

The Application Of Recruitment For Managers In The International Human Resource Management In Misurata/Libya

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Abstract: *The purposes of this research were: 1) To describe and analyze the source to get international managers. 2) To describe the challenges that could face the international managers. 3) To describe the responsibilities of human resource management in international companies. 4) To describe how companies manage international assignments employees and their families. 5) Adjustment to select the right person for foreign assignment. This research (research type) has been adopted on qualitative style. The data were collected through interviews with international managers in the city of Misurata. In the meeting with the international managers they answered few questions I give them related to the research. Results obtained there were some problems about the culture, climate and language and issues related to the family also. After the passage of time the international managers acclimate automatically when he/she learns the language and culture. The international companies must qualify for an international manager before leaving to another country, Training courses, Language courses and knowledge of nature and culture and how to deal with other nationalities.*

Keywords: *International managers, cross-culture, International business, International Director, foreignness, Misurata, Libya.*

I. Introduction

Specializes in human resources management to find and train, develop and motivate employees, after they have identified a goal to be accomplished and work, and distributed it to work and his responsibilities to workers. This is usually at the local level, but complicated by the emergence of the issue of international organizations (multinational), due to the emergence of new variables, one of the most important of these variables is the huge number of multi-national staff, and the second is the dispersion and the spread of working in multiple geographic regions and different countries.

Although recognizing that the human element is the most important for any organization element, whether operates locally or in an international, because it is capable of exploiting the various other factors of production optimal exploitation element, but we cannot overlook the impact of the environment on this race, we can say that the environment a key role in the success of the Director in the performance of his duties.

Hence the importance of attention to managers in the international environment, person resounding success may succeed in its management of the organization in the country, but the same person may fail miserably in the management representative organization in another country. Of course, such behavior is attributed to the effects of the environment.

Therefore, the selection of managers for jobs in the international environment, rehabilitation and training process things properly control efficiency and effective performance of these individuals and their organizations.

It is noted in recent decades, the growing importance of the human element of any organization, whether doing business domestically or internationally, even the human element and the magnitude of knowledge and qualification of one of the pillars of evaluating companies after it was evaluated limited to the financial aspects become, and the human element is capable of exploiting the various other elements of optimal exploitation. While recognizing the importance of the human element, we cannot overlook the impact of the environment on this race, we can say that the environment a key role in the success of the director in the performance of his duties.

Hence the importance of attention to international managers, a person who works in the management of the organization in the country may not work in his administration a similar organization in another country, because of the different effects of the environment.

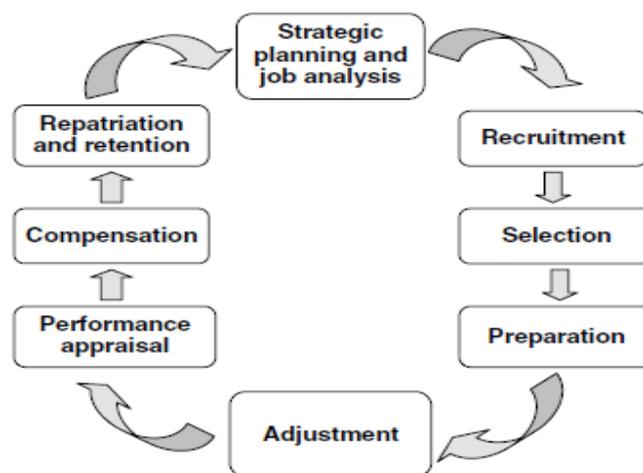
The importance of human resource management in international organizations:

- Widening the geographical area that must be managed, this requires manpower on a high level of efficiency, able to make important key decisions in isolation from senior management.

- Different social and economic systems in areas where international enterprises doing business, which requires the presence of management is able to adapt the organization conditions and policies, according to these variables.
- The international facilities to invest their money in different parts of the world, the company displays a lot of investment in those areas, the risk, so it had to have these departments and international facilities able to predict the political and economic trends and try to extrapolate the results and their impact on the organization.

Strategic Management of International Assignments : Many companies are sending employees and managers abroad to implement their global strategies and to control or coordinate their far-flung subsidiaries. But sending managers abroad is very expensive. Black and Gregersen(1992) showed that expatriates cost two to three times what they would in an equivalent position back home. Moreover, between 10 and 20 percent of the expatriates come back before the end of their contract because they could not adjust to the job or to the country. Among those who stay in their position abroad, one-third do not perform up to their supervisor's expectations. International managers constitute a crucial and competitive resource for multinationals, a resource that needs to be managed and developed. Value created by international assignments depends on the way they are planned and managed. Basing themselves on the literature and on interviews with international HR managers, Waxin (2006).et al.¹¹ propose a model for the strategic management of international assignments. This model comprises eight steps: (1) strategic planning and job analysis, (2) recruitment, (3) selection, (4) preparation for the transfer, (5) adjustment and organizational support, (6) evaluation and performance management, (7) Compensation and (8) repatriation and retention.

A Model for the Strategic Management of International Assignments



Source: Waxin et al.¹¹

Figure 1.model for the Strategic management of international assignments

Strategic Planning and Job Analysis : According to Waxin (2006).et al., the first step consists in establishing, for each international assignment (1) the goals, (2) the job description, (3) the job specification and (4) the ownership for the responsibility of managing the full expatriation/repatriation cycle. Firstly, the goals of each international assignment must be specified, and their strategic value must be determined with regard to the organization's strategic objectives. What are the assignment's goals? (Increase the organizational performance, train local employees, transfer the head office's organizational culture toward a subsidiary, solve a technical problem, launch a new product, etc.). Which of these objectives are directly linked with the organization's strategic objectives? Dowling and Welch distinguish between hard, soft and contextual job goals. Hard goals are objective, quantifiable, and can be directly measured (e.g., return on investment or market share). Soft goals tend to be relationship- or trait-based, like leadership style or interpersonal skills. Contextual goals attempt to take into consideration factors that result from the situation in which performance occurs, like arbitrary transfer pricing or other financial tools for transactions between subsidiaries to minimize foreign risk exposure. Job goals will be translated later on into performance appraisal criteria so specificity and measurability are essential.

Recruitment: The main objectives of international recruitment are (1) elaborating ways and techniques which will allow the organization to attract a sufficient number of motivated and qualified international candidates, (2) identifying candidates susceptible to filling foreign positions at the lowest possible cost, and (3) increasing the

pool of international candidates at the lowest possible cost, anticipating for the organization's future needs in personnel. The major decisions at this step regard the sources and the methods of recruitment.

Recruitment Sources: The first decision to be made is whether to recruit internally or externally. In spite of the external recruitment possibility, it is well documented that the majority of firms depend almost exclusively on internal recruitment for foreign positions, especially for their expatriate's positions. This preferred recruitment option can be found even in local markets where there is plenty of skilled labor.

Selection: The main objectives of the selection process are (1) enabling the company and the employee to determine whether the candidate possesses the competencies and motivation to successfully accomplish his or her international assignment, (2) minimizing the risk of assignment failure and the related costs, and (3) assigning candidates to suitable positions, thus maximizing the organization's and the candidate's benefit. Because of the specificity and implications of the task the expatriate will have to perform, multinational companies should ensure that they have an appropriate selection process for international assignments. We will now take a closer look at the selection criteria, the choice of the evaluators and the selection methods.

Selection Criteria: In theory, the choice of selection criteria for international employees is based on an analysis of the characteristics of the multinational, those of the subsidiary, the host country, and the position to fill. **Preparation to Transfer:** When an appropriate candidate has been selected for an international assignment, he or she must get prepared to face the challenges of the new position. The purpose of the preparation step is to provide the expatriates with all the necessary elements that will help them succeed during the international assignment by facilitating their adjustment in the host country and allowing them to work efficiently throughout the duration of their contract. The options company can use include organizing preliminary visits, providing practical assistance to the international employees, providing language and cross-cultural training.

Adjustment: Once the expatriate lands in the location of assignment, he or she needs further support from the company to adjust as quickly and smoothly as possible in the new job and in the new environment. Also, since the expatriates supposed to come back to the home country after the realization of his mission, the company must also keep links with the expatriate so that the employee does not suffer from the out-of-sight, out-of-mind syndrome. Furthermore, maybe even more than the expatriate, the spouse needs also support. First, we will define the notion of adjustment and present the adjustment model and the expatriates' adjustment factors. We will then see how the organization can support the expatriate employee, upon arrival and throughout the assignment.

Performance Appraisal: The evaluation serves several purposes: development, evaluation of the employee's contribution, give grounds to administrative decisions regarding, for instance, compensation and promotions. Individual performance management involves a formal process of goal setting, performance appraisal, and feedback. When designing a performance appraisal system, at least four elements should be taken into account: the objectives of the organization, the staffing perspective, the internationalization strategies, and the particularities of the local context. The difficulties and specificities of performance appraisal in an international context come from the possible conflict between global and subsidiary objectives, the problem of no comparability of data between subsidiaries, the volatility of the international market, and the variable levels of market maturity. Further, it is important to reconcile the tension between the need for universal appraisal standards with specific objectives in local units, and to recognize that more time may be needed to achieve results in markets which enjoy little supporting infrastructure from the parent company. The principal challenges related to the performance evaluation of the expatriates are the determination of the evaluation criteria, the choice of the evaluators, and the delivery of timely and culturally sensitive feedback.

Compensation: The objectives of an effective compensation system are to attract and retain quality people for global assignments and to motivate them to an acceptable and ever-improving standard of performance. Total pay packages have four components: the base salary, taxes, benefits, and allowances. Three standard methods are regularly utilized by multinational companies to determine the base salary of their international employees: the balance sheet (or home based) approach, the local market (or host based) approach and the international approach. Then, different kinds of allowances are meant to compensate particular troubles related to the relocation. Finally, taxes and benefits have to be fixed.

Repatriation and Retention: The repatriation is the activity of bringing the expatriate back to the home organization. Although it is now widely recognized by managers and academics that repatriation needs careful managing, this step is generally neglected. In this section, we will examine the different problems faced by repatriates, then we will discuss some retention issues and finally we will see how organizations could build an effective repatriation system.

II. Methodology

- a. **Sample and Population:** Research type is exploratory research. Exploratory research helps determine the best research design, data collection method and selection of subjects. It should draw definitive conclusions only with extreme caution. Given its fundamental nature, exploratory research often concludes that a perceived problem does not actually exist. Exploratory research is not typically generalizable to the population at large. The results of exploratory research are not usually useful for decision-making by themselves, but they can provide significant insight into a given situation. The research of this study is categorized as Qualitative method.
- b. **Data Analysis:** Data analysis technique is an attempt to find the answer of the research hypothesis. the methods of data analysis used in this research. Descriptive statistical After completing interviews with six international managers in the city of Misurata had to arrange this information, and collected it all, and make sure recipe invitees and then searching all goals and problems related in this research in order to match the methodology of this research plan also analysis this data by the searching of common data previously.

III. Findings And Discussion

a. Sources to get the international managers

Increase human resources management at the level of companies and international business and multinational complex compared with the situation in the local companies, as the number of branches of foreign companies and independent broad geographical outlast the very large in terms of numbers of employees and different in terms of environments, customs and traditions and the relationship to work and the level of efficiency and so on. To make matters more complex that managers work will be in a different environment completely from the mother country environment of legal, social, economic and political aspects, which requires the provision of an additional set of skills to external managers is consistent with the possibility of achieving compatibility between the supreme interest of their companies and the national interests for the host and local working groups of the country.

Home country nationals: And this term refers to their citizens of countries where there is the leadership of the company's headquarters staff. Where international companies retain key functions in a foreign company to citizens of the country where the mother this choice reflects the importance of knowing the culture of managers selected the parent company, and thus we mean its history, its policies, its systems, its mission, its objectives and has accepted practices and traditions observed in the presidency.

Host country nationals: It refers to the employees of the company which is essentially a branch of the parent company abroad, and they found the sons of the country where there is the branch.

Third country nationals: In some cases, with the cost of a foreign manager and the difficulty of a sufficient number of local managers, resorted some companies to choose administrators of neutral third country different from the country of the parent company as well as the host country, and is usually choose this type of managers from the same geographical area in which the foreign company is located , used to be a Turkish manager of the branch of a foreign company in Libya, or that choose to appoint a Australia company director Indonesia to run its operations in Malaysia . The main advantage of the use of these managers from different countries of the world is that the process of acclimatization manager of a third country to be much easier than the next acclimated foreign different environment and culture, and the costs of his remuneration and compensations and rewards will be less than the wages of the foreign manager but little more than a compensation local manager, in addition to the availability of sufficient international work experience.

Expatriates: Considered the performance of the expatriate very important in the success of the company, so the international human resources pay much attention to those individuals working and looking for them because they have the necessary experience, and it seems this concern clear to the facilities offered by the company for them to adapt to life and new work culture in the organization, these adaptations are necessary because most of them are leaving their homeland and their families to live in the home of another different in terms of social and cultural environment in which the behavior and actions of the people of their host country.

b. Challenges that international managers faced:

As we mentioned in previous chapters for international managers and the challenges and problems they face, I will try to do my summary of some of the points that can help to solve these common problems especially if it was a difference between countries. The nature of the challenges faced by managers abroad to another person where varying capacity in humans in terms of acclimatization of psychological stress and social differ may make foreign manager sometimes feel like an exile from his country and suffers from anxiety and cultural shock it with each return to their home countries before the end of their terms could be up.

The challenges of the local environment: International manager faces great difficulties to adapt to the new atmosphere in terms of weather and climate, which often differs from the weather and climate in his native. There is another type of challenges facing the international challenges of a manager level of life and living, which is often at least level written throughout his life as director. There is also the aspect of health care and the education of children and their schools, and there are also the subject away from family and friends who are valve psychological safety of the individual in every society, it can also add his lack of recreation areas and sports and interests and personal hobbies.

The challenges of the social environment: Director foreigner and his family up to the host country, carrying with him the cultural, social and behavioral and customs and traditions inherited from his country of origin, which may be different in many cases from those habits, customs, traditions and modes of behavior and thinking prevailing in the host country and therefore must be the manager first and his family second to adjust and adapt to the social data The new prevailing in the host country, but this may take some time Director and foreign members of his family may be exposed through it to some of the side social effects uncomfortable for them as a result of their ignorance of the language of the country and the inability to substantive communication and construction with workers in the company of local and with customers and dealers and with government agencies too.

Professional and technical challenges: Due to the different nature of the technologies used in the host with the country with those used in the home country, but poor efficiency technicians and administrators of local financial, marketing and commitment controls and systems of work required and skills, and because of the limited company in terms of size, the foreign managers face some obstacles as a result of new situations that may not be in line with their aspirations and abilities, leading to a kind of frustration they have provoked in the end reflected on the overall organization and the level of performance in it.

Challenges in the relationship with local governments and the presidency in the parent company: Company size and nature of goods produced and the extent of strategy and vitality of the host country which imposes on foreign manager additional responsibilities in terms of the development and deepening of social relations with the activities of the main community and some government agencies through a lot of meetings and make the necessary negotiations about the company and its policies, marketing tactics have and ways to use the national labor and the transfer of profits and other.. All this assumes the manager of foreign provides dynamic flexibility required and the ability to communicate and good negotiation and to build bridges with dealers and government agencies at all levels to ensure the continuation of activity for the company in the host country in line with the common interests of all parties.

Challenges Return: The managers who work for a long time in the constrictor countries as representatives the parent company may face difficulties and challenges of another kind at the end of their mission and return to the motherland. Due to the different economic, social and cultural conditions with the past, which leads to the feeling that these managers have been uprooted from their original roots, and here they are again returning to cope and adapt to changing their positions again. As Director of return facing the issue of disparities in wages and compensation where it is usually abroad higher than is the case in his native country putting him to the need to waive the upscale lifestyle that was experienced in the host country in material terms at least, as Director of return for the low profile is exposed in a corner It is important in the parent company because of a large administrative, technical and technological changes due to the emergence of new generations of human resources capable of exercising its activity in order to cope with the spirit of progress and development.

The following table shows a model for the development of international managers:

General objectives	Increase the effectiveness of expatriate managers or returning to their homeland.	
Defining the problem	Internal relations. Foreign affairs. Family relationships Relations with the government of the host country. Relations with the presidents of the mother company. Relationship with the government in the mother country.	feedback
Setting goals	Review of the international mission conditions. Increase cultural awareness Increase the knowledge of the host country. Increase knowledge of the language of the host country. Increase conflict management skills. Reduce problems Homecoming.	feedback
Determine the needs Development	To what extent has development?	feedback
Development Methods	Pre-departure training • Guidance • Regional Study • Language Education • cultural groups • behavioral simulation • Case Study Training beyond reach • guidance and training • solve problems in groups	feedback
Intermediate result	Knowledge about the culture of the host and his policy, economy and law and social factorization country. Awareness of the needs and expectations of the various interested parties and international operations. Awareness of the problems of family relationships in the host country.	
Desired outcome	The effectiveness of expatriate managers.	evaluation
Development method	Back training	feedback
Desired outcome	The effectiveness of managers expatriates	evaluation

Table1. Model for the development of international managers

Source by: Mohamed Graisa 2015

c. The responsibilities of human recourse management in international companies

Planning: Concerned with planning international company needs of the workforce in quantity and quality so as to ensure the achievement of the company's goals, planning is meant specifically in advance of the program of the workforce, has been director of human resources management faces many difficulties and problems as it has not forecasting the needs of the company of the necessary workforce to achieve its objectives in future periods.

Organization: Intended functions of the organization in Human Resource Management is a division and determines the duties responsibilities and tasks between individuals, and determine the relations linking these responsibilities, then the director of Human Resources Management determines the organizational structure of the administration form through the structure of relations between the design work, individuals, physical factors in the company.

Guidance: Intended to guide the efforts of individuals towards achieving the objectives of the company have this function fall under several names such as COMMAND, MOTIVATION under any name Titles of the objective of this function is to urge individuals to work fully and effectively satisfaction.

Censorship: Control process regarding the organization of activities and coordination between them according to the plan specified employment, based on the analysis of the basic objectives or activities of the organization, so as to ensure the implementation of the general plan of the company efficiently.

d. Families of the international manager

There are two variables affect the adaptation of the manager globally: the exotic culture and adapt the expatriate family.

e. Adjustment to select the right person for foreign assignments

To be successful International manager, he has to have the individual and collective and organizational qualifications, As it was the property of the wife and the ability of children to the cultural adjustment, It may be the reason behind the issue of the characteristics of this property other platform on the issue of psychological satisfaction of the manager and his family contribute significantly to the increase motivation to accomplish this work and achievement, which reflects the impact of these on the motivation of other properties and increase its effectiveness.

IV. Discussion

We've noticed in the past in this search for international human resources and how to choose the managers and the problems and challenges that may face international managers and their families in the city of Misurata, There is a comparison and selection process among alternatives sources of human resources, as is the responsibility of the international human resources management face various challenges in a country alienation, and so as enjoyed by members of this administration of the characteristics of certain recipes to help them practice their business in that country after that adjust and adapt to all variables new environmental.

As it located it upon them to exercise of public functions for human resources management analysis of work and attract employees, training and assessment of their performance and determine their salaries and rehabilitation to return to their home country after the end of their missions.

V. Conclusions

Increase human resources management at the level of companies and international business and multinational complex compared with the situation in the local companies, as the number of branches of foreign companies and independent broad geographical outlast the very large in terms of numbers of employees and different in terms of environments, customs and traditions and the relationship to work and the level of efficiency and so on. To make matters more complex to work managers will be quite different from the mother country environment of legal, social, economic and political aspects of the environment, which requires the provision of an additional set of skills to external managers is consistent with the possibility of achieving compatibility between the supreme interest of their companies and the national interests for the host and local working groups of the country.

VI. Recommendations

The result here can get some answers that can helps in the inventory problems and challenges facing the international managers in Libya and the discovery of causes and disadvantages of international companies that do not care about their managers by not giving them some training courses before they leave their home country going to a host country. There is a comparison and selection process among alternatives sources of human resources, as is the responsibility of the international human resources management face various challenges in a country alienation, and so as enjoyed by members of this administration of the characteristics of certain recipes to help them practice their business in that country after that adjust and adapt to all variables new environmental. As it located it upon their self's to exercise of public functions for human resources management analysis of work and attract employees, training and assessment of their performance and determine their salaries and rehabilitation to return to their home country after the end of their missions.

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