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DISSERTATION

INTERNATIONAL MIGRATION OF HUMAN RESOURCES IN THE
CONDITIONS OF GEOECONOMIC TRANSFORMATIONS

Speciality 073 – Management

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The dissertation contains the results of own research. The use of ideas, results and texts of other authors have references to the relevant source

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ANNOTATION

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The dissertation is devoted to the theoretical, methodological, and practical aspects of international migration of human resources under conditions of geo-economic transformations, globalization restructuring, labor market adaptation, and increasing global competition for human capital. The study investigates the impact of geo-economic instability, demographic imbalance, geopolitical fragmentation, technological development, and institutional transformation on international labor mobility and migration governance systems.

The relevance of the research topic is determined by the growing role of international migration in the formation of global labor markets, strategic human resource management, and economic competitiveness of national economies. Contemporary geo-economic transformations significantly intensify migration processes and simultaneously increase the complexity of migration governance. Under conditions of global instability, demographic aging, labor shortages, digital transformation, and geopolitical risks, migration governance becomes an important instrument of labor market regulation, institutional adaptation, and human capital accumulation.

The object of the research is the process of international migration of human resources under conditions of geo-economic transformation.

The subject of the research is the theoretical, methodological, organizational, and managerial foundations of migration governance, labor mobility regulation, and strategic human resource management in the context of global geo-economic change.

The purpose of the dissertation is to develop theoretical and methodological approaches and practical recommendations for improving migration governance

systems and strategic management of international human resource migration under conditions of geo-economic transformation.

The dissertation applies an interdisciplinary methodological framework integrating migration governance theory, institutional economics, strategic management, labor market analysis, and human resource management concepts. The research methodology is based on systems analysis, comparative analysis, institutional approach, statistical analysis, logical generalization, graphical interpretation, and analytical assessment methods. The study also applies risk-oriented and governance-based approaches to evaluate migration resilience, labor market adaptation, and the effectiveness of migration governance mechanisms.

The dissertation substantiates that international migration has evolved from a demographic and socio-economic phenomenon into a strategic component of global economic governance and labor market regulation. It has been established that migration governance systems increasingly shift from liberal globalization-oriented models toward selective, sovereignty-oriented, and risk-sensitive institutional mechanisms aimed at strengthening labor market resilience and national economic competitiveness.

The study proves that geo-economic transformations significantly influence the structure, intensity, and direction of international migration flows. The dissertation identifies the growing role of skilled migration, digital labor mobility, educational migration, and climate-related migration under conditions of technological restructuring and geopolitical instability. It has been determined that contemporary migration governance increasingly prioritizes selective talent attraction, institutional regulation, labor market flexibility, and strategic human capital allocation.

The dissertation analyzes the impact of migration on labor market sustainability, demographic balance, economic growth, innovation development, and institutional adaptation. It has been established that migration simultaneously creates opportunities for economic modernization, labor market optimization, and technological development while generating significant risks associated with labor

shortages, «brain drain,» demographic decline, social inequality, and migration-related governance challenges.

The research demonstrates that developed countries increasingly use migration governance as a strategic instrument for strengthening economic competitiveness and attracting highly skilled labor resources. Comparative analysis confirms the transition toward talent-oriented migration policies, selective migration governance mechanisms, and institutional adaptation strategies in developed economies. At the same time, developing countries face growing migration-related challenges associated with human capital outflow, labor market imbalance, and institutional vulnerability.

Special attention is devoted to migration risk management under conditions of geo-economic instability. The dissertation identifies major migration risks, including geopolitical conflicts, demographic asymmetry, labor market disruptions, digital migration risks, irregular migration, and institutional fragmentation. The study substantiates the necessity of integrating migration governance mechanisms with strategic labor market planning, institutional coordination systems, and adaptive human resource management policies.

The scientific novelty of the obtained results lies in the development of theoretical and methodological approaches to migration governance under conditions of geo-economic transformation. For the first time, an integrated economic and mathematical model for assessing geo-economic risks and migration attractiveness has been developed based on the application of the Geo-Economic Risk Index (GERI) and Immigration Attractiveness Index (IAI), enabling a comprehensive evaluation of the relationship between geo-economic instability, labor market resilience, migration governance effectiveness, and international human resource mobility.

