 2000). Chen, Chanda, D'Netto, and Monga (2009) emphasize the importance of human resource management (HRM) in the successful

implementation of diversity management strategies. This is crucial in order to use the advantages of a varied workforce while minimizing the likelihood of disputes erupting. According to Shen et al. (2009), the inclusion of individuals from different cultural backgrounds in the workplace improves its overall quality by providing a broad range of viewpoints and abilities. In order to maximize the utilization of this diversity, it is crucial to establish and execute efficient diversity management and inclusion efforts.

The rapid growth of construction companies on a worldwide scale presents a complex obstacle in terms of complying with a wide range of international labour rules and regulations, which exhibit substantial variations across different nations. HR professionals must possess a profound comprehension and strategic navigation of the worldwide legal environment due to the wide range of legal requirements (Brewster et al., 2008). Brewster, Sparrow, and Harris (2008) highlight the crucial importance of HR in guaranteeing adherence to regulations in order to prevent legal sanctions and protect the organization's standing. The construction sector has significant challenges in effectively managing compliance, primarily due to its heavy reliance on project-based work and the frequent requirement to deploy personnel across international boundaries (Brewster et al., 2008). Not only does this provide a dynamic objective for legal compliance, but it also presents practical difficulties in managing the workforce (Brewster et al., 2008).

Furthermore, the ever-changing nature of global labour regulations necessitates that HR departments stay consistently informed on legal modifications and adjust their procedures accordingly (Sparrow, Brewster, and Chung, 2016). Noncompliance with these rules may lead to significant repercussions, such as monetary fines, interruptions in operations, and harm to the company's reputation. Moreover, the ethical ramifications associated with failure to comply can erode the confidence of both employees and stakeholders, hence underscoring the significance of implementing stringent human resource management strategies when dealing with the intricacies of global labour standards (Sparrow, Brewster, and Chung, 2016). The project-based and globally dispersed activities of construction businesses exacerbate the difficulties of legal compliance, highlighting the necessity for skilled HR management that can adjust to the constantly evolving global legal landscape (Sparrow, Brewster, and Chung, 2016).

Worker safety in the construction business is of utmost significance, especially when considering worldwide operations. This is because different regulatory regimes in different nations can lead to major differences in safety standards and procedures. The fundamental

difficulty presented by these disparities is emphasized by Peiró et al. (2020), who observe that the presence of varied safety standards and enforcement procedures might result in a lack of consistency in safety practices. According to Peiró et al. (2020), the presence of such differences poses a possible threat to worker safety, which may result in a higher occurrence of workplace accidents and injuries. The construction business, which is fundamentally linked to an increased likelihood of occupational dangers, requires a steadfast dedication to the implementation and maintenance of rigorous safety protocols Peiró et al. (2020). Nevertheless, the worldwide dispersion of building projects introduces additional intricacies in upholding these elevated safety benchmarks, necessitating companies to negotiate and adhere to several foreign safety rules.

The need of implementing rigorous safety protocols is further emphasized by the inherent danger of accidents within the construction industry. The establishment of a comprehensive and proactive safety strategy that exceeds the constraints set by local rules is necessary due to the vast geographical reach of global construction operations (Marchington and Wilkinson, 2015). According to Marchington and Wilkinson (2015), it is imperative to implement optimal safety and health management strategies, irrespective of the prevailing local legislative framework, in order to effectively reduce risks and safeguard the welfare of the workforce (Marchington and Wilkinson, 2015). Furthermore, the ever-changing nature of construction projects, combined with the movement of the workforce, need ongoing education and training on safety protocols. According to Hughes and Ferrett (2005), it is crucial to provide continuous safety training programs that are customized to address the unique hazards present at construction sites. The authors emphasize that education plays a pivotal role in cultivating a safety-oriented and compliant environment within the industry (Hughes and Ferrett, 2005).

The cyclical structure of the global economy results in fluctuating demand for construction services, causing periods of both growth and decline (Bonadio et al., 2023). The authors, Bonadio et al. (2023) emphasize the imperative for Human Resource Management (HRM) in the construction industry to possess agility and adaptability in order to effectively respond to the economic fluctuations. The adaptability of enterprises enables them to efficiently adjust the size of their personnel, therefore reducing the adverse effects of economic downturns and taking advantage of upswings (Bonadio et al., 2023). The use of adaptable human resource management (HRM) techniques, such as the utilization of contingent labour and the allocation of resources towards enhancing the skills of current employees, is crucial for effectively

navigating the unpredictable economic environment and ensuring the stability of the workforce within the construction sector (Bonadio et al., 2023).

2.4.2 Benefits of Globalization for HRM in the Construction Industry

The construction industry has benefited greatly from globalization in terms of Human Resource Management (HRM), which has improved the sector's capacity to manage human capital internationally. The capacity to hire people on a global scale provides a significant benefit, enabling construction companies to tap into a broader pool of competent individuals. The practice of global talent acquisition serves the dual purpose of mitigating local skills shortages and enhancing the organization's knowledge base via the inclusion of varied viewpoints and experience (Stahl et al., 2016). Stahl et al. (2016) underscore the strategic significance of international talent management, emphasizing the potential of global recruiting endeavours to cultivate a workforce that is both highly skilled and varied, hence fostering innovation and facilitating organizational expansion. Cross-cultural collaboration emerges as a notable advantage of globalization for human resource management (HRM) within the construction sector. Engaging multinational initiatives with a varied workforce promotes a lively interchange of ideas, approaches, and practices (Earley and Peterson, 2004). The significance of cultural intelligence in the management of diverse teams is examined by Earley and Peterson (2004), who assert that the capacity to effectively traverse cross-cultural disparities is crucial for attaining synergy and improving team performance. Furthermore, the cooperation among individuals from diverse cultural backgrounds fosters the exchange of distinct problem-solving methodologies, resulting in inventive resolutions and enhancements in project results (Earley and Peterson, 2004).

To fully reap the rewards of globalization, international learning and development initiatives are essential. These programs provide employees with opportunities to enhance their skill sets and improve their career chances by introducing them to global best practices, standards, and technology. The authors Garavan, Carbery, and Rock (2012) emphasize the value of global learning opportunities in producing a workforce with the necessary skills to function well in a variety of settings, hence enhancing the competitive edge of the company. These programs serve the dual purpose of enhancing the skills of the workforce and cultivating a culture that promotes ongoing development and flexibility.

HRM in the construction business benefits from globalization through its exposure to multinational projects. Engaging in international projects provides firms and their workers with invaluable opportunities to acquire knowledge and understanding of global market trends, regulatory landscapes, and operational complexities Kohonen (2005). This exposure improves the understanding and flexibility of organizations, allowing them to traverse the intricacies of the global construction industry more effectively. Kohonen (2005) emphasizes the ways in which assignments and projects conducted abroad aid in the growth of global leadership abilities and a more thorough comprehension of the dynamics of international business. Moreover, globalization enables the establishment of worldwide networks and alliances, providing construction companies with the chance to cooperate on joint ventures and share optimal methods (Ohno,2021). Networking not only expands the firm's commercial reach but also enhances its worldwide standing. Ohno (2021) underscores the need of establishing robust international alliances, asserting that these networks play a pivotal role in facilitating knowledge exchange and fostering innovation within global contexts.

2.4.3 Identifying Gaps in Literature and Future Research Directions

Studies conducted on the impact of globalization on human resource management within the construction industry have brought to light several unresolved inquiries. This review of current literature emphasizes a significant lack of understanding on the influence of globalization on human resource management (HRM) practices, particularly in the construction sectors of developing countries. The study of the sustainability and long-term impacts of globalization on human resource management (HRM) practices within the construction industries of developing nations is a subject that has received limited attention. Previous scholarly studies, exemplified by the works of Babalola, Aigbavboa, and Fatai (2022) as well as Ngowi and Lema (2002), have established a foundation by examining the earliest consequences of globalization. To fully comprehend the consequences of globalization on Human Resource Management (HRM) practices in developing nations, it is crucial to use a complete long-term research approach that takes into account the constantly changing and evolving implications of globalization on the construction sector (Babalola, Aigbavboa, & Fatai, 2022; Ngowi & Lema, 2002). The demand for prolonged timeless studies is based on the acknowledged necessity to examine the ongoing adjustment of human resource management (HRM) strategies within the context of the worldwide economic environment (Babalola, Aigbavboa, & Fatai, 2022; Ngowi & Lema, 2002). These studies play a vital role in explaining the nuanced and enduring impacts of globalization on the performance of organizations and the dynamics of the workforce.

Besides that, there is a lack of empirical data that explicitly links the implementation of global HRM methods to improved project outcomes in the construction sector. The potential advantages of global talent management and international learning initiatives have been suggested in theoretical debates conducted by Stahl et al. (2016) and Garavan, Carbery, and Rock (2012). Further examination is required to explore the intricate relationship between technical improvements and human resource management (HRM) difficulties within the worldwide construction sector Stahl et al. (2016) and Garavan, Carbery, and Rock (2012). The scholarly literature recognizes the significance of technology in enabling globalization. However, there is a need for research that specifically examines the ways in which technological advancements, such as artificial intelligence (AI) and blockchain, can enhance global human resource management (HRM) processes, improve the effectiveness of training programs, and facilitate cross-cultural management. Further investigation in this field has the potential to provide significant knowledge on how to utilize technology to tackle the distinct difficulties posed by globalization in the construction sector.

Furthermore, it is important to conduct a thorough research of the influence of global economic trends on labour markets in the construction sector Bonadio et al. (2023). The study conducted by Bonadio et al. (2023) offers valuable insights into the adaptation of human resource management (HRM) to economic cycles. Nevertheless, there is a scarcity of extensive study investigating the influence of global economic fluctuations on the availability and demand for labour, the dynamics of wages, and the practices of employment within the sector (Barney, 1991; Wright, Dunford, & Snell, 2001). Examining the robustness of human resource management (HRM) strategies in the face of global economic uncertainty has the potential to yield valuable insights for effectively planning for and overcoming these problems. It is crucial to conduct studies that document the development of HRM strategies and their long-term effects on organizational outcomes considering global challenges (Barney, 1991; Wright, Dunford, & Snell, 2001). Future study should prioritize longitudinal approaches to get a deeper understanding of the long-lasting effects of human resource management (HRM) adaptations in the construction sector, with a focus on emerging economies.

2.5 Conclusion

Conclusively, literature review demonstrates how the interrelation of Human Resource Management (HRM) and globalization occurs in construction industry. HRM now is a strategic necessity, focusing on talent management, performance improvement, and organizational

culture building. At the same time, globalization driven by technological progress and economic interdependence has altered the construction industry, bringing with it a range of problems as well as prospects. By equating a range of academic literature, the review highlights the necessity of construction companies to modernize their HRM practices with the adaptation to global market. The main issues are the multiple regulatory systems, cultural subtleties, and technological disruptions. Forward, the review recommends to further study emerging patterns like digitalization and sustainability. At the end, the review is a useful source of knowledge for practitioners, policy makers, and researchers trying to understand the challenges of HRM in globalizing construction industry.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction

The research methodology section represents the guide to the study, detailing the strategy, methods, and measures used for solving research questions in the appropriate manner. As concerns the research of the effects of globalization on human resource management (HRM) in the construction industry, what is more, important is to choose an appropriate methodology to ensure the generalizability and reliability of the outcomes. The study takes the qualitative research approach and uses structured interviews to collect quantitative data from human resource professionals employed in the construction industry. A qualitative approach allows for the more thorough investigation of complex interactions and contextual dimensions of HRM practices in the context of globalization, making the subject matter richer (Creswell, 2014). Structured interviews provide a standardized instrument for the collection of quantifiable feedback from a variety of professionals, which supports organized analysis of their opinions regarding disparate aspects of HRM in the context of globalization, including historic methods, cross-border contracts, safety regulations, and training modalities. In combination with this mixed-methods approach, the involved students also feed the comprehensiveness and robustness of the research which allows for the triangulation of data sources and perspectives to enhance the analysis (Creswell & Creswell, 2017). Having a qualitative depth and qualitative breadth the research methodology used on this study seeks to give a whole understanding of the globalization impact on HRM practices in the construction industry which enables valuable information not only to practitioners but also policymakers and scholars.

3.2 Research Rationale

The primary objective of this research is to investigate the impact that globalization has had on human resources in the construction industry. More specifically, the study will concentrate on the reaction of Indian construction businesses to these worldwide developments and will investigate the implications that these changes have given rise to for new types of human resource management.

However, there is a lack of understanding about the particular ways in which globalization has impacted human resource practices and laws in the construction sector, despite the fact that the broad effects of globalization are recognized in a variety of other businesses (Shah and Sankar, 2013).

Due to the fact that globalization has a direct influence on workforce management, skill development, and labour rules in the industry, this knowledge gap is of crucial importance. If one choose to ignore these effects, the possibility of inefficiencies will increase, as well as a decrease in competitiveness, and difficulty in keeping a staff that is diverse, skilled, and adaptable. These defects have the potential to prevent the sector from expanding and being viable in the long run by increasing the price of projects, creating delays, and degrading the quality of the work (Fraser and Zarkada-Fraser, 2001).

3.3 Research Questions and Objectives

The research questions and objectives of this research are designed to systematically investigate and illuminate the multifaceted impacts of globalization on human resource management within the construction industry

3.3.1 Research Objectives

1. Analyse the influence of globalization on traditional human resources procedures in the construction industry, taking into account the modifications resulting from the incorporation of foreign workers. - This objective seeks to determine how globalization has influenced conventional HR practices in construction, with their impact being felt most in the adjustments made to cater to foreign workers
2. Examine the impact of international contracts and cultural diversity on human resources policies in construction enterprises in the context of globalization. - This aim intends to study the effect that international contracts and cultural diversity have on HR policies in construction companies in the era of globalization
3. Examine improvements in human resources strategies of construction companies to meet global safety and regulatory standards.- The aim is to analyse the improvements made in human resource strategies of construction companies to fit in line with global safety and regulatory requirements.
4. Assess the efficacy of training programs in assisting construction workers in meeting the demands of the global workforce. - The aim of this objective is to analyse the effectiveness of the training programs in making construction workers ready to face the challenges of a globalized workplace.

3.3.2 Research Questions

1. How are the traditional human resource management practices in the construction sector be impacted by globalization and international labour mobility?
2. How are the HR policies and practices in construction companies influenced by cross-border contract and cross-cultural diversity under globalization?
3. How are the construction firm modifying their HR plans to deal with the effects of international safety and regulatory requirements?
4. How efficient are the training and development programs helping the construction worker meet the needs of a global workplace?

3.3.3 Research Sub-Questions

- 1. How are the traditional human resource management practices in the construction sector be impacted by globalization and international labour mobility?**
 - What impact has the increase in overseas workers had on Traditional recruitment procedures within your construction company?
 - Could you please elaborate on how the global construction industry's workforce management has evolved as a result of more mobility in the workforce?
 - Given the increasing number of foreign labour, how can HR policies effectively manage language hurdles and cultural differences?
 - To what extent have you modified your training programs to align with the competencies and safety protocols demanded by a heterogeneous global labor force?
- 2. How are the HR policies and practices in construction companies influenced by cross-border contract and cross-cultural diversity under globalization?**
 - In the context of multinational construction projects, could you please help us understand what strategies were employed to efficiently manage cross-cultural teams?
 - What measures does your organization employ to guarantee adherence to international labor laws and standards throughout the execution of cross-border contracted agreements?
 - Could you please furnish instances whereby human resources strategies have been modified to effectively handle the complexities and advantages associated with cross-cultural diversity?

3. How are the construction firm modifying their HR plans to deal with the effects of international safety and regulatory requirements?

- What measures has your company implemented to guarantee that all personnel are knowledgeable of and adhere to international safety regulations?
- How are you modifying your human resources strategy to address the heterogeneity of regulatory obligations across other nations?

4. The efficacy of training and development programs in addressing the demands of the global workplace.

- In what ways have your training and development programs undergone transformation to effectively address the requirements of a construction workforce that is internationally diverse?
- Could you please explain the process by which input from overseas projects has been included into enhancements to the training program?
- What mechanisms are implemented to evaluate the efficacy of your training initiatives in equipping employees to tackle global construction obstacles?
- What measures are used to guarantee the alignment of training programs with the dynamic advancements in technology and processes within the evolving global construction industry?

3.4 Research Methodology

The research methodology of this study is to carry out extensive investigation of the effects of globalization on human resource management (HRM) in the construction industry using components of both qualitative and quantitative approaches. Drawing from the insights of Bryman and Bell (2015) and Bhandari (2020), the study acknowledges the three main classifications of research methodology: qualitative, quantitative, and mixed approach. While quantitative research is all about the collection and analysis of numerical data, qualitative research goes into the subjective experiences and views (CIPD, 2020; Hammarberg et al., 2016).

Taking into account the complex and multi crystalline nature of the research topic, a qualitative research methodology will be used in compliance with the recommendations of Holden and Lynch (2004) and Bearman (2019). This qualitative method will mainly use structured interviews with human resources practitioners in the construction industry who are expected to

offer more extensive study of their opinions about the effects of globalization on HRM practices. Thanks to the qualitative methods, semi-structured interviews, and analysis of texts and documents (Hammarberg et al., 2016), this research tries to reveal subtle nuances in the changes in HR procedures, practices, and policies which occur as a response to globalization. The mixed-methods approach recommended by Parylo (2012) allows for a more integrated approach in the comprehension of the research phenomenon, as it combines numerical information with qualitative evaluation. Quantitative data will be collected from a wide variety of human resource practitioners who will allow the evaluation of the efficacy of training programs, conformity with global safety standards, and the general effect of globalization on HRM practices in the construction industry.

The research method used in this study will employ qualitative methodology and seeks to yield an all-inclusive analysis of the impact of globalization on HRM in the construction industry, which provide useful information to the professionals, the authorities and the researchers in the field.

3.5 Research Philosophy of this study

The determination to completely comprehend and evaluate the subtle dynamics of globalization's influence on human resources within the construction sector, with a particular emphasis on Indian construction enterprises, is the foundation of the research philosophy that underpins this study. The fundamental purpose of this study is to shed light on the complex responses that these companies have had to global trends and to investigate the consequences that these responses have had for the development of modern human resource management methods.

In light of the fact that there is a current knowledge vacuum regarding the particular ways in which globalization has influenced human resource practices and regulations within the construction industry, this study takes a pragmatic and problem-oriented approach to research. According to the findings of the research, globalization has a direct impact on significant elements of workforce management, skill development, and labour rules within the business. Given the possible consequences that might arise as a result of this knowledge gap, it is considered to be of the highest significance. These consequences include the possibility of inefficiencies, a decline in competitiveness, and difficulties in keeping a workforce that is varied, talented, and adaptive. The failure to take into account these consequences has the

potential to impede the development and long-term sustainability of the industry, which will have an influence on the costs of projects, timetables, and the overall quality of the job.

The research philosophy takes a pragmatic approach to tackling this knowledge gap, putting an emphasis on the critical nature of filling this hole as quickly as possible. This research aims to give practical insights that will equip Indian construction enterprises to effectively traverse global issues by unravelling the complexities and intricacies of globalization's influence on human resource management within the construction sector. This will be accomplished by analyzing complicated and intricate aspects of globalization.

In addition, the research philosophy highlights the wider relevance of this work in terms of its contribution to both the academic and business spheres. In the realm of academia, the objective is to enhance the comprehension of the global human resource dynamics that are present within the construction industry. This will be accomplished by making a contribution to the discourse of scholars and providing a basis for further research. The research aims to provide construction companies with strategic insights, which will facilitate the development of HR policies in order to address the difficulties and possibilities given by globalization. At the same time, the study strives to equip construction firms with strategic insights. This dual effect is in line with the study's goal to bridging the gap between theory and practice. It makes significant contributions to the academic sphere while also providing industry practitioners with insights that they can put into action.

3.6 Data Collection Method

The data collection for this study will mostly comprise of carrying out structured interviews with human resource professionals in the construction sector. Structured interviews are chosen for their systematic, standardized approach to data collection (Statistics Solutions, 2019). Such interviews will be done in a formal manner thus providing the attribute of consistency among the participants and enable the data collection to occur in an easy manner. Structured interviews include a specific set of questions that are asked of each participant in the same sequence and style (Statistics Solutions, 2019). Such approach allows the researcher to obtain detailed data that meets the research objectives while being in control of the interviewing process. A structured interview protocol enables the researcher to cover all relevant areas and compare and analyze responses in an orderly way. Moreover, structured interviews are advisable because of the fact that they are less time consuming as compared to unstructured interview since there is no need for extensive probing or follow up questions (Statistics Solutions, 2019).

Considering the time limitations of the research project, structured interviews are chosen as the most appropriate data collection for this research.

Before commencing the interviews, informed consent will be sought from the participants to uphold ethical issues. The interviews will be tape-recorded but for the purpose of proper data collection and analysis. Participants will be guaranteed of privacy and their identity will be concealed in the findings of the research in order to maintain privacy and confidentiality. Structured interviews are the solid way of collecting qualitative data from human resource professionals in the construction industry. This method helps in maintaining standardization, effectiveness, and reliability in the process of data collection, which ultimately improves the quality and reliability of the research findings.

3.7 Research Sampling

Considering the size of this study and the limitations of time and budget, a sampling strategy should be used for participant selection for data collection. Thus, sampling is the process of choosing a smaller portion of the entire population that exhibits characteristics of the larger group, which guarantees the authenticity of the results and the opportunity for generalization (McCombes, 2019). The study will use a non-probability sampling, which enables to select the participants specifically as per their relevance to the research objectives (McCombes, 2019). Non-probability sampling methods like purposive sampling allow the researcher to use judgment in selecting individuals with applicable knowledge and experience to the study. Purposive sampling is, therefore, very appropriate for this research because it gives the researcher a chance to intentionally select the participants who actually do human resource management in the construction industry. The sample will include human resource professionals with a minimum of five years of experience in the construction industry, such as HR managers, recruiters, and training coordinators.

Purposive sampling is applied because only the selected participants have full knowledge and experience concerning the impact of globalization on human resource management practices in the construction industry. The research seeks to collect deep and fruitful perspectives that can enlighten the study's conclusions by focusing on the persons having substantial expertise in the field (McCombes, 2019). The sample shall be extracted from several construction companies that represent nearly all sectors within the industry which include residential, commercial and infrastructure projects. Diversity will be taken into account in relation to company size, location, and project scope so as to reflect a variety of points of view and

practices. Even though the sample size of the current study is less, the quality and relevance of the participants should be of utmost importance rather than quantity. Selection of eight interviewees will be determined according to their fit and willingness to help with the research goals. Therefore, the purposive sampling approach will allow the researcher to obtain focused and informative data from human resource professionals who have significant experience in the construction industry, making the research findings more in-depth and comprehensive.

The study has eight HR professionals as the sample size. This would be determined by the narrow specific nature of the study that attempts to analyse detailed perspective of the effects of globalization in the human resource management within the construction industry. Even though this sample size is smaller, it is sufficient to achieve saturation where no new information is coming out in data collection, which is an important consideration in qualitative research.

Purposive sampling technique will be used to recruit participants in order to ensure a focused approach where those selected have direct experience and expertise in managing HR in the construction sector, particularly under the influence of globalization. This approach makes it possible to choose the respondents in a way they can give the most relevant and in-depth data on the research objectives. The participant recruitment will include a search through professional networking platforms, such as LinkedIn, and also through professional construction and HR management groups. A research study letter outlining the research study, its goals, and what kind of participation is required will be sent out to possible participants. This invitation will bring the ethical aspects of the research to the surface, including confidentiality, free-will participation, and volition to withdraw at any moment. All men and women who demonstrate keen interest will be contacted directly for the interviews, and they will also be given enough time for preparation to avoid careless and uninformed responses at the stage of data collection. This study attempts to form the useful conclusions by concentrating on a small group of experienced professionals and ensuring ethical and thorough recruitment strategies which can really help in understanding the impact of globalization on HR practices in the construction industry.

3.8 Ethical Considerations

Ethical issues in research are critical, especially when human subjects participation is involved. In this research, ethical standards adhering to NCI research guidelines and GDPR regulations were indeed followed so as to safeguard the rights and welfare of the participants throughout

the research. Prior to data collection, the researcher obtained the ethical approval from the related institution review board, which would guarantee that all ethical standards and regulations are followed. This approval was critical to confirm the ethical purity of the study and to assure participants of their rights and protections (Biggam, 2011). Informed consent forms were given to the participants before the interviews explaining the aim, methods, and likely risks and benefits of the study. The participants were allowed to see the consent form and ask any questions before deciding to take part voluntarily. The point was made that participation was completely voluntary and a participant was free to leave the study at any time without any negative consequences (Key Concepts in Research Ethics, n.d.).

Protection was enforced to secure the anonymity and confidentiality of the participants by measures put in place to protect their personal details and ensure that their identities were kept confidential. Participants were promised that the personal information provided during the interviews would be treated as strictly confidential, and would only be used for research purposes. In addition, participants had the possibility to withhold some information or to use an alias in order to keep their privacy (NCI Ethical Guidelines and Procedures for Human Participant Research, n.d., p.17). During the study, the researcher exercised honesty and communication with participants by addressing any issue or query that might have arisen. All ethical dilemmas that occurred and any concerns raised during the research were attended to and resolved in accordance with the accepted ethical rules (Biggam, 2011). In all, ethical issues were at the heart of the research process, guaranteeing the rights, dignity, and welfare of the participants. The research was done with integrity and respect to all concerned through the following of ethical principles and guidelines.

3.9 Data Collection Process

The data collection for this study was mostly done using structured interviews which are intended to investigate the detailed outlooks and experiences of HR professionals in the construction industry under the effect of globalization. The interviews conducted amounted to eight, hence, matching the sample highlighted in the research sampling section.

Interview Schedule and Duration: Interviews were done within two weeks, 8th to 21st April 2024. Every interview was arranged at a time convenient for the participants to make sure they are focused and willing to reveal the information. The average duration of the interviews was about 30 minutes, which is more than enough to study the topics properly but to get the participants interviewed.

Location and Mode of Interviews: Due to the busy schedules of involved professionals and to reduce geographical limitations, the interviews were done virtually. The platforms such as Zoom and Microsoft Teams were used enabling audio recordings for accurate transcription as well as data analysis. This approach also made sure that interviews would be undertaken in a secure and private setting, maintaining the confidentiality of the information received.

Interviewees: The participants comprised mix of professionals from HR managers and recruitment specialists to the training managers in the construction industry. This variety of roles made it possible to get a full overview of HR practices from different facets of HR within the industry.

Data Recording and Transcription: Interviews were audio - recorded with the participant's permission. After every interview, the audio records were transcribed. Transcription was started immediately after every interview to facilitate a quick and effective data analysis. The transcripts were followed by the recordings in order to confirm the accuracy of the transcripts which then were analysed.

CHAPTER 4 Data Analysis

4.1 Introduction

This chapter of data analysis dwells on the results obtained from the structured interviews conducted with human resources professionals in the construction industry. Eight interviews were carried out in line with the research objectives defined earlier. Utilizing the art of asking questions, the author sought to investigate the effect of globalization in HR practices, policies and strategies. In adherence to ethical guidelines, informed consent was secured from participants to assure confidentiality. This chapter is a vital connection between research aims and empirical data seeking to uncover emerging concepts and findings. Through the analysis of interview data, we seek to offer a complete picture of how globalization has redefined HR management in construction. This analysis adds to the current knowledge while guiding the industry in strategic decision-making.

4.2 Interviews and Participant Description

In the second and third week of April 2024, eight semi-structured interviews were conducted with professionals employed in various positions in the human resource (HR) field. All participants had at least two years of experience in their areas of practice thus providing a great depth of knowledge of the recruitment and selection processes. The participants included people with a variety of job titles such as HR Manager, Recruitment Specialist, Health and Safety Officer, Talent Acquisition Specialist, HR Business Partner, Training Manager, HR Generalist, and HR Coordinator. Though titles differed, all of the participants served a significant part in recruiting activities in their organizations. The choice of the participants sought to have a holistic view of the effect of globalization on HR practices. All interviewees were asked the same questions aimed at achieving the research goals set in this study. The interviews were carried out through virtual means by most of the participants that allowed good flow of communication and information gathering.

Prior to the interview, participants were told about the purpose of the study and guaranteed that their responses would be kept confidential. Every participant provided an informed consent based on their free will and the confidentiality of their personal data. The selection of participants was made using the criteria of job role diversity, years of experience, and current employer affiliation.

Participant	Job Role	Years of Experience
P1	HR Manager	5 years
P2	Recruitment Specialist	4 years
P3	Health and Safety Officer	3 years
P4	Talent Acquisition Specialist	6 years
P5	HR Business Partner	7 years
P6	HR Training Manager	8 years
P7	HR Generalist	4 years
P8	HR Coordinator	3 years

Table 1 : List of Participant

4.3 Data Analysis Method

The data obtained from structured interviews were recorded and transcribed meticulously immediately after every interview to maintain accuracy and integrity. This approach enabled retention of rich information that was provided by participants which made the data more accurate. Then, the transcribed information was subjected to qualitative analysis in line with the objectives and goals defined in the research (Saunders et al., 2019). Quantitative analysis is different from qualitative analysis which is based on a type of analysis. Thematic analysis turned out to be the best method for the analysis of the gathered qualitative data (Bryman and Bell, 2007). Thematic analysis is concerned with identification and interpretation of recurring themes in the data (Braun and Clarke, 2006). With this approach, patterns and insights that support the research objectives could be identified.

Thematic analysis seeks to acknowledge all themes that occur when using qualitative study (Braun and Clarke, 2006). Such analysis appeared to be the most appropriate for the conducted research and assists in identifying each one. These themes were further reviewed and scrutinized for deep and useful understanding (Caulfield, 2022). In this way, the study sought to reveal nuanced points of view and produce significant findings. The next section showcases the analyzed data, identifying the themes, and giving an overview of the effects of globalization on human resource management in the construction industry.

4.4 Findings

Several recurring themes that emerged from the interviews of professionals in diverse HR roles revealed the influence of globalization on HRM in the construction industry. The analysis provided considerable knowledge on the issues and possibilities that HR practitioners have to

consider in relation to globalization trends. Some of the most notable themes that came out included the shift to remote work brought about by the global pandemic, the increasing use of social media as a recruitment channel, the changing dynamics of employee empowerment, and the growing importance of work-life balance and flexibility.

The following sections present full summary of the results, grouped according to the research objectives prompts gave in this study. The specifics of the themes identified are explored in each subsection, presenting detailed knowledge gained from the interviews of HR professionals. Through making these findings clearer, this section seeks to offer a better insight into how globalisation changes HR practices in the construction industry and show places for further research and strategic adjustments.

4.4.1 How are the traditional human resource management practices in the construction sector be impacted by globalization and international labour mobility?

In exploring the impact of globalization on traditional human resource management practices within the construction sector, a series of insightful questions were posed to industry professionals. These questions delve into various facets of workforce dynamics influenced by international labor mobility. From the adjustments in recruitment strategies due to the influx of overseas workers to the evolution of workforce management in the global construction industry, each query aims to uncover the multifaceted effects of globalization on HR procedures. Additionally, considerations regarding language barriers, cultural differences, and training program modifications underscore the need for nuanced HR policies to navigate the challenges posed by a heterogeneous global labor force.

4.4.1.1 What impact has the increase in overseas workers had on Traditional recruitment procedures within your construction company?

Different roles within construction companies participants outlined far-reaching effects of growth of foreign workers at traditional recruitment procedures. They observed a visible turn to wider methods of recruitment like using global platforms, job fairs overseas or cooperating with foreign agencies. (Participant 1) mentioned that *“Our traditional recruitment procedures have been greatly influenced by the growth of the foreign workers. Initially, we mainly used local sources of recruiting like job boards and referrals. However, due to the increasing number of foreign workers, our recruiting area has extended to foreign sources including the use of international agencies.”*

Those activities were intended to seek further afield for a more diverse talent pool and satisfy the demands for specialized skills that used to be hard to procure locally. The benefit of using a global recruitment strategy is that it enriches the talent pipeline and gives organizations access to unique expertise, however, Participant 2 also noted challenges such as visa requirements and cultural difference during the recruitment process *“it has also introduced new challenges such as navigating visa requirements and cultural differences during the hiring process”*. As a result, organizations have adjusted their recruitment methods by incorporating online systems, holding virtual interviews and cultural sensitivity training to make the integration of international staff a lot easier. In the construction industry, the influx of workers from abroad has served as a trigger in a rethinking of the recruiting process, thus highlighting the necessity to receive international workers without neglecting the related logistical and cultural challenges.

Through the different perspectives shared by participants we have been able to gain greater knowledge about the considerable impacts of foreign workers on the way contracts are traditionally recruited. It implies an outstanding drift towards diversified recruitment channels, incorporating international platforms and global agencies generally to draw the best workers to fill the specific job vacancies. Nevertheless, in addition to the benefits, there have been challenges of visa compliance and the culture difference when hiring a person for a position. Nevertheless, the participants highlighted the adoption of probable strategies such as internet recruitment system, virtual interviews, as well as cultural education as some of the approaches to overcome the identified barriers and to facilitate the integration of the international assignment. Eventuality, a flood of foreign workers has encouraged construction companies to reconsider their hiring approach, highlighting the necessity of effectively addressing skilled and cultural issues while being concerned with immigrant workers and stuff.

4.4.1.2 Could you please elaborate on how the global construction industry's workforce management has evolved as a result of more mobility in the workforce?

The participants' responses underscore a fundamental transformation in workforce management within the global construction industry due to increased mobility. They highlight a shift towards agile and inclusive approaches, Where Participant 6 highlighted *“One key aspect of this evolution is the implementation of project-based staffing models, where teams are assembled based on project needs rather than geographical proximity”*, leveraging talent

from diverse geographical locations. Key themes include the adoption of investment in cross-cultural training, and the establishment of talent exchange program.

Moreover, participants emphasize the importance of digital collaboration tools, Participant 4 *“To support this mobility, we’ve invested in digital collaboration tools and cloud-based project management platforms, enabling real-time communication and collaboration regardless of geographical location ”* Overall, these insights demonstrate a strategic reimagining of workforce management practices, prioritizing flexibility, adaptability, and collaboration to thrive in the dynamic global construction landscape. Additionally Participant 1 stated *“ we’ve invested in leadership development programs and cultural competency training to empower our employees to thrive in diverse environments”*

Workforce management is highly dynamic in the industry of global construction, with organizations now focusing on agility, inclusiveness, and flexibility to remain efficient. Key aspects namely, project-based manpower amenities, cross-cultural training and digital collaboration equipment are parts of a conceptual makeover of the long-established recipes to meet the challenges of an ever-changing workforce. Through adopting an approach to flexibility and drawing from the skills of people working in various locations, building organizations establish themselves in the right position to excel in the fragmented and globalized world. In addition, the focus on the development of leadership skills and cross-cultural competencies is a demonstration of the determination to provide employees with the necessary tools to thrive in abstract conditions. The varied outlooks, however, reveal the sense of responsibility and determination on the part of the industry in overcoming the shipping problems and seizing the opportunities in the emerging construction global arena.

4.4.1.3 Given the increasing number of foreign labour, how can HR policies effectively manage language hurdles and cultural differences?

To effectively manage language hurdles and cultural differences arising from an increasing number of foreign labor, HR policies should prioritize diversity and inclusion initiatives. Participant 5 mentioned *“including providing language training programs and translation services to support effective communication among diverse teams. Additionally, cultural competency training should be mandatory for all employees, fostering understanding and respect for different cultural norms and practices”* Strategies such as providing language training programs, translation services, and cultural competency training can support effective communication and foster understanding among diverse teams.

Additionally, targeted recruitment strategies and onboarding programs can help integrate language and cultural considerations into the hiring process. As stated by Participant 8 “ *we also focused on hiring bilingual staff and providing language proficiency assessments during the recruitment process*” . Regular diversity training sessions and intercultural workshops can further promote cross-cultural understanding and collaboration. Participant 6 added that since they are recognised globally they believe its important have region-specific safety measure – “*we have implemented region-specific safety briefings and toolbox talks addressing unique hazards and regulations.*” By embedding these practices into HR policies and fostering a culture of inclusivity and respect, organizations can bridge language barriers and create a harmonious work environment conducive to collaboration and productivity.

The insights shared by respondents demonstrate that HR policies have an important function in dealing with language barriers and cultural variations in diverse workforces. Through prioritization of diversity and inclusion initiatives and utilization of approaches like language training, translation services, and cultural competency training, organizations create an environment where smooth communication ensues thus fostering mutual understanding among team members. In addition, specific recruitment initiatives like recruiting bilingual personnel and language proficiency testing will facilitate the incorporation of language considerations into the recruitment process. Regular diversity training sessions and intercultural forums also strengthen cross-cultural unity and cooperation. In general, practice of not being included in HR policies develops a culture of respect and inclusivity that lets organizations cross linguistic barriers and makes them comfortably work together thus, increase into collaboration and productivity.

4.4.2. How are the HR policies and practices in construction companies influenced by cross-border contract and cross-cultural diversity under globalization?

This section explores the approaches used by construction firms to lead multi-cultural teams effectively, ensuring successful teamwork and communication. Furthermore, it examines actions taken to ensure compliance with international labor laws and standards in the implementation of transnational contracts. In addition, the research examines how human resource strategies are modified to escape complexities and exploit benefits of cross-cultural diversity in construction organizations. This research aims to illustrate the changing picture of HR management in the international construction industry through the intelligent responses of the participants.

4.4.2.1. In the context of multinational construction projects, could you please help us understand what strategies were employed to efficiently manage cross-cultural teams?

In multinational construction projects, managing cross-cultural teams involves diverse strategies tailored to the industry's unique challenges. One participant mentioned even in their requirement process they did some alteration to facilitate the hiring process “*we actively seek candidates with previous international construction experience or language proficiency in our recruitment efforts*” (Participant 8). Further participants stated they have adopted strategies to prepare the employee to work in a diverse environment. These approaches include comprehensive cross-cultural training programs, rigorous legal due diligence to ensure adherence to international labor laws, and targeted recruitment efforts to promote cultural diversity. Safety communication and training are prioritized, along with initiatives like language proficiency courses and cultural sensitivity training.

Robust governance frameworks and compliance monitoring mechanisms are established to ensure alignment with legal requirements. Additionally, cultural awareness workshops, team-building activities, and cross-functional project teams foster collaboration and inclusivity. While they conduct these training programs one participant also added “*we implement buddy systems and peer support networks to encourage collaboration and mutual assistance among workers from different cultural backgrounds, fostering a safety-conscious work environment on construction.*”(Participant 5). These strategies collectively enhance communication, safety, and teamwork in cross-border construction projects.

To summarize, the management of cross-cultural teams in multinational construction projects sees the need for a multi-faceted approach which encompasses custom recruitment strategies, all-inclusive training sessions and strict legal compliance measures. Such strategies seek to create cultural diversity, develop good communication and ensure compliance with international labour laws. Moreover, buddy programs and peer support networks encourage teamwork and promote a culture of safety. Cultural awareness and inclusivity should be put in the top by the construction companies since it will improve teamwork and productivity among borders, thus, achieving the success of the multinational projects.

4.4.2.2 What measures does your organization employ to guarantee adherence to international labor laws and standards throughout the execution of cross-border contracted agreements?

The responses from participants in various HR roles within construction companies highlight a concerted effort to ensure adherence to international labor laws and standards. Participant 1 mentioned *“our organization ensures adherence to international labor laws and standards by conducting regular audits and reviews of our policies and procedures. We also maintain close communication with legal experts specializing in international labor regulations to stay updated on any changes or developments”*. Further training programs are comprehensive, covering topics such as safety protocols and legal compliance, and are delivered through interactive modules and workshops.

The compliance with the international laws was seen even in the recruiting process, where Participant 2 highlighted that *“We conduct thorough background checks and verification procedures to ensure compliance with these standards”*. Additionally, if the employees are recruited through supplier even, they are given with the set of rule and clauses to check while hiring (Participant 5) *“This includes conducting thorough due diligence checks, reviewing past performance, and verifying certifications and licenses. We also include clauses in our contracts that require suppliers to adhere to specific labour standards”* Technology solutions are utilized to streamline compliance-related activities, while HR staff are educated and supported to effectively manage compliance matters. Overall, these measures demonstrate a proactive approach to maintaining compliance with international labor laws and standards in the context of cross-border construction projects.

Thus, responses underscore a proactive approach by construction companies to ensure adherence to international labor laws and standards in cross-border projects. Through regular audits, close collaboration with legal experts, and comprehensive training programs, organizations strive to stay abreast of evolving regulations and maintain compliance throughout their operations. Moreover, robust recruitment and supplier vetting processes, coupled with clear contractual obligations, further reinforce adherence to labor standards. By leveraging technology and empowering HR staff, companies aim to streamline compliance-related activities and effectively manage compliance matters. These collective efforts reflect a commitment to upholding international labor laws and standards, contributing to the integrity and success of cross-border construction projects.

4.4.2.3. Could you please furnish instances whereby human resources strategies have been modified to effectively handle the complexities and advantages associated with cross-cultural diversity?

Human resources strategies in construction companies have evolved to effectively manage the complexities and advantages associated with cross-cultural diversity. These adaptations include various initiatives such as cross-cultural mentorship programs, blind resume screening, and customized safety training materials. Recruitment efforts now prioritize diversity hiring quotas and collaboration with diversity-focused organizations. Moreover, cultural immersion experiences, cross-cultural workshops, and employee resource groups promote mutual respect and appreciation for diversity. Participant 6 stated *“We’ve established employee resource groups (ERGs) representing different cultural backgrounds to provide support and advocacy for employees.”* Modification of performance management were noticed, Participant 7 *“we have incorporated diversity and inclusion metrics into performance evaluations and providing incentives for employees who demonstrate cultural sensitivity and collaboration”* modifications and diversity audits recognize and reward cross-cultural competencies. These measures collectively foster collaboration, enhance communication, and create a harmonious work environment conducive to success in multinational construction projects.

Additionally to have a fun element in their workplace, Participant 8 added *“we organize cultural immersion experiences, such as international cuisine days and cultural festivals, to celebrate diversity and promote a sense of belonging among our workforce”*.

The evolution of human resources strategies in construction companies towards managing cross-cultural diversity has been marked by a multifaceted approach. From cross-cultural mentorship programs to diversity hiring quotas and employee resource groups, organizations have embraced a range of initiatives. Moreover, modifications in performance management and the incorporation of diversity metrics have reinforced the importance of cultural sensitivity and collaboration. These efforts, coupled with cultural immersion experiences and celebratory events, foster a harmonious work environment where diversity is celebrated, communication is enhanced, and collaboration thrives. As construction companies continue to navigate the complexities of globalization, these adapted strategies play a vital role in ensuring success in multinational projects.

4.4.3 How are the construction firm modifying their HR plans to deal with the effects of international safety and regulatory requirements?

This section delves into how construction companies are adapting their HR plans to mitigate these challenges effectively. Through insightful questions, we aim to uncover the diverse measures and strategies adopted by firms to ensure compliance with international safety regulations and navigate the varied regulatory landscape across nations. From ensuring personnel's thorough understanding of safety regulations to crafting HR strategies tailored to heterogeneous regulatory obligations, we explore the proactive approaches taken by construction firms to uphold safety and compliance standards on a global scale.

4.4.3.1. What measures has your company implemented to guarantee that all personnel are knowledgeable of and adhere to international safety regulations?

Participants from various roles within construction companies shared insights into the measures taken to ensure onsite labor is knowledgeable about and compliant with international safety regulations. Strategies include comprehensive safety training programs, integration of safety protocols into the recruitment and onboarding processes, regular safety audits and inspections, and the use of interactive learning methodologies. As mentioned by participant 3 *“Firstly, we conduct comprehensive safety training programs for all employees, covering topics such as hazard identification, emergency procedures, and personal protective equipment (PPE) usage”* Additionally, there's an emphasis on hiring candidates with prior safety experience, fostering a culture of safety awareness, and providing ongoing support through refresher courses and educational materials.

Participant 8 added *“we prioritize candidates with certifications in international safety standards such as OSHA or NEBOSH. We verify candidates' qualifications and conduct reference checks to ensure their adherence to safety protocol.”* These efforts collectively aim to cultivate a safety-conscious work environment and uphold compliance with international safety standards among onsite labour in construction companies. To make sure the safety training programs are conducted and attended, Participant 6 mentioned *“Additionally, we provide ongoing supervision and support to ensure that safety protocols are followed on site”*. While these training programs were introduced to the employee, they also had protocols in place to conduct audits regularly. Participant 8 *“We also conduct regular safety audits and inspections to assess compliance with safety regulations and identify areas for improvement.”*

Thus, it is observed that a multi-pronged strategy is needed for workers in construction companies to be knowledgeable and compliant with international safety standards. The strategies that were highlighted included comprehensive safety training programs, safety protocols and practices that are interwoven into the process of recruitment and onboarding, and regular safety audits. Furthermore, the attention is paid upon recruiting the candidates with previous safety knowledge and constant support is provided through refreshment courses and educational materials. Through emphasizing safety accreditations and regular audits, construction firms seek to develop a safety-oriented work environment and adherence to the international safety norms. Moreover, continuous oversight and assistance are provided to make sure that safety procedures are being strictly observed at the site, which enables the place to be safer for all people working there.

4.4.3.2. How are you modifying your human resources strategy to address the heterogeneity of regulatory obligations across other nations?

Construction companies are adapting their human resources strategies to effectively navigate the heterogeneity of regulatory obligations across various nations. This includes decentralizing HR management. Participant 1 stated *“we are implementing a decentralized approach to HR management, with regional HR teams responsible for compliance with local regulations. This includes hiring local HR personnel with expertise in regional labor laws and regulations to ensure compliance at the grassroots level.”*. Partnerships with legal experts aid in conducting regular audits to identify compliance gaps, while cross-functional compliance teams collaborate to develop standardized HR policies. Technology-enabled training platforms and continuous monitoring systems ensure employees receive targeted training and that HR practices remain aligned with evolving regulatory standards.

Standardized documentation and reporting processes further streamline compliance efforts across all regions. Participant 2 mentioned *“To address regulatory heterogeneity, we are developing a centralized database of regulatory requirements for each country where we operate. This database helps streamline the recruitment process by providing recruiters with easy access to relevant information, ensuring compliance with local regulations”*. These multifaceted approaches collectively enable construction companies to uphold regulatory compliance amidst regulatory diversity.

Construction companies are transforming their HR strategies to cater multi-nation regulatory needs. By devolving the human resource management and creation of regional teams that are

experts in local regulations, they ensure compliance in the field. Collaborations with the legal advisors enable regular audits, and cross-functional teams create standardized HR policies. Automation-based training systems and centralized databases facilitate training and control compliance with changing standards. Standard documentation and reporting processes facilitate transparency and efficiency of compliance activities across the regions. This approach provides construction companies with the tools to adequately manage regulatory diversity, thus, fostering operational excellence and curtailing compliance risks.

4.4.4. The efficacy of training and development programs in addressing the demands of the global workplace.

This section delves into the efficacy of these programs in meeting the demands of a globally diverse workforce. Participants will share insights into how their training initiatives have evolved to address international diversity, how input from overseas projects informs program enhancements, mechanisms for evaluating training effectiveness, and measures to ensure alignment with technological advancements and industry processes. Through these discussions, we aim to uncover best practices and innovative strategies driving the success of training programs in the dynamic global construction landscape.

4.4.4.1. In what ways have your training and development programs undergone transformation to effectively address the requirements of a construction workforce that is internationally diverse?

Participants shared how their training and development programs have transformed to meet the needs of an internationally diverse workforce. Participant 2 mentioned *“We actively recruit trainers with international experience to lead these sessions and ensure relevance to our diverse workforce.* Emphasis is placed on inclusivity, personalized learning paths, mentorship programs, and interactive learning experiences. Participant 4 *“we’ve introduced mentorship programs where employees can receive guidance from experienced colleagues, fostering knowledge sharing and skill development within our diverse workforce”.*

Additionally, initiatives such as safety demonstrations were incorporated where in participant 7 Mentioned *“Moreover, we’ve introduced gamified learning experiences and simulation-based training exercises to make learning engaging and interactive for employees from diverse backgrounds.”.* These adaptations collectively aim to foster understanding, collaboration, and skill development among employees from diverse backgrounds within the global construction industry. Participant 5 added *“We collaborate with industry experts and international partners*

to develop content that reflects the diversity of our workforce and the global construction industry”.

The construction companies have also adopted radical innovations in their training and development programs to cater for an international workforce. Such adaptations consist of hiring trainers with international expertise, launching mentorship initiatives, and integrating interactive learning activities. Safety demonstrations, competitive learning, and participation of industry specialists add more to the training potential. Through promoting comprehension, teamwork, and developing capabilities among employees from diverse cultures, these initiatives are designed to respond to the ever-changing needs of the global construction industry.

4.4.4.2 Could you please explain the process by which input from overseas projects has been included into enhancements to the training program?

Incorporating input from overseas projects into training program enhancements is vital for construction companies to ensure the relevance and effectiveness of their training initiatives. Various approaches are employed by HR professionals across different roles to gather and utilize this input effectively. Project teams play a crucial role in providing first-hand insights into the challenges faced and lessons learned during overseas projects. As mentioned by Participant 2 *“To incorporate input from overseas projects into our training program enhancements, we conduct post-project reviews to gather insights into the challenges faced and lessons learned. We also encourage project teams to share best practices and innovative solutions that could be integrated into our training initiatives”* .

HR departments then analyse this feedback to identify common themes, skill gaps, and areas for improvement. Collaboration with project stakeholders, subject matter experts, and training teams helps tailor training modules to address these needs effectively. Continuous monitoring and evaluation of training effectiveness through surveys, interviews, and performance reviews ensure that training programs remain responsive to the dynamic demands of the global construction industry *“Our training curriculum is continuously updated based on these insights, with input from subject matter experts and project leaders to ensure relevance and effectiveness across diverse project settings”*(Participant 6) . further to evaluate the effectiveness of these training programs *“our process involves establishing feedback mechanisms, such as suggestion boxes and online forums, where employees from overseas*

projects can share their insights and suggestions for training program enhancements” stated by Participant 8.

Incorporating input from international projects into improvements to training program is crucial to construction companies to maintain that their employees remain updated with the required skills and knowledge. HR specialists apply several approaches to gather feedback from project teams so that training programs deal with issues and lessons learnt from multiple project environments. The analysis of feedback and working with stakeholders enable to customize training modules so that skill gaps and areas for improvement are targeted properly. Continuous supervision and evaluation guarantee that training programs remain dynamic and responsive to the rapidly changing needs of the global construction field. Inclusion of input from other overseas projects enables construction companies to promote continuous improvement and innovation, making training programs relevant and effective across different project sites.

4.4.4.2. What mechanisms are implemented to evaluate the efficacy of your training initiatives in equipping employees to tackle global construction obstacles?

Various mechanisms are employed to gauge the impact of training on employees' preparedness to tackle challenges inherent in diverse international projects. These mechanisms encompass both quantitative and qualitative measures, Participant 7 *“analysing data on employee performance, project outcomes, and client satisfaction before and after training implementation”*. And for the Post-training assessment, Participant 6 *“, I employ various mechanisms to evaluate the efficacy of training initiatives. This includes conducting pre- and post-training assessments, as well as knowledge checks and skills demonstrations. We also gather feedback from participants through surveys and focus group discussions to identify strengths and areas for improvement in training content and delivery.”*

Furthermore, continuous feedback loops involving stakeholders at all levels, from HR personnel to project managers, facilitate ongoing refinement and improvement of training programs. Participant 8 *“Regular review and refinement of training programs based on feedback support continuous improvement and alignment with organizational goals.”* Ultimately, this comprehensive approach to evaluating training effectiveness enables construction companies to optimize their workforce's capabilities, enhance project performance, and navigate the complexities of the global construction landscape with confidence and competence.

In conclusion, the evaluation of training initiatives within construction companies is a multifaceted process that combines quantitative and qualitative measures. By analyzing data on employee performance, project outcomes, and client satisfaction, along with conducting pre- and post-training assessments and gathering feedback from participants, companies gain valuable insights into the effectiveness of their training programs. Continuous feedback loops and regular reviews further ensure that training remains aligned with organizational goals and industry standards. Ultimately, this comprehensive approach enables construction companies to optimize their workforce's capabilities, enhance project performance, and successfully navigate the challenges of the global construction landscape with confidence and competence.

4.4.4.4. What measures are used to guarantee the alignment of training programs with the dynamic advancements in technology and processes within the evolving global construction industry?

Construction companies are diligently aligning their training programs with the dynamic advancements in technology and processes within the global construction industry. Leveraging various approaches, they ensure their workforce remains equipped with the latest knowledge and skills to tackle evolving challenges. They emphasize the use of learning management systems (LMS) *“We leverage learning management systems (LMS) to deliver online training modules that cover the latest technological advancements and industry processes”*. Recruitment specialists actively seek feedback from employees and industry experts to update training content regularly. Participant 3 prioritizes incorporating new safety equipment *“We regularly review and update our safety training programs to incorporate new technologies and best practices in construction safety”*.

Some collaborate with industry partners to develop training content reflecting current standards and innovations. Participant 5 work closely with project managers to identify training needs related to new technologies, *“We conduct regular skills assessments to gauge employee proficiency and tailor training programs accordingly”*. Participant 8 oversee the implementation of training programs through online platforms *“We leverage online learning platforms and e-books to deliver training content efficiently and cost-effectively. Additionally, we encourage employee feedback and participation in identifying training needs and shaping the content of training programs”* Together, these measures ensure that employees receive comprehensive training that prepares them to navigate the complexities of the modern construction industry effectively.

In response to the fast changing environment of the world construction industry, the construction companies are proactively adjusting their training programs. With the help of learning management systems, collaboration with industry partners and seeking employees' feedback, these organizations ensure that their workforce stays updated with the latest knowledge and skills. They focus on staying up-to-date whether it is by introducing new security equipment or identifying training issues associated with emerging technologies. By using a combination of online tools, regular skills assessments, and employee involvement in the development of the training content, these companies are creating a culture of life-long learning and growth. All these attempts together help to train the employees to work within the modern conditions of the construction industry effectively and provide a successful completion of construction works all over the world.

4.5 Conclusion

The interviews with HR professionals from the construction industry show in detail how globalization has affected human resource management within the construction industry. A number of important themes have been emerged by the influence of the global workforce that indicates the paradigm shift in the traditional practices and strategies.

Adoption of global recruitment platforms and practices has included the talent pool which adds diverse skills and perspective essential is a competitive market in this digital era. Nevertheless, as this approach poses problems too, which include visa regulations and cultural differences, it has required the implementation of more complicated and delicate HR practices. Workforce managing has developed a lot with focus on flexibility, agility, and inclusivity. Digital collaboration? and communication tools are being adapted more and more by companies who manage teams located in different regions, which stresses the importance of a strong digital infrastructure that would support global operations.

In addition, the interviews supported the core need to integrate all-inclusive safety measures and compliance, especially in managing international safety standards and labor laws. As a result, there are more strict training programs and compliance measures that ensure that the international regulations are followed and the workers are safe. HR policies that are more adaptive and inclusive have been evolved to deal with the heterogeneity of regulatory obligations and cultural diversity. The implementation of cross-cultural training programs, language assistance, and diversity endeavours is a proactive approach to creating a functioning and harmonious workplace.

Generally, these data indicate that the process of globalization not only made HR functions in the construction industry broader but also more profound in ability to manage a multicultural, mobile global workforce. This transformation demonstrates the threats and opportunities of globalization, pointing to research and strategic development lines for HR practices improvement, making the global landscape a dynamic environment.

CHAPTER 5 Discussions of Results

5.1 Introduction

The focus of this chapter is on the results presented in Chapter 4 which are placed in the framework of the research objectives defined at the beginning of this research. Analysis is crucial for appraising the transforming influence of globalization on the human resource practices in the construction industry. In particular, it emphasizes the critical importance of innovative recruitment techniques and the adoption of workforce management approaches in the growth of an international market.

Findings are presented in conjunction with the particular research questions posed and representing a complete assessment of each one. This study highlights not only the significance and implications of these practices on construction but also gives some useful ideas that can be applied to the wider recruitment sector by revealing effective approaches in a globalised environment.

Additionally, the chapter will focus on the challenges faced throughout the study and suggest the possible directions for future investigation. By this, it seeks to provide a strong base for future research works and strategic developments in human resource management, thus, improving efficiency and inclusiveness of HR practices in international construction settings.

5.2 Discussions

5.2.1 Analyse the influence of globalization on traditional human resources procedures in the construction industry, taking into account the modifications resulting from the incorporation of foreign worker.

Globalization has greatly changed the normal human resources management (HRM) practices in the construction industry brought about by foreign labour and the necessity to develop improved recruitment strategies and labour management. In the past, recruitment processes were local in nature, mainly using job boards and referrals, but the sector is moving towards global recruitment platforms and international agencies (Marchington et al., 2020). Thus, this growth widens the spectrum of human resource, which provides an opportunity to obtain more narrow specializations, which were difficult to obtain within the local markets, although visa formalities and cultural issues complicate it (Aycan et al., 2000). In order to adjust, companies have radically altered their strategies of hiring by introducing the method of virtual interviews,

using online systems and provide cross-cultural sensitivity training (Brandenburg et al., 2006). The move from local to global recruiting approach is also reinforced by investments in digital enablers and cloud-based systems which makes communication across geographical borders easy and swift.

In addition, the labour market globalization has led to a need of adopting more agile, inclusive, and flexible workforce management approaches. These models include project-based staffing that is not tethered by geographical boundaries, enabling a dynamic response to global project needs (Becker & Huselid, 2006). The human resource policies also changed to adapt to the larger cultural and linguistic diversity within the workforce. Communication training, translation service and mandatory cultural competency training have been given attention; all of these are necessary to ensure effective communication and mutual respect among diverse team (Sienkiewicz, 2022). Further, continuous diversity training programs and intercultural workshops play a very crucial role in supporting cross-cultural understanding and cooperation (Phiri & Phiri, 2022). The changes are indicative of a deep transformation of HR practices, demonstrating an organization of the construction industry's proactive attitude towards the challenges of globalization in the market and the management of a globally diverse workforce.

5.2.2 Examine the impact of international contracts and cultural diversity on human resources policies in construction enterprises in the context of globalization.

The contemporary construction industry is greatly affected by globalisation, which affects human resources policies within the confines of international contracts and cross-cultural workforce management. More and more construction companies utilize HR tactics to successfully guide multilingual teams to achieve the high standards of quality, labour law requirements, and cross-cultural communication. The revolution in HR practices is designed to support the challenges and opportunities brought about by globalization. This involves customizing the recruitment approaches to focus on individuals with international backgrounds or ability to speak multiple languages with the aim of creating experts in working in a culturally diverse set up. Inclusive cross-cultural training programs are highly important with language classes, legal training on international labour laws and cultural sensitivity sessions being the typical components of such programs to create a culture of respect and mutual understanding (Brandenburg, Haas, & Byrom, 2006; Shen et al., 2009).

In support of these initiatives, construction firms have formalized governance structures and compliance monitoring systems, central to compliance across multiple jurisdictions they

operate in through regular audits and policy reviews (Kim, 1999; Hughes & Ferrett, 2005). The utilization of digital collaboration tools and technology improves communication and project management in case of geographically scattered teams that allows to create an agile and responsive workforce (Garrett, 2000; Weber & Hsee, 2000).

Today, HR strategies consist of in-depth due diligence and background verifications to see to that the organizations comply with the highest global standards. Proactive compliance with various labour standards is getting more frequent in contracts with suppliers and partners (Marchington & Grugulis, 2000; Wright, Dunford, & Snell, 2001). In addition, HR departments promote inclusivity by creating employee resource groups and participating in cultural immersion activities, which not only promote teamwork but also increase appreciation for diversity, and as such, productivity is improved (Becker & Huselid, 2006; Horak, 2016).

In total, the combination of these various HR strategies is a representative of an important change in global market construction companies' practices. These companies achieve improved teamwork and productivity across the borders by adopting strategies that are based on diversity, compliance, and effective communication, thus making their international projects perform better (Bae & Rowley, 2001; Stahl et al., 2016).

5.2.3 Examine improvements in human resources strategies of construction companies to meet global safety and regulatory standards.

Construction firms continuously improve their human resource approaches to successfully handle the changing hazards posed by international safety and regulatory requirements, thus ensuring compliance in global operations and the health of employees. Such strategic modifications are at the core of harmonizing with multitude of international standards and properly dealing with varied regulatory terrains. Safety training programs are part of the efforts the construction companies take to have their employees well informed and to comply with international safety standards, and it covers identification of hazards, emergency procedures, and the correct use of personal protective equipment (PPE). This type of training is closely linked with hiring and orientation procedures, which sets a basis for a safety culture. Routine safety audits and inspections ensure stringent safety standards and note the areas to be developed. In addition, new employees are screened with appropriately necessary certifications such as OSHA or NEBOSH, ensuring that a global accepted safety standard is maintained, with continuous monitoring and control strengthening adherence to safety protocols on site (Brewster, Sparrow, & Harris, 2005; Garavan et al., 2008).

To the diverse regulatory requirements among the various countries, construction companies are now adapting their human resource strategies. These activities involve the devolvement of HR management so that regional HR teams who have knowledge of local labour laws take charge of HR in their regions, which assures compliance at the grassroots level. Collaboration with legal practitioners makes companies aware of changes in labour laws and ensures thorough audits possible to eliminate compliance gaps (Armstrong & Taylor, 2020; Becker & Huselid, 2006).

Moreover, the use of technology related training platforms and continuous tracking systems guarantees the timely provision of relevant and essential training. Central libraries of regulatory requirements for each operating country make hiring process easier, ensuring each new hire to meet the local regulations. Standardized documentation and reporting procedures increase the openness and efficiency of compliance activities at the regional level (Brandenburg, Haas, & Byrom, 2006; Shen et al., 2009).

In combination, these measures help to keep construction companies at a high level of safety and regulatory compliance that must be guaranteed in a very complex multinational framework. Adapting HR policies to international operations enables these organizations to preserve their workforce as well as to realize the successful execution and completion of global projects and thus demonstrate committed adherence to international standards, fostering a safe and compliant work environment (Kim, 1999; Wright, Dunford, & Snell, 2001).

5.2.4 Assess the efficacy of training programs in assisting construction workers in meeting the demands of the global workforce.

Training and development programs have become vital for construction companies in responding to a globally diverse workforce and international construction projects that are challenging. Such programs are tailored to the issues which are brought by the international diversity and fast technological changes in the sphere.

The organizations have transformed their training strategies in consideration of a multicultural construction workforce characterized by the hiring of trainers who have international experience and also the emphasis on diversity and individualized learning paths. These approaches help to make sure that training efforts are staying up to date and are also flexible within a diverse employee population. Some of the training strategies that include mentorship programs, where experienced staffers lead their juniors and interactive, gamified learning experiences are critical elements to such efforts. Not only do these methods enable learning to

be effective across cultures, but they also promote a positive work environment (Garavan et al., 2008; Wright, Dunford, & Snell, 2001).

Response from international projects is crucial in development of this training programs. Lessons learned from the projects feed into the continuous improvement of the training content, thus, maintaining its effectiveness in practice. This reinforcing updating process comprises of frequent feedback of project reviews and project team discussions and help in detecting the current skill gaps and training needs. Participation of subject area experts and project leaders in training materials updating guarantees the programs practicableness and comprehensiveness (Armstrong & Taylor, 2020; Becker & Huselid, 2006).

To assess the effectiveness of these training measures, construction companies use both quantitative and qualitative approaches. Pre-and post-training assessments, ongoing performance reviews, and evaluation of project results and client satisfaction assist in measuring the effectiveness of training programs. Continuous feedback in surveys and focus group discussions leads to further perfection in terms of keeping the training in touch with the needs of employees and the industry (Brandenburg, Haas, & Byrom, 2006; Shen et al., 2009).

Also, in line with the technological progress construction companies use the learning management systems to provide current training modules. Frequent skills assessments and employee feedback allows to modify the training content to match current and future standards. Partnerships with industry experts and the use of online platforms for effective training delivery also support this proactive approach enabling the firm to practice continuous learning and adaptation (Fasola, 2003; Dowling, Festing, & Engle, 2008).

In the end, strategic focus on creation of training programs that are relevant to global workplace helps to ensure that construction companies can effectively prepare their employees to meet international projects challenges. This comprehensive approach helps to know only develop the skills and knowledge of employees but also to make sure that they are ready to succeed in a living and very diverse working environment.

5.3 Limitations of the Study

While being thorough, there are certain limitations that should be kept in mind regarding this study. Given that the research concentrated largely on construction industry the possibility of the inter-relation of the applicability of the findings to other industries Hall recorded different dynamics and regulation environment cannot be discounted. In addition, the research was

mainly conducted through qualitative interviews which are vital but significantly subjective and more likely to be influenced by the respondents' perception and experience. This may create a bias or cause the omission of questions that did not come up during the interview. The place-based limitation of the study is that study is local or national in its approach and does not consider peculiar globalization impacts in parts of the world that have different economic, cultural or legal framework. What is more, dynamic character of global markets and the transformation they are subjected to can render the findings as outdated, and thus, the study becomes obsolete and has to be completed all the time to be actually accurate.

5.4 Recommendations for Further Research

In view of the limitations noted, a number of recommendations for further research are given. Future studies should focus on widening the geographical coverage to incorporate countries from different economic classes and regulatory regimes, to enhance the generalizability of the findings. The different sectors that globalization affects the HR practices, and is to be studied further are the varying industries.

Subjectivity of qualitative data should be minimized in other studies by combining quantitative techniques such as surveys or data analysis that will provide an overall objective analysis of what globalization has done to HR practices. Such analysis can be in the form of a statistical analysis of staffing trends, diversity measures or training program outcomes, in different regions.

Moreover, longitudinal studies would provide with the information about the long-term influence of globalization on HR practices, the changes that take place over the time, and the sustainability of the HR strategies implemented. Additionally, the research in the influence of some international laws such as GDPR, or several labour laws, on HR practices would give more detailed information about the regulatory effects.

Other researches could also look at technology as a significant enabler in addressing some HR issues in a globalized environment, particularly recruitment, training, and international standards' compliance. For instance, organizations, which have successfully adopted digital tools in the management of their global workforce.

The suggestions are focused on expansion of the current research and compensation of its drawbacks, therefore, resulting in an all-dimensional data on the impact of globalization on HR practices in various context and industries.

5.5 Conclusion

This study deeply analysed the far-reaching effects of globalization on HR practices in the construction sector. It emphasized important changes in the approaches used in recruitment, human resources management, and adherence to international safety and regulatory standards driven by the introduction of foreign workers and global contracts. By the means of the thorough analysis the research highlighted the importance of implementing innovative and all-inclusive HR strategies to manage a diverse global workforce whilst maintaining operational excellence and compliance across borders in the changing construction landscape.

CHAPTER 6 Conclusion

6.1 Introduction

This chapter will present the final outcomes of the research conducted for this study and conclude with the overall results that have been obtained. Recommendations and other implications of the study will be addressed in this part of the chapter, concluding with an personal learning statement.

6.2 Conclusion

This study has systematically investigated the revolutionary effects of globalization on human resource management in the construction sector. The results identify a considerable change in HR practices, which is caused by the globalization of markets and by a growing diversity of the workforce. The construction industry is an international player and the need for HR professionals to change and innovate has become more critical.

The utilization of foreign workers has greatly redefined typical HR approaches, pushing companies to become behaviouralists with regards to human resources and management. This change is not only a reaction to the growth of diversity but a strategic harmony with the demand to operate in the global environment. Organizations now take advantage of international talent pools, which is facilitated by sophisticated digital platforms and improved communication technologies, to satisfy their labour requirements, nowadays. This approach has widened the horizon of talent sourcing, which constitutes of fresh challenges such as cultural fit, adherence to the foreign labour laws, and handling the logistical complexities associated with global mobility.

Additionally, the research findings have shown that efficient management of cultural diversity within the workforce is the core to the improvement in the firm's operational performance as well as creation of a harmonious work environment. With the introduction of the training programs of cultural context, the support of the language and all-encompassing corporate policies, construction companies are able to deal with the challenges of multicultural workforces. The projects are enhancing internal collaboration, as well as improving project execution in various geographic locations.

Substantially, the research has brought technology to the front as a key enabler of the globalization of HR practices. Digital tools and platforms have become critical in managing

virtual teams and in achieving borderless activities. Virtual recruitment processes, online training modules, and real-time project management systems are considered to be the heart of modern HR strategies in the construction industry due to the involvement of technology.

Besides, the adjustment of HR policies to meet various legislatively environment around the globe is one of the key features of globalization. Construction companies are more and more interested in flexible strategy development which can be adjusted to local regulations but still remains in compliance with global standards. This equilibrium is needed for a risk mitigation and a legal and ethical control of the international labour forces.

To sum up, the effect of globalization on HR management in construction industry is significant and complex. This study has presented important knowledge in that global and macro trends are modifying people management (HR) practices, thus, HR professionals need to constantly evolve adapting to the changes. As the market advances, HR approaches will have to be flexible, thoroughly tuned to cultural competence, technology integration, and compliance requirement. This research adds rigor to the understanding of these dynamics, providing a basis for further academic research and practical implementation in the realm of global HR management.

6.3 Recommendations

Some strategic recommendations, which will help organizations survive within a developing globalized workforce environment, must be made based on the findings of this research on the influence of globalization on human resource management within the construction industry. The recommendations aim to improve HR practices and ensure successful integration and management of diverse teams in the construction industry.

- 1. Enhanced Cross-Cultural Competence Training:** Comprehensive cross-cultural competence programs need to be financed by the construction companies. Training of this kind should not be limited to cultural awareness, but should rather be extended to the practice of cross-cultural communication, negotiation techniques, and conflict resolution skills. This way, organizations are able to train their staff on how to work efficiently in a group with more than one race, colour, or ideology; hence, the chances of misunderstandings are minimized while witness in an intercultural group and the teamwork becomes more cohesive.

- 2. Development of Global HR Policy Frameworks:** Developing and implementing a global HR policy framework that standardizes some core HR practices across all regions while allowing room for customization to local norms and laws would be the best solution for companies. The framework will embrace areas like ethical employment practices, equal employment opportunity, anti-discrimination policies, and health and safety standards. This type of framework guarantees that all employees are treated and managed in the same way regardless of the country or project.
- 3. Utilization of Technology for HR Analytics:** Using modern HR analytics tools will help gain detailed information regarding the dynamics of the workforce, the skill sets required and the effectiveness of the training programs. These tools enable construction companies to interpret data collected from different sources like employee's surveys, performance metrics, and recruitments outputs. HR analytics results may be used to make more strategic decisions about talent management, succession planning, and leadership development.
- 4. Strategic Partnerships for Global Recruiting:** Global recruitment strategies of construction companies can be improved through strategic alliances with internationally located staffing agencies and educational institutions. Such partnerships will contribute to using a wider talent pool and achieving easier recruiting procedures using local knowledge and networks. In addition, relationships with universities may help to design educational programs that will satisfy the demands of the construction industry and provide a constant flow of skilled workers.
- 5. Regular Compliance Audits and Risk Assessments:** Since global construction companies operate within diverse regulatory environments, compliance audits and risk assessments should be done regularly. Such audits should be formulated to confirm adherence to was international and domestic laws. A systematic audit system can facilitate the detection of potential compliance problems at an early stage and pave the way for continuous improvement of HR practices.
- 6. Fostering an Inclusive Corporate Culture:** Construction companies should actively promote inclusive corporate culture which treats diversity as a competitive advantage. It also encompasses not just policies and training but leadership at the top levels that shows a commitment to diversity programs. A culture of openness will help in bringing the best talents from diverse backgrounds, increase employee satisfaction and retention, and improve company image.
- 7. Enhanced Support for International Assignees:** For cross-border construction companies, the provision of better international assignee support can greatly improve project

success. Such support should encompass relocation help, assimilation into the culture programs, and family support services. The adoption of such measures helps in the smooth transition of employees, decreases the turnover, and makes sure that project teams stay stable and goal-oriented.

With the adoption of these recommendations, construction companies will improve their HR capacities to operate a global workforce, which will make them ready for the challenges and opportunities of globalization. This will also aid in aligning HR practices to the strategic imperatives of global expansion and operational excellence.

6.4 Implications of the Study

This study gives several important implications for construction industry, especially with regard to human resource management in a globalized environment. The study's results, thus, do not only reveal the current practices and issues, but also present grounds for improvement of HR strategies in multi-national construction companies. Here are the key implications of this study: Here are the key implications of this study:

- 1. Global HR Competencies:** The shift to globalized HR practices introduces a new set of HR professional competencies in the construction sector. This comprises of knowledge in international labour laws, acquaintance of global recruitment channels and diversity management. Organizations must focus on the development of these competencies through specialized training programs and professional development initiatives in order to equip their HR teams to tackle the challenges of a global workforce.
- 2. Strategic Workforce Planning:** Globalization effect on recruitment strategies results in the requirement to have a more strategic workforce planning. The need is for construction companies to have advanced labour analytics and demand forecasting systems that would be able to forecast labour need across different markets and adjust recruitment strategies. This method will enable firms to allocate resources effectively, forecast skills shortages, and plan future projects with better precision.
- 3. Enhancing Employee Engagement:** The research emphasizes cultural and linguistic diversity management as critical for any third-party engagement strategy. Cultural sensitive practices should also be incorporated into construction firms' employee engagement programs to make all staff, irrespective of their background, feel appreciated and part of the company. This could include developing improved communication systems, diversity-friendly events, and support groups for employees from other countries.

4. **Technology Integration in HR Practices:** The trend of the digitalization of HR practices noted in the study shows a necessity of the building companies to make use of technology in their HR activities some more. This encompasses use of modern Human Resource Information Systems (HRIS) that facilitate global talent management, performance measurement, and employee growth. Such technologies can make the HR processes more efficient, ensure the accuracy of data, and generate actionable insights for improved decision-making.
5. **Legal and Ethical Compliance:** The effects of confusion in multiple legal systems are significant. The compliance programs of construction companies must be strengthened in order to minimize the risks of international labour and employment laws. Its components include, ongoing regulatory awareness training, tight compliance controls, and ethical good practices which are appropriately aligned with the global best practices.
6. **Sustainability and CSR in HR Practices:** Globalization of the construction industry exposes the importance of sustainability and corporate social responsibility (CSR) in HR practices. This study suggests that HR strategies should be integrated with such wider environmental and social governance objectives. For instance, HR should support the sustainability initiatives with employees, participate in one community development project where the operations are based, and make sure that the workforce should mirror the diversity of the communities they work in.
7. **Adaptation to Changing Labor Markets :** In conclusion, the research recommends that the construction companies should be very flexible to the emerging dynamics of the labor markets of the world. It not only calls for timely response to the development of the world's economic situation but also proactive adjustment of HR policies and practices to such changes when they occur.

Fundamentally, the findings of this study give a direction for construction firms to improve their global performance through strategic HR management. By improving in these areas, firms not only will enhance their operational efficiency and project execution, but will also add to the broader global economic picture of a diverse, involved and satisfied workforce.

6.5 Personal Learning Statement

This Master of Science in Management thesis has been a learning and transformative experience that was majorly connected to my construction industry background. An excellent professional opportunity and personal interest, such open question let me explore more into the key issues at the intersection of worldwide business practices and localized management strategies in my area.

The topic with the field of construction that I deliberately chose was because I could utilize the existing knowledge and therefore, develop my analytical skills and broaden my horizons. In addition to its high relevance, globalisation and HR management in construction industry when in human resources context was critical for contemporary and fast changing constellation of challenges Human Resource Professionals have to confront.

The end of the research increased my ability to synthesize complex information and produce logical arguments. The detailed interviews of HR professionals in construction were extremely helpful since those interviews provided practical positions, which allowed me to make my academic research richer. The discussions provided a work place in which the theoretical frameworks that I was studying closed the gap between academic knowledge and industrial practice.

This was additionally a study in which I was able to improve my critical and analytical thinking and developed my problem-solving skills. Worldwide HR practices cover various issues – from cultural features to regulatory compliance – and so, they need a thoughtful and systematic attitude. Another factor that also enhanced such abilities is the necessity to critically reflect on the influence of globalization on human resource strategy in construction.

Moreover, I got invaluable in improving my communication skills in a professional atmosphere skills during this experience. Since my learning comprised of both interviews and my written thesis, the clarity of communication of complex ideas was an essential component. This aspect of my progress was quite rewarding, because in construction industry, communication is crucial in organization of different teams and projects.

Moreover, such academic quest has highlighted the necessity of life-long learning and adaptability in a managerial career. Business setting change everywhere around the world so fast and transforming theoretical information into life scenarios is important. The study has

provided me with a comprehensive kit of tools for my jobs in the construction industry, today and in the future.

In conclusion, this thesis is a very important point in my academic and professional way. It has improved my awareness on how global trends affect human resource management within construction sector and has made me ready to apply such knowledge in practice. The skills and knowledge acquired during this intensive academic course will definitely influence the management and leadership in my construction business, developing my career towards a new perception on the consequences and opportunities of globalization.

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Appendix 1 – Interview Question

- 1. How are the traditional human resource management practices in the construction sector be impacted by globalization and international labour mobility?**
 - What impact has the increase in overseas workers had on Traditional recruitment procedures within your construction company?
 - Could you please elaborate on how the global construction industry's workforce management has evolved as a result of more mobility in the workforce?
 - Given the increasing number of foreign labour, how can HR policies effectively manage language hurdles and cultural differences?
 - To what extent have you modified your training programs to align with the competencies and safety protocols demanded by a heterogeneous global labor force?
- 2. How are the HR policies and practices in construction companies influenced by cross-border contract and cross-cultural diversity under globalization?**
 - In the context of multinational construction projects, could you please help us understand what strategies were employed to efficiently manage cross-cultural teams?
 - What measures does your organization employ to guarantee adherence to international labor laws and standards throughout the execution of cross-border contracted agreements?
 - Could you please furnish instances whereby human resources strategies have been modified to effectively handle the complexities and advantages associated with cross-cultural diversity?
- 3. How are the construction firm modifying their HR plans to deal with the effects of international safety and regulatory requirements?**
 - What measures has your company implemented to guarantee that all personnel are knowledgeable of and adhere to international safety regulations?
 - How are you modifying your human resources strategy to address the heterogeneity of regulatory obligations across other nations?
- 4. The efficacy of training and development programs in addressing the demands of the global workplace.**
 - In what ways have your training and development programs undergone transformation to effectively address the requirements of a construction workforce that is internationally diverse?
 - Could you please explain the process by which input from overseas projects has been included into enhancements to the training program?
 - What mechanisms are implemented to evaluate the efficacy of your training initiatives in equipping employees to tackle global construction obstacles?
 - What measures are used to guarantee the alignment of training programs with the dynamic advancements in technology and processes within the evolving global construction industry?

Appendix 2 – Copy of Consent Form

I..... voluntarily agree to participate in this research study.

- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.

- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.

- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.

- I understand that I will not benefit directly from participating in this research.

- I agree to my interview being audio/video recorded.

- I understand that all information I provide for this study will be treated confidentially.

- I understand that in any report on the results of this research my identity will remain anonymous.

- I understand that disguised extracts from my interview may be quoted in the final dissertation as part of this study.

- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.

- I understand that signed consent forms and original audio/video recordings will be retained in a secured manner by the researcher until the exam board confirms the results of their dissertation.

- I understand that a transcript of my interview in which all identifying information has been removed will be retained for two years from the date of the exam board.

- I understand that under freedom of information legalisation I am entitled to access the

information I have provided at any time while it is in storage as specified above.

- I understand that I am free to contact Siobhan Brennan to seek further clarification and information.

Signature of participant Date

I believe the participant is giving informed consent to participate in this study

Signature of researcher Date