

HUMAN RESOURCE MANAGEMENT OF FOREIGN TRADE ENTERPRISE IN SHENZHEN, CHINA

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Received: July 19, 2023; **Revised:** August 22, 2023; **Accepted:** October 2, 2023

Abstract

The research on Human Resource Management of Foreign Trade Enterprise in Shenzhen, China proposed to 1) study the overview of human resource management, 2) investigate the significant factors causing effective human resource management, 3) find the relationship among the significant factors causing the effective human resource management, and 4) assess the new knowledge implementation for conducting the HRM Guideline of the effective human resource management for foreign trade enterprises in Shenzhen, China. The study was mixed research. The questionnaires were launched to 385 employees, qualitative data was collected with an in-depth interview of 6 HR managers of foreign trade enterprises in Shenzhen.

The results revealed that most respondents were females, at 31-35 years old, were born in foreign countries, with the highest education level in high schools or secondary technical schools in philosophy, literature, and history, having an average annual income between 50,001-100,000 yuan, having worked for 1-3 years, having 26-50 employees, having 11-20 senior managers and more than 20 managers equally, having 5-10 heads of departments, having 25-50 foreign employees, having 51.7% of enterprises have HR departments, and lastly having 54.5% of enterprises agree to establish the HR department. The multiple regression model was $\text{Effective HRM} = 2.764 + 0.091\text{EE} + 0.074\text{TD} + 0.071\text{TS} + 0.064\text{ES} + 0.055\text{PM}$ Effective HRM is the dependent variable, and Employee Engagement (EE), Training and Development (TD), HR Technology and Systems (TS), Employee Satisfaction (ES), and Performance Management (PM) are the independent variables and suggests the contribution of predicting

variations in Effective HRM. The coefficients attached indicate the strength and positive direction of their relationship with Effective HRM. New knowledge emphasizes the importance of employee engagement, the value of training and development, the impact of employee satisfaction, and the effectiveness of performance management to make effective HRM in foreign trade enterprises in Shenzhen, China.

Keywords: Foreign trade enterprise; Human resource management, Effective HRM

Introduction

China stands as the globe's second-largest economy, drawing substantial foreign investment due to its expansive consumer market, robust manufacturing capabilities, ongoing infrastructure development, and a range of incentives tailored for international investors (UNCTAD, 2022). Moreover, China, recognized as the world's most populous nation, with special prominence in territories like Hong Kong, boasts an immensely valuable consumer base. Consequently, it's a strategic move for foreign trade enterprises to explore investments in China and its territories. The Chinese government has established investment promotion agencies in specific countries, offering comprehensive insights and references on investment allure and incentives available to foreign investors. Remarkably, the count of foreign trade enterprises has demonstrated consistent growth, even during the challenging COVID-19 pandemic period from 2019 to 2021. This resilience underscores the enduring appeal of foreign direct investment, facilitated by China's still-ample internal workforce despite the testing circumstances. However, human resource management remains an instrumental factor in guiding businesses through all scenarios (The National Bureau of Statistics of China, 2022).

Entering a new era of foreign trade, foreign trade enterprises confront an array of challenges, notably the evolving landscape of market competition. Profound shifts in customer behavior and the contraction of traditional profit margins, particularly in the realm of employment, pose significant hurdles – from recruitment and retention difficulties to underutilization of human potential – resonating at the core of numerous enterprises. To effectively address these

issues, foreign trade enterprises are compelled to proactively initiate change, seize emerging opportunities, innovate new models, foster fresh ideas, and refine novel mechanisms. Human resources, as the foremost asset of any enterprise, take on heightened strategic significance in this evolving context. Consequently, foreign trade enterprises must prioritize human resource management as a cornerstone of transformation and innovation-driven development (Owens, J., & Zhan, J., 2018). Nationally, human resource activities encompass diverse functions including planning, staffing, training and development, payroll and compensation oversight, performance management, and industrial relations. Typically enacted in the company's operational country or region, these functions cater to a workforce with shared cultural backgrounds and language. While concentrating HR activities within China allows adherence to a set of localized rules and regulations, the nation's vast workforce of approximately 733.5 million people encountered a notable setback due to the COVID-19 pandemic, with over 25 million employed individuals affected adversely since 2020 (Textor, C., 2023).

There are many advantages to investing and working in China since there are many different areas for particular industries. The most populous province in China is Guangdong Province with a population of 126.84 million in 2021. With a GDP of 12.9 trillion RMB (\$1.7 trillion in nominal GDP) in 2022, Guangdong would have the largest provincial-level economy in all of China, accounting for roughly 10.6% of the country's overall economic output. It has a diversified economy and was known as the starting point of the Maritime Silk Road of ancient China (Guo, Y., 2019).

Shenzhen, situated near Hong Kong, stands out as a renowned and picturesque city. The Port of Shenzhen ranks as the world's fourth busiest container port, while Shenzhen itself serves as a global nucleus for technology, research, manufacturing, commerce, finance, tourism, and transportation. Within the realm of port cities, Shenzhen is classified as a Large-Port Megacity, recognized for its significance and scale (Toby, R., Lan, W., & John, P., 2021). It earned its status as one of the Special Economic Zones (SEZ) in the 1980s, leading to the formulation of various advantageous policies. These encompass areas like corporate autonomy, taxation, land utilization, foreign exchange management, product trade, and inbound and outbound regulations, all designed to attract international investments. The city has effectively attracted substantial foreign investment, popularizing the concept of SEZs and propelling their rapid

growth through activities like material processing, compensation trade, joint ventures, cooperative endeavors, sole proprietorships, and leasing (Frank, H., 2017).

Moreover, Foreign Trade Enterprises (FTEs) in Shenzhen, China, epitomize a dynamic blend of international business acumen and cultural diversity. These enterprises operate within a global landscape, engaging in cross-border trade, commerce, and exchanges. Their nature is characterized by a relentless pursuit of market expansion, facilitated by the city's strategic location near Hong Kong and its status as a prominent trade hub. FTEs in Shenzhen have a culture that blends tradition and contemporary. The workforce frequently combines local and foreign talent, generating a cosmopolitan atmosphere. These businesses are built with innovation and technical improvement interwoven throughout. Shenzhen's status as a hub of technology encourages FTEs to use cutting-edge devices, software, and digital platforms for smooth global operations. Ultimately, the nature and culture of Shenzhen's foreign trade enterprises serve as an example of how global business techniques and various cultural influences may live peacefully, highlighting the city's crucial position in global trade and commerce.

Therefore, foreign trade enterprises have been investing in this city increasing year by year. Accordingly, the workforce in Shenzhen has worked with foreign trade enterprises both domestic labors and foreign laborers, then human resource management is a crucial issue to study to find major factors of human resource management affecting foreign trade enterprises in Shenzhen, China.

Research Objectives

1. To study the overview of human resource management of foreign trade enterprises in Shenzhen, China.
2. To investigate the significant factors causing effective human resource management for foreign trade enterprises in Shenzhen, China.
3. To find out the relationship among the significant factors causing effective human resource management for foreign trade enterprises in Shenzhen, China.

4. To assess the new knowledge implementation for conducting the HRM Guideline of effective human resource management for foreign trade enterprises in Shenzhen, China.

Literature Reviews

Human Resource Management (HRM) can be evaluated in its implementation within both business and government sectors through the use of key performance indicators. Efficiency refers to the ability to achieve desired outcomes while optimizing resources, time, finances, energy, and effort. In the context of technology and the global economy, expansion and intricate organizational structures have become integral, prompting administrators to anticipate potential risks and advantages more effectively, leading to improved forecasting of company performance. This necessitates the development of rational plans based on their predictions, which are then put into action. Within enterprises, employees contribute strategic creativity by actively engaging in the strategic human resource management process, a focal point of this strategic expansion aimed at envisioning, reexamining, and constructing the future. Embracing this strategic role underscores the increasing importance of effectively evaluating human resource management (Cicek, I. & Demir, M., 2015).

Measuring effective Human Resource Management involves assessing the effectiveness of the HR processes, strategies, and initiatives in achieving organizational goals. There are several key metrics and approaches that can be used to measure HRM efficiency. The measurement methods for HRM efficiency are employee turnover rate, time-to-fill, cost-per-hire, training and development, employee productivity, employee satisfaction, and HR metrics dashboard (Vulpen, E.V., 2023).

Types and contents involved in foreign trade enterprises in Shenzhen, China are import and export of goods and services, foreign investment, foreign non-financial investment, and outsourcing, with the in-depth development of foreign trade, China's foreign contracted projects have made remarkable achievements. Human resource management of foreign trade enterprises in Shenzhen is also one of the hot topics in the theoretical research field of human resource management in China at present, and it is also the key content

concerned by relevant government departments and human resource management practitioners in recent years (UNCTAD, 2022).

To make the best possible use of human capital, which can increase the likelihood of gaining a competitive edge. Strategic HRM is cited as a technique for achieving this (Lejonqvist, E. & Othen, N., 2015). Chinese citizens at all levels of the government have been given more power to negotiate commercial deals and enhance their capacity to efficiently manufacture marketable goods and services. Chinese policymakers are becoming more prominent. The benefits of foreign investment for specific projects, local growth, and China's overall development are becoming more and more clear to Chinese officials. Even in the face of uncertainty in the wake of Deng Xiaoping's passing, this has generated momentum for further opening that is unlikely to shift (Prime, P.B. & Park, J.H., 2016). The business filled positions with a group of applicants who may be qualified with effective recruiting and selection. Additionally, organizations should constantly invest in the training, development, and involvement of their staff members, who are seen as the most essential resource's source of competitive advantage (Jashari, A. & Kutlllovci, E., 2020). Decentralized decision-making gives employees the chance to contribute less to the decision-making process, which is avoided. Delegating authority and giving employees the freedom to make decisions can sometimes result in lower-level employees producing significant profits that were not expected of them (Anwar, K. & Abdulah, N. N., 2021). The current findings can be used by managers in this industry, as well as decision-makers in schools and the education sector, to implement new HRM systems in their companies for further improving procedures and enabling innovation in the activities of their businesses (Kitieshat, R. & Farmanesh, P., 2022). Eventually, effective HRM is very crucial for enterprises not only foreign trade enterprises but also all organizations necessary to manage obviously and simultaneously with the international standard under the highly competitive market situation.

Research Methodology

The study was structured around a mixed research methodology, blending qualitative and quantitative approaches. Qualitative analysis was undertaken via content analysis, while quantitative analysis employed a multiple linear regression model. The qualitative component complemented the

quantitative analysis, reinforcing the attainment of dependable conclusions. The sample size encompassed 385 medical students who participated in the study through a questionnaire. Additionally, the research involved the selection of 6 HR managers responsible for both Chinese and foreign employees in Shenzhen's foreign trade enterprises.

Following the distribution of questionnaires and conducting interviews, the researcher assessed the questionnaires for completeness. Subsequently, the analysis commenced by evaluating a trial dataset using Cronbach's alpha to ascertain validity and reliability. To measure the questionnaire's reliability, a pilot group of 30 samples was used, and internal consistency among the elements was examined through Cronbach's alpha. The computed Cronbach's Alpha Coefficient was 0.969, surpassing the threshold of 0.7. This outcome unequivocally confirmed the questionnaire's suitability for use in the study.

Results

The research revealed the results as follows: there were analyses of quantitative data and qualitative data, respectively.

1. Analysis of qualitative data: Initially, the analysis of respondent demographics encompassed gender, age, birthplace, the highest level of education, areas of specialization in education, annual income, work experience duration, enterprise size in terms of employee count, senior management count, department headcount, foreign employee count, presence of an HR department within the enterprise, and authorization for establishing an HR department. The general information of 385 respondents most respondents was shown from the highest to the lowest as the following:

The survey participants consisted of 208 women aged 31-35, hailing from foreign countries. Their highest educational attainment was at the high school or secondary technical school level, primarily in fields related to philosophy, literature, and history. The respondents reported an average annual income ranging between 50,001-100,000 Yuan, with work experience spanning 1-3 years. The enterprises they were associated with typically employed between 26-50 individuals, and the number of senior managers varied between 11-20 managers and more than 20 managers. Additionally, the enterprises had 5-10 heads of departments and 25-50 foreign employees. Out of the surveyed

residents' enterprises, 199 had established human resource departments, while 210 respondents' enterprises were authorized to maintain human resource departments.

Next, an examination of the influences on effective HRM was conducted through statistical measures of mean and standard deviation. These factors encompassed strategy and alignment, planning and staffing, performance management, training and development, compensation and benefits, HR technology and systems, organizational culture, employee engagement, leadership style, and employee satisfaction. The outcomes of the factors impacting effective HRM are presented with mean and standard deviation values in Table 2 below.

Table 1: Mean and standard deviation of the overview of ten affecting factors

No:	Influencing factors	$\bar{X}$	S.D.	Interpretation
1	Strategy and alignment	4.33	0.75	Very effective
2	Planning and staffing	4.26	0.55	Very effective
3	Performance management	4.31	0.54	Very effective
4	Training and development	4.27	0.53	Very effective
5	Compensation and benefits	4.31	0.61	Very effective
6	HR technology and system	4.28	0.67	Very effective
7	Organizational culture	4.32	0.71	Very effective
8	Employee engagement	4.31	0.65	Very effective
9	Leadership style	4.28	0.77	Very effective
10	Employee satisfaction	4.29	0.67	Very effective

The overview of ten factors showed that the range of means was between 4.26-4.33, hence, it was very effective in the overview. Strategy and alignment factor was the highest mean at a very effective level, and planning and staffing was the lowest mean at a very effective level as well.

Thirdly, an analysis of effective HRM factors showed the results in Table 2.

Table 2: Mean and standard deviation of the overview of effective HRM factors

No:	Effective HRM factors	$\bar{X}$	S.D.	Interpretation
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1	Effective HRM practices	4.28	0.73	Very effective
2	Optimal resource utilization	4.31	0.65	Very effective
3	High employee productivity	4.26	0.64	Very effective
4	Positive employee outcome	4.33	0.73	Very effective
5	Enhanced organizational performance	4.30	0.72	Very effective
6	Competitive advantage	4.27	0.70	Very effective

Table 2: shows that the effective HRM factors' range of mean was between 4.26-4.33 that it was a very effective level in the overview. Positive employee outcome was the highest mean at a very effective level, and high employee productivity was the lowest mean at the same level.

Eventually, an analysis of the influencing factors on HRM performance and effective HRM in foreign trade enterprises in Shenzhen, China was made by using the statistical analysis tools; t-test and ANOVA. The results revealed the following:

1. Gender, age, birthplaces, education levels, work duration, the number of employees, the number of senior managers, heads of departments, foreign employees, and the existence of the HR department in foreign trade enterprises in Shenzhen, China had no affected on effective HRM.

2. Fields of education level no statistically significant relationship between fields of education levels and Effective HRM of factors: Employee Performance (EP), Optimal Resource Utilization (OU), High Employee Productivity (HP), and Positive Employee Outcome (PO). But it had significantly affected Enhanced Organizational Performance (EO) and Competitive Advantage (CA).

3. Average annual income had no statistically significant relationship between average annual income and Effective HRM of factors: Employee Performance (EP), Optimal Resource Utilization (OU), High Employee Productivity (HP), Enhanced Organizational Performance (EO), and Competitive Advantage (CA). But it had significantly affected Positive Employee Outcomes (PO).

4. The HR department's establishment in the organizations had no statistically significant relationship between the HR department's establishment and Effective HRM of factors: Employee Performance (EP), Optimal Resource Utilization (OU), High Employee Productivity (HP), and Positive Employee Outcomes (PO) and Competitive Advantage (CA). But this factor has significantly affected Enhanced Organizational Performance (EO). When testing with the Least Significant Difference (LSD), it showed that there was statistically significant to establish the HR department in the organization.

Then, the correlation analysis of HRM factors to effective HRM factors was made by using Pearson's correlation coefficient and went through the multiple regression model. The results were shown in Table 3.

Table 3: Correlation Analysis of HRM Factors and Effective HRM Factors with Pearson's Correlation Coefficient.

HRM factors	Effective HRM	EP	OU	HP	PO	EO	CA
SA	Pearson	0.033	-0.019	0.026	.117*	0.048	-0.063
	Sig.	0.516	0.704	0.605	0.022	0.354	0.218
PS	Pearson	-0.009	-0.060	0.100	0.059	0.023	-0.074
	Sig.	0.866	0.239	0.051	0.246	0.659	0.146
PM	Pearson	0.094	0.031	0.082	.177**	.176**	-0.002
	Sig.	0.066	0.551	0.109	0.001	0.001	0.965
TD	Pearson	.107*	.106*	0.094	.120*	.128*	0.066
	Sig.	0.036	0.039	0.065	0.019	0.012	0.200
CB	Pearson	0.096	0.085	0.081	.118*	0.079	-0.042
	Sig.	0.061	0.096	0.111	0.021	0.121	0.409
TS	Pearson	.152**	.106*	0.069	.221**	.108*	-0.028
	Sig.	0.003	0.038	0.179	0.000	0.035	0.592
OC	Pearson	.131*	.124*	0.084	.132**	.151**	-0.078
	Sig.	0.010	0.015	0.099	0.010	0.003	0.128
EE	Pearson	0.054	.244**	.135**	0.086	.180**	-0.011
	Sig.	0.295	0.000	0.008	0.094	0.000	0.827
LS	Pearson	.131*	0.069	0.076	-0.010	0.024	0.040
	Sig.	0.011	0.177	0.140	0.845	0.636	0.432
ES	Pearson	.279**	0.085	.165**	0.033	0.094	-0.060
	Sig.	0.000	0.099	0.001	0.517	0.066	0.238

* P < .05, ** P < .01

Table 3: showed the relationship between HRM factors and Effective HRM as the following:

The Strategy and Alignment (SA) with Effective HRM of the Positive Employee Outcomes (PO) are related statistically significant at the level of .05.

The Performance Management (PM) with Effective HRM of the Positive Employee Outcomes (PO) and Enhanced Organizational Performance (EO) are related statistically significant at the level of .05.

The Training and Development (TD) with Effective HRM of the Effective HRM Practices (EP), Optimal Resource Utilization (OU), Positive Employee Outcomes (PO), and Enhanced Organizational Performance (EO) are related statistically significant at the level of .05.

The Compensation and Benefit (CB) with Effective HRM of the Positive Employee Outcomes (PO) are related statistically significant at the level of .05.

The HRM Technology and Systems (TS) with Effective HRM of the Effective HRM Practices (EP), Optimal Resource Utilization (OU), Positive Employee Outcomes (PO), and Enhanced Organizational Performance (EO) are related statistically significant at the level of .05.

The Organizational Culture (OC) with Effective HRM of the Effective HRM Practices (EP), Optimal Resource Utilization (OU), Positive Employee Outcomes (PO), and Enhanced Organizational Performance (EO) are related statistically significant at the level of .05.

The Employee Engagement (EE) with Effective HRM of Optimal Resource Utilization (OU), High Employee Productivity (HP), and Enhanced Organizational Performance (EO) are related statistically significant at the level of .05.

The Leadership Style (LS) with Effective HRM of the Effective HRM Practices (EP) are related statistically significant at the level of .05.

The Employee Satisfaction (ES) with Effective HRM of Effective HRM Practices (EP), and High Employee Productivity (HP) are related statistically significant at the level of .05. Besides, the regression model enabled to conducted as follows:

$$\text{Effective HRM} = 2.764 + 0.091\text{EE} + 0.074\text{TD} + 0.071\text{TS} + 0.064\text{ES} + 0.055\text{PM}$$

The equation is expressed as Human Resource Management Efficiency is 2.764 + 0.091 Employee Engagement + 0.074 Training and Development + 0.071 HRM Technology and Systems + 0.064 Employee Satisfaction + 0.055 Performance Management.

Analysis of qualitative data: An analysis of qualitative data is conducted from the data collected from the interview of 6 HR managers of foreign trade enterprises in Shenzhen, China. The interview form consisted of 22 questions;

the interviewees (1 question), HRM factors (12 questions), and Effective HRM (9 questions). The results of the interview can be concluded as the following:

1. Within the realm of foreign trade enterprises, HRM practices, and strategies are meticulously designed to adeptly navigate the distinctive challenges and opportunities inherent in international trade. These encompass a comprehensive range of areas, including Talent Acquisition, Training and Development, Cross-Culture Competence, Performance Management, Employee Engagement, Compensation and Benefits, and HR Technology. Adapted to the intricacies of global commerce, these practices holistically address the demands of recruitment, skill enhancement, cross-cultural understanding, performance assessment, employee retention, rewards, and technological integration.

2. The direct experience working in the organizations or specific insights about its internal operations, however, they provide a general overview of key factors that commonly affect HRM in organizations with the same issues, such as organizational culture, leadership management, employee engagement, workforce diversity and inclusion, performance management, legal and regulatory compliance, and technological advancement.

3. The global business environment impacts HRM practices, particularly in the foreign trade sector. Here are some key ways in which the global business environment influences HRM practices: Cross-Cultural Competence, International Talent Acquisition, Global Mobility and Expatriate Management, Compliance with International Employment Laws, Global Compensation and Benefits, Virtual Collaboration and Remote Work, and Global HR Technology and Analytics. The impact of the global business environment on HRM practices is complex and continuously evolving.

4. A range of measures that organizations commonly take to develop and train their employees to improve their skills and competencies. There are specific issues with the most information of HRM that help to improve their employee's skills and competencies, such as training programs, monitoring and coaching, leadership development programs, and succession planning.

5. To access and measure the effectiveness and efficiency of HRM practices, organizations can employ various methods and metrics. Here are some

common approaches; key performance indicators (KPIs), HR analytics and data analysis, benchmarking, efficiency metrics, HR audits and compliance reviews, performance management systems, and lastly, continuous monitoring and evaluation.

6. Some general future plans or initiatives that organizations in China may consider to necessarily improve Effective HRM are technology integration, mobile access and digitalization, data-driven decision-making, continuous learning and development, agile performance management, HR analytics and predictive modeling, continuous process improvement.

Finally, it can be summarized that HRM factors that affect Effective HRM are Employee Engagement, Training and Development, HRM Technology and Systems, Employee Satisfaction, and Performance Management with statistically significant at the level of .05.

Discussions

Effective HRM is the goal of human resource management and is important to find out the factors affecting it. Effective HRM is crucial as it directly affects talent acquisition and retention, employee productivity and performance, compliance with laws and regulations, employee satisfaction and engagement, organizational culture and employer branding, and cost management. The results of this research are consistent with the study of Ngan, V. H. & Duyen, D. T. H., and Dung, L. T., Chotechoei, N., & Jaroenchai, K.

Employee Engagement factors are a positive impact on Effective HRM. employee engagement positively impacts Effective HRM by improving retention, increasing productivity, enhancing collaboration and communication, fostering innovation and problem-solving, cultivating a positive organizational culture, and promoting employee development. Engaged employees are an invaluable asset to HRM, as they contribute to the overall effectiveness and success of the HR function and the organization as a whole. The results of this research are consistent with the study of Cooke, F. et al.

Training and Development factors have a positive impact on Effective HRM by investing in training and development programs. HRM can improve employee skills, enhance performance, adapt to technological changes, increase

talent retention, facilitate succession planning, manage change effectively, ensure compliance, and reduce risks. These factors collectively contribute to Effective HRM, resulting in streamlined processes, improved employee satisfaction, and the ability to effectively support the organization's goals and objectives. The results of this research are consistent with the study of Ngan, V. H. & Duyen, D. T. H.

Employee Satisfaction factors are positively related to and impact Effective HRM by reducing turnover, increasing engagement, improving performance and productivity, fostering a positive workplace culture, enhancing recruitment and employer branding, reducing absenteeism, and enabling effective feedback mechanisms. By prioritizing employee satisfaction, HRM can create a more efficient and effective work environment, leading to improved outcomes and organizational success. The results of this research are consistent with the study of Kim, M. J. & Wang, L. Y.

Performance Management has positively related to and impacted Effective HRM by establishing clear expectations, providing objective evaluation, facilitating development and feedback, supporting performance-based rewards and recognition, identifying training needs, enabling succession planning, and driving continuous improvement. By implementing effective performance management systems and practices, HRM can optimize employee performance, enhance productivity, and align individual and organizational goals, ultimately improving overall efficiency. The results of this research are consistent with the study of Songkramsri, S., U-on, V. & Teerathanachaiyakun, K., of Awais, M. et al., of Jashari, A. & Kutllovci, E., of Riana, G. et al., and of Garengo, P., Sardi, A., & Nudurupati, S. S.

New Knowledges

New knowledge of this study incurred from the relationship between HRM factors and Effective HRM shown in the multiple linear regression model above. Figure 2 below shows the comparison of the studied model from related research and the model of this study.

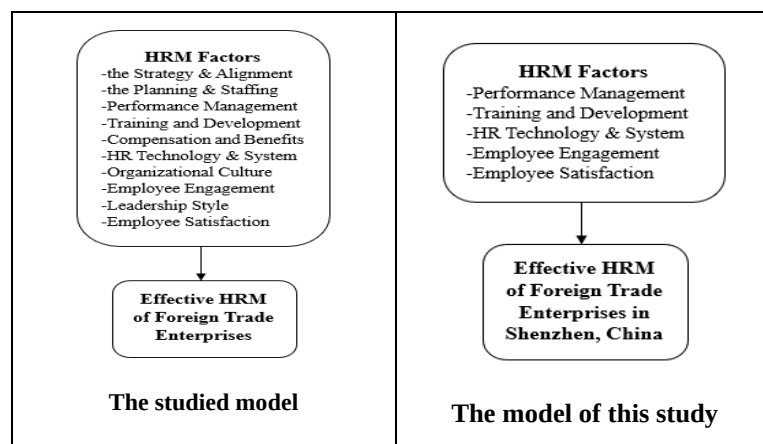


Figure 2: The comparison of the studied model from related research and the model of this study.

The study adds new knowledge that can help HRM practitioners and organizational leaders by identifying these particular elements and their effect on Effective HRM in Shenzhen, China. In order to develop Effective HRM in the field of international commerce, it offers evidence-based insights into the areas that need focus and improvement. The development of focused HRM strategies, policies, and practices can be influenced by this knowledge, which will ultimately increase organizational performance and competitiveness in the fast-paced global trade environment.

Conclusions

The study's findings illuminate essential insights for addressing the research inquiries. To begin, organizations should establish a resilient strategy that harmonizes seamlessly with the distinct requisites and challenges of the industry. Secondly, according precedence to talent management opens avenues for nurturing growth prospects. Thirdly, augmenting performance management directly contributes to the overarching triumph of the organization by propelling employee performance. Lastly, fostering a favorable work ambiance underscores the significance of employee well-being, work-life equilibrium, and a constructive organizational ethos. This encompasses dimensions like linguistic adeptness, cultural acumen, and a grasp of international business practices. Significant findings highlight three key factors—Training and Development, HR

Technology and Systems, and Organizational Culture—that support effective HRM in Shenzhen's foreign trade firms. The importance of well-organized HR departments, education levels, and mean yearly income all stand out as influencing factors. As shown by the coefficients showing a strong and positive link with Effective HRM, deliberate adjustments are essential for increasing these features within Shenzhen's foreign trade firms and magnifying their internal dynamics.

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