Further development has been achieved in theoretical approaches to strategic migration management through the integration of geo-economic transformation factors, labor market adaptation mechanisms, and migration governance instruments. Scientific approaches to migration risk management have also been improved

through the incorporation of labor market risks, demographic imbalance, geopolitical instability, and institutional adaptation mechanisms into migration governance systems.

The practical significance of the obtained results lies in the possibility of applying the proposed approaches and recommendations in the activities of state authorities, migration governance institutions, labor market regulatory bodies, international organizations, and enterprises involved in international human resource management. The developed recommendations may be used for improving migration governance systems, strengthening labor market resilience, reducing migration risks, and increasing the effectiveness of strategic human capital management under conditions of geo-economic transformation.

The dissertation results contribute to the development of scientific approaches to migration governance, strategic labor mobility management, and institutional adaptation under conditions of global transformation and increasing competition for human resources.

Keywords: management, human resources, human capital, green human capital, international migration, migration management, geoeconomic transformations, labor mobility, brain drain, labor market adaptation, migration risk management, personnel management, globalization, demographic imbalance, skilled migration, innovation, sustainable development.

АНОТАЦІЯ

Ван Цзіцзе. МІЖНАРОДНА МІГРАЦІЯ ЛЮДСЬКИХ РЕСУРСІВ В УМОВАХ ГЕОЕКОНОМІЧНИХ ТРАНСФОРМАЦІЙ - Рукопис.

Дисертація на здобуття наукового ступеня доктора філософії (Ph.D.) за спеціальністю 073 – Менеджмент. – Сумський національний аграрний університет, Суми, 2025.

Дисертацію присвячено теоретичним, методологічним та практичним аспектам міжнародної міграції людських ресурсів в умовах геоекономічних трансформацій, реструктуризації глобалізації, адаптації ринку праці та посилення глобальної конкуренції за людський капітал. У дослідженні проаналізовано вплив геоекономічної нестабільності, демографічного дисбалансу, геополітичної фрагментації, технологічного розвитку та інституційних трансформацій на міжнародну трудову мобільність і системи управління міграцією.

Актуальність теми дослідження зумовлена зростанням ролі міжнародної міграції у формуванні глобальних ринків праці, стратегічному управлінні людськими ресурсами та забезпеченні економічної конкурентоспроможності національних економік. Сучасні геоекономічні трансформації суттєво посилюють міграційні процеси та одночасно ускладнюють системи міграційного управління. В умовах глобальної нестабільності, демографічного старіння, дефіциту робочої сили, цифрової трансформації та геополітичних ризиків міграційне управління стає важливим інструментом регулювання ринку праці, інституційної адаптації та накопичення людського капіталу.

Об'єктом дослідження є процес міжнародної міграції людських ресурсів в умовах геоекономічних трансформацій.

Предметом дослідження є теоретичні, методологічні, організаційні та управлінські засади міграційного управління, регулювання трудової мобільності та стратегічного управління міжнародною міграцією людських ресурсів у контексті глобальних геоекономічних змін.

Метою дисертації є розроблення теоретико-методологічних підходів і практичних рекомендацій щодо вдосконалення систем міграційного управління та стратегічного управління міжнародною міграцією людських ресурсів в умовах геоекономічних трансформацій.

У дисертації використано міждисциплінарний методологічний підхід, який інтегрує теорію міграційного управління, інституційну економіку, стратегічний менеджмент, аналіз ринку праці та концепції управління людськими ресурсами. Методологія дослідження базується на системному аналізі, порівняльному аналізі, інституційному підході, статистичному аналізі, логічному узагальненні, графічній інтерпретації та методах аналітичного оцінювання. Також застосовано ризик-орієнтований та governance-підходи для оцінювання міграційної стійкості, адаптації ринку праці та ефективності механізмів міграційного управління.

У дисертації обґрунтовано, що міжнародна міграція трансформувалася з демографічного та соціально-економічного явища у стратегічний компонент глобального економічного управління та регулювання ринку праці. Встановлено, що системи міграційного управління поступово переходять від моделей, орієнтованих на ліберальну глобалізацію, до селективних, суверенно-орієнтованих та ризик-чутливих інституційних механізмів, спрямованих на зміцнення стійкості ринку праці та національної економічної конкурентоспроможності.

Дослідження доводить, що геоекономічні трансформації суттєво впливають на структуру, інтенсивність і напрями міжнародних міграційних потоків. У дисертації визначено зростаючу роль кваліфікованої міграції, цифрової трудової мобільності, освітньої міграції та кліматично зумовленої міграції в умовах технологічної реструктуризації та геополітичної нестабільності. Встановлено, що сучасне міграційне управління дедалі більше орієнтується на селективне залучення талантів, інституційне регулювання, гнучкість ринку праці та стратегічний розподіл людського капіталу.

У дисертації проаналізовано вплив міграції на стійкість ринку праці, демографічний баланс, економічне зростання, інноваційний розвиток та інституційну адаптацію. Встановлено, що міграція одночасно створює можливості для економічної модернізації, оптимізації ринку праці та технологічного розвитку, водночас генеруючи значні ризики, пов'язані з дефіцитом робочої сили, «відпливом мізків», демографічним скороченням, соціальною нерівністю та викликами міграційного управління.

Дослідження демонструє, що розвинені країни дедалі активніше використовують міграційне управління як стратегічний інструмент зміцнення економічної конкурентоспроможності та залучення висококваліфікованих трудових ресурсів. Порівняльний аналіз підтверджує перехід до *talent-oriented migration policies*, селективних механізмів міграційного управління та стратегій інституційної адаптації у розвинених економіках. Водночас країни, що розвиваються, стикаються зі зростаючими міграційними викликами, пов'язаними з відпливом людського капіталу, дисбалансом ринку праці та інституційною вразливістю.

Особливу увагу приділено управлінню міграційними ризиками в умовах геоекономічної нестабільності. У дисертації визначено основні міграційні ризики, зокрема геополітичні конфлікти, демографічну асиметрію, дисбаланси ринку праці, цифрові міграційні ризики, нерегулярну міграцію та інституційну фрагментацію. Обґрунтовано необхідність інтеграції механізмів міграційного управління зі стратегічним плануванням ринку праці, системами інституційної координації та адаптивною політикою управління людськими ресурсами.

Наукова новизна одержаних результатів полягає у розробленні теоретико-методологічних підходів до міграційного управління в умовах геоекономічних трансформацій. Уперше розроблено інтегровану економіко-математичну модель оцінювання геоекономічних ризиків та міграційної привабливості на основі застосування *Geo-Economic Risk Index (GERI)* та *Immigration Attractiveness Index (IAI)*, що дозволяє комплексно оцінювати взаємозв'язок між

геоекономічною нестабільністю, стійкістю ринку праці, ефективністю міграційного управління та міжнародною мобільністю людських ресурсів.

Подальшого розвитку набули теоретичні підходи до стратегічного міграційного управління шляхом інтеграції факторів геоекономічних трансформацій, механізмів адаптації ринку праці та інструментів міграційного управління. Також удосконалено наукові підходи до управління міграційними ризиками через включення ризиків ринку праці, демографічного дисбалансу, геополітичної нестабільності та механізмів інституційної адаптації до систем міграційного управління.

Практичне значення одержаних результатів полягає у можливості застосування запропонованих підходів і рекомендацій у діяльності органів державної влади, інституцій міграційного управління, органів регулювання ринку праці, міжнародних організацій та підприємств, що здійснюють міжнародне управління людськими ресурсами. Розроблені рекомендації можуть бути використані для вдосконалення систем міграційного управління, зміцнення стійкості ринку праці, зниження міграційних ризиків та підвищення ефективності стратегічного управління людським капіталом в умовах геоекономічних трансформацій.

Результати дисертації сприяють розвитку наукових підходів до міграційного управління, стратегічного управління трудовою мобільністю та інституційної адаптації в умовах глобальних трансформацій і посилення конкуренції за людські ресурси.

Ключові слова: управління, людські ресурси, людський капітал, зелений людський капітал, міжнародна міграція, управління міграцією, геоекономічні трансформації, трудова мобільність, відтік мозків, адаптація ринку праці, управління міграційними ризиками, управління персоналом, глобалізація, демографічний дисбаланс, кваліфікована міграція, інновації, сталий розвиток.

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LIST OF SYMBOLS

Abbreviation	Full Term
GERI	Geo-economic Risk Index
IOM	International Organization for Migration
UNHCR	United Nations High Commissioner for Refugees
OECD	Organization for Economic Co-operation and Development
US	United States
HR	Human Resources
EU	European Union
CCT	Capacity and Talent Card
UK	United Kingdom
ASEAN	Association of South East Asian Nations
WTO	World Trade Organization
IT	Information Technology
FDI	Foreign Direct Investment
ODA	Official Development Assistance
USMCA	United States-Mexico-Canada Agreement
MERCOSUR	The Southern Common Market
ILO	International Labour Organization
UNHCR	The UN Refugee Agency
MNC	Mobile Network Code
NATO	North Atlantic Treaty Organization
IHRM	International Human Resources Management
GERI	Goeconomic Risk Index
MAI	Migration Attractiveness Index
RCEP	Regional Comprehensive Economic Partnership
GDP	Gross Domestic Product
IAI	Immigration Attractiveness Index
CHRO	Chief Human Resources Officer
BCP	Business Continuity Planning

INTRODUCTION

Relevance of the topic. As economic globalization continues to deepen, the scale of multinational corporations has gradually expanded and the speed of development has continued to accelerate, which has also put forward higher requirements for human resource management. In this context, more and more domestic and foreign experts and scholars have invested in the study of international human resource management, which has improved the relevant research theories to a certain extent. Based on this, this paper will analyze the differences between domestic and international human resource management, explore the difficulties and challenges of international human resource management strategies, and propose effective strategies to deal with the differences in international human resource management, aiming to lay a solid foundation for improving the level of human resource management of multinational corporations and enable them to occupy a place in the international market competition.

As human society enters the third decade of the 21st century, the global economic order and geopolitical pattern are undergoing the most profound and drastic structural transformation since the end of the Cold War. In the traditional sense, "super globalization" characterized by market integration, free flow of factors, and global division of labor in the industrial chain has gradually receded, replaced by a complex picture of intensified geoeconomic competition, regional sector restructuring, industrial chain security and resilience reshaping, and parallel competition for technological sovereignty. In this process, the flow logic of key production factors such as capital, technology, data, and energy has been redefined, and as the most active and creative human resources among all elements, the dynamic mechanism, spatial pattern, structural characteristics and governance rules of its transnational flow have also undergone systematic changes. The international flow of human resources is no longer only an economic phenomenon and a demographic phenomenon, but also a core issue in geoeconomic games, national competitiveness shaping, and global governance adjustment, which profoundly affects the national

development path, regional cooperation form, and the future direction of the world economy. From the perspective of historical context, the cross-border flow of human resources has always been highly coupled with the globalization stage. In the early days, globalization was dominated by commodity and capital flows, and labor mobility was mostly concentrated in low-end labor and colonial labor systems. From the late 20th century to the beginning of the 21st century, the rise of the knowledge economy and the popularization of information technology have promoted high-skilled talents, skilled laborers, international students and multinational operators to become the main body of mobility, forming a "center-periphery" flow pattern with developed countries as the core and emerging economies as the periphery. At that time, the dominant logic of talent flow was to maximize market returns: developed countries attracted global intelligence by virtue of wages, scientific research conditions, industrial ecology and institutional environment, and developing countries participated in the global division of labor in undertaking industrial transfer. International migration governance is based on liberalization and facilitation, and multinational enterprises, international organizations and higher education institutions have become the main forces promoting talent flow, and geopolitical constraints on mobility are relatively implicit.

Connection of work with scientific programs, plans, topics. The scientific research of the dissertation was carried out in accordance with the thematic plan of research works of Sumy National Agrarian University (Ukraine) within the framework of the research topic «Sustainable Business Development under Conditions of Post-War Recovery and European Integration: Analysis, Challenges and Strategies» for 2023–2027 (state registration number 0123U103567), within which the author investigated international migration and its impact on sustainable business development; and within the framework of the research topic «Conceptualization of an Integrative Human Capital Management Model Oriented toward the Principles of Corporate Social Responsibility in the Context of Ensuring Sustainable Post-War Recovery» (state registration number 0126U002362), within

which the author investigated the human resource management system under conditions of geopolitical transformations.

The Aim and Objectives of the study. The purpose of the dissertation is to develop and substantiate theoretical, methodological, and practical approaches to the management of international human resource migration under conditions of geo-economic transformations through the improvement of migration governance mechanisms, labor market adaptation systems, and strategic human capital management instruments aimed at strengthening economic competitiveness and institutional resilience.

Object of the study. The object of the study is the process of international migration of human resources under conditions of geo-economic transformations, globalization restructuring, labor market adaptation, and increasing global competition for human capital.

Subject of the study. The subject of the study is the theoretical, methodological, organizational, and managerial foundations of migration governance, labor mobility regulation, strategic human resource management, and institutional adaptation under conditions of geo-economic transformation.

To achieve this aim, the dissertation sets the following objectives:

- to investigate the theoretical and methodological foundations of international migration of human resources under conditions of geo-economic transformations;
- to analyze the influence of globalization, geo-economic instability, demographic imbalance, and labor market restructuring on international migration processes;
- to identify the contemporary forms, structural characteristics, and driving factors of international migration and labor mobility;
- to assess the impact of international migration on labor market sustainability, human capital redistribution, and economic competitiveness;
- to examine institutional mechanisms and migration governance systems in developed and developing countries;

- to analyze migration risks and challenges associated with geopolitical instability, labor shortages, digital transformation, and climate-related migration;
- to develop an economic and mathematical model for assessing geo-economic risks and migration attractiveness of countries;
- to substantiate strategic directions for improving migration governance systems and international human resource management under conditions of geo-economic transformation;
- to formulate practical recommendations aimed at strengthening labor market resilience, improving migration governance effectiveness, and enhancing strategic human capital management.

Research methods. The dissertation applies an interdisciplinary methodological framework integrating migration governance theory, institutional economics, strategic management, labor market analysis, and human resource management concepts. The following research methods were used in the dissertation: systems analysis – to investigate the interrelationship between migration processes, labor markets, and geo-economic transformations; comparative analysis – to compare migration governance models and international migration trends in different countries and regions; institutional approach – to analyze migration governance mechanisms and institutional adaptation processes; statistical analysis – to assess migration dynamics, labor mobility indicators, and demographic changes; logical generalization and scientific abstraction – to formulate theoretical conclusions and conceptual approaches; graphical interpretation and tabular methods – to visualize migration processes and analytical results; analytical assessment methods – to evaluate migration risks, labor market resilience, and migration attractiveness; and economic-mathematical modeling – to develop the Geo-Economic Risk Index (GERI) and Immigration Attractiveness Index (IAI).

Scientific novelty of the obtained results. The scientific novelty of the obtained results lies in the development of theoretical, methodological, and practical approaches to the management of international human resource migration under

conditions of geo-economic transformations, labor market restructuring, and increasing global competition for human capital.

For the first time:

- an integrated economic and mathematical model for assessing geo-economic risks and migration attractiveness has been developed based on the application of the Geo-Economic Risk Index (GERI) and Immigration Attractiveness Index (IAI). Unlike existing approaches, the proposed model provides a comprehensive assessment of the relationship between geo-economic instability, labor market resilience, the effectiveness of migration governance, and international human resource mobility, thereby supporting managerial decision-making in the fields of migration policy and strategic human capital management.

Improved:

- theoretical and methodological approaches to migration governance through the integration of geo-economic transformation factors, labor market adaptation mechanisms, and strategic human resource management instruments, which enhances the effectiveness of regulating international labor mobility under conditions of global instability;

- scientific and methodological approaches to migration risk management through the incorporation of labor shortages, demographic imbalance, geopolitical instability, digital migration, and institutional fragmentation risks into migration governance systems, contributing to greater labor market adaptability and institutional resilience;

- practical approaches to strategic human capital management through the development of recommendations aimed at labor market adaptation, mitigation of highly skilled labor outflow risks, talent attraction, and strengthening national economic competitiveness under conditions of geo-economic transformation.

Further development has been achieved in:

- theoretical provisions concerning the management of international human resource migration through the substantiation of its role as a strategic instrument for human capital formation, economic competitiveness enhancement, and

labor market adaptation under conditions of geo-economic restructuring of the global economy;

- scientific approaches to the formation of labor market adaptation mechanisms in response to international human resource mobility, which, unlike existing approaches, take into account the interrelationship between demographic changes, labor shortages, migration flows, and the requirements of strategic human capital management;

- methodological foundations for the study of international human resource migration based on the interdisciplinary integration of strategic management, migration governance, institutional economics, and labor market analysis tools, enabling a comprehensive assessment of the impact of geo-economic transformations on international labor mobility and the resilience of socio-economic systems.

Approbation of dissertation results. The practical significance of the obtained dissertation results lies in the possibility of applying the developed theoretical and methodological approaches, analytical tools, and practical recommendations in the activities of public authorities, migration governance institutions, labor market regulatory bodies, international organizations, and enterprises engaged in international human resource management. The proposed approaches may be used to improve migration governance systems, strengthen labor market resilience, optimize strategic workforce planning, and enhance institutional adaptation under conditions of geo-economic transformation. The developed recommendations contribute to reducing migration risks, minimizing «brain drain» processes, improving labor market flexibility, and increasing the effectiveness of strategic human capital management. The research results may also be applied in the development of migration policies, labor mobility regulation mechanisms, demographic stabilization strategies, and systems of selective attraction of highly skilled labor resources aimed at strengthening national economic competitiveness and institutional sustainability.

The main provisions and results of the dissertation research were presented by the author at conferences, seminars, and scientific meetings, among which the most significant are: the conference «Youth Science in the Context of the Socio-Economic Development of the Country» (Cherkasy, Ukraine, December 7, 2023); the conference «Current Problems and Prospects for the Development of Accounting, Analysis and Control in a Socially-Oriented Enterprise Management System» (Poltava, Ukraine, March 28–29, 2024); the conference «Accounting, Control and Analysis under Conditions of Institutional Change» (Poltava, Ukraine, October 26, 2023); the conference «Strategic Priorities for the Development of Accounting, Auditing and Taxation under Conditions of Globalization» (Sumy, Ukraine, November 19, 2024); the conference «Environmental and Social Aspects of Economic Development under Conditions of European Integration» (Mykolaiv, Ukraine, October 23–25, 2024); the conference «Accounting, Control and Analysis under Conditions of Institutional Change» (Poltava, Ukraine, October 31, 2024); and the conference «Current State, Problems and Prospects for the Development of Business, Financial-Credit and Accounting Systems» (Kharkiv, Ukraine, May 16, 2025).

Publications. The main scientific provisions and research results on the dissertation topic have been published in 11 scientific works, including: 1 article published in scientific periodicals of the Organization for Economic Cooperation and Development countries indexed in the Web of Science scientometric database; 2 articles published in professional scientific journals of Ukraine, all indexed in international scientometric databases; and 8 other publications. The total volume of publications amounts to 2.9 printed sheets, of which 1.75 printed sheets belong personally to the author. In the scientific works published in co-authorship, only those ideas and provisions personally developed by the author were used in the dissertation research.

Structure and scope. The main body of the dissertation consists of an introduction, three chapters, conclusions, and is presented on 206 pages of computer-

typed text. The dissertation contains 24 tables and 7 figures. The list of references includes 143 sources.

SECTION 1

THEORETICAL AND METHODOLOGICAL BASIS OF RESEARCHING INTERNATIONAL HUMAN RESOURCE MIGRATION

1.1 Theoretical and methodological foundations of international migration of human resources

As economic globalization continues to deepen, the scale of multinational corporations has gradually expanded and the speed of development has continued to accelerate, which has also put forward higher requirements for human resource management. In this context, more and more domestic and foreign experts and scholars have invested in the study of international human resource management, which has improved the relevant research theories to a certain extent. Based on this, this paper will analyze the differences between domestic and international human resource management, explore the difficulties and challenges of international human resource management strategies, and propose effective strategies to deal with the differences in international human resource management, aiming to lay a solid foundation for improving the level of human resource management of multinational corporations and enable them to occupy a place in the international market competition (Zhao & Xu, 2022).

Since the 1980s, the international market economy has been developing at an ever-increasing speed, information technology has been updated more and more frequently, and economic globalization has been deepening, providing unprecedented development opportunities for trade exchanges among countries around the world. Against this background, capital, technology, human resources and other resources are flowing at a high speed around the world. While expanding the scale of development of multinational companies, they have also brought a series of new problems and challenges to human resource management .(Stahl et al., 2002). As an important part of corporate management, human resources have leading and strategic

characteristics. Doing a good job in human resource management can effectively improve the efficiency and quality of corporate work, thereby laying a solid foundation for companies to establish competitive advantages. International human resources have certain particularities compared to general human resources. Only by understanding the differences between the two and adopting effective response strategies can the level of human resource management of multinational companies be improved, so that they can adapt to the international competitive environment in the shortest time and ultimately achieve healthy and stable development in the international market (Yao, 2022).

Population mobility and migration are ancient and common phenomena in the development of human society. However, it was not until the territorial state and the nation-state gradually became clear from concept to practice that international migration, as a social phenomenon of global significance, attracted the attention and discussion of the academic community (Haas et al., 2019). Since the 17th century, international migration research has experienced three major historical opportunities: the independence of the American colonies, the two world wars, and economic globalization, before it developed into a multidisciplinary research field. Since the beginning of the 21st century, new phenomena such as the refugee crisis caused by the international financial crisis and war conflicts have, on the one hand, changed the focus of international migration research, and on the other hand, have further highlighted the problems and challenges faced by international migrants. In the future, the issue of international migration will continue to be plagued by disputes with nation-states for a long time, on the one hand, and the impact of "black swan events" such as the COVID-19 pandemic, on the other hand. However, with the help of positive factors at the practical and theoretical levels, related research challenges are expected to turn into opportunities (Luttwak, 1990).

Population mobility and migration have accompanied human civilization throughout history; however, international migration emerged as a distinct global phenomenon with the formation of territorial states and modern nation-states. The development of international migration intensified during the expansion of

capitalism, colonialism, industrialization, and the globalization of economic relations. Large-scale transcontinental migration during the 18th–20th centuries was closely connected with European colonial expansion, industrial development, labor demand, and the formation of the global capitalist system (Castles & Kosack, 1985). These migration flows included European settlers, labor migrants, indentured workers, and forced migration associated with slavery and colonial labor systems.

After the Second World War, international migration entered a new stage characterized by increasing globalization, technological progress, urbanization, and the intensification of international economic interdependence. The rapid development of transportation, communication technologies, and international labor markets significantly accelerated cross-border population mobility. At the same time, post-war reconstruction, demographic imbalances, labor shortages, and the emergence of international governance institutions contributed to the institutionalization of migration regulation and migration research. The establishment of organizations such as the International Organization for Migration (IOM) and the Office of the United Nations High Commissioner for Refugees (UNHCR) marked the transition toward coordinated international migration governance (IOM, 2025).

The global "migration era" is a new product of global development. After the end of World War II, the world generally entered a peaceful era. With the new technological revolutions in transportation, communication and information, the world entered the "migration era". According to statistics from the United Nations International Organization for Migration (see Table 1), from 1970 to 2020, the absolute number of international migrants and the proportion of international migrants in the world's total population since the 21st century have continued to increase steadily (UN DESA, 2024).

Since the late twentieth century, international migration has become one of the key components of globalization and geo-economic transformation. Migration processes have become increasingly diversified in terms of direction, motivation, duration, and socio-economic impact. Contemporary migration includes labor migration, educational migration, family reunification, forced displacement, climate-

related migration, and highly skilled mobility. In addition, the growing importance of human capital, technological development, and digital transformation has strengthened global competition for talent and increased the strategic significance of migration governance (Caligiuri et al., 2024).

Table 1.1 - International Migration Data from 1970y to 2020y

years	Number of international immigrants	Immigrants as a percentage of the world's population
1970	84,460,125	2.3
1975	90,368,010	2.2
1980	101,983,149	2.3
1985	113,206,691	2.3
1990	152,986,157	2.9
1995	161,289,976	2.8
2000	173,230,585	2.8
2005	191,446,828	2.9
2010	220,983,187	3.2
2015	247,958,644	3.4
2020	280,598,105	3.6

Source: (IOM, 2025)

Current international migration is shaped by multiple interconnected factors, including economic inequality, demographic change, geopolitical instability, labor market restructuring, environmental challenges, and technological transformation. Under conditions of geo-economic fragmentation and global uncertainty, migration increasingly influences labor market sustainability, economic competitiveness, innovation capacity, and national security. Consequently, international migration has evolved from a demographic phenomenon into a strategic element of global economic governance and international human resource management .(World Bank, 2025).

After World War II, one of the direct results of the rise of specialized institutions, serial publications and communication platforms for immigration research in Europe and the United States was the emergence of a group of highly representative and far-reaching basic immigration theories, which have stood the test of time and have become an important cornerstone for understanding today's international immigration issues. Researchers such as Douglas S. Massey, Joaquin

Arango and Graeme Hugo divide these basic theories into two categories based on different problem orientations (Castles, 2006). One category aims to explain why international migration occurs, mainly including the macro and micro theories of neoclassical economics, the New Economics of Migration, the Dual Labor Market Theory, and the World System Theory, which attribute immigration to individual cost-benefit calculations, family labor risk hedging decisions, and the influence of domestic and international structural socio-economic environments. The other category focuses on exploring why the phenomenon of international migration can continue to exist, mainly including network theory, institutional theory, cumulative causation theory and immigration system theory, pointing out that the continued existence of the phenomenon of migration is due to the social network of the immigrant group, the continuous improvement of various immigration management systems, the continuous accumulation of immigrant advantages, and the structural forces that balance international population flows. Although the nine basic theories in the above two categories are still inseparable from the nourishment of existing disciplines, they are based on different levels of analysis and provide rich perspectives for a comprehensive and in-depth understanding of the phenomenon of international migration. They can be regarded as an analytical framework for the phenomenon of international migration with a certain consensus basis. With the changes in the international social and economic environment and the advancement of technology, the situation of international migration has undergone new major changes in the 1990s. Under the new situation, the academic community is not satisfied with the constraints of the boundaries of disciplinary knowledge, and has promoted the study of international migration to stride forward in a new direction.

From 2022 to 2025, global international population migration underwent systematic and dynamic transformations across four key dimensions: moderate growth in total volume, structural reshaping, spatial redistribution, and shift in driving forces (OECD, 2025). It traced a clear trajectory of transition from "post-pandemic recovery and expansion" to a model defined by "policy-driven, skill-prioritized, regionalized, and controlled migration". These four years marked a

critical transition period for global population mobility, shifting from crisis response to normalized governance, where every data change pointed to shifts in underlying mechanisms (Glyniadaki, 2022).

Table 1.2 - International population migration data from 2022y to 2025y

	2022	2023	2024	2025
Total number of global international migrants (in billions)	2.96	3.00	3.04	3.07
Permanent migration inflow to OECD countries (10,000)	640	645	620	605
Proportion of labor migration (%)	58	61	52	49
Total number of forced displacements (billion)	1.08	1.14	1.20	1.22
High-skilled immigration share (%)	32	35	41	45
Proportion of intra-regional migration to global migration (%)	41	43	45	47

Source: (OECD, 2025)

Looking at the total volume dynamics, the number of international migrants rose from 296 million to 307 million, maintaining steady yet slow growth with gradually narrowing growth rates. This signaled a shift from compensatory rebound post-pandemic to a stable, normalized phase of cross-border mobility. In stark contrast to the modest growth in voluntary migration, the number of forcibly displaced persons surged from 108 million to 122 million, hitting record highs for four consecutive years. This contrast reveals a structural transformation between voluntary and forced migration: traditional economic-driven voluntary flows have stabilized, while forced migration driven by conflicts, climate disasters, and geopolitics continues to expand. Humanitarian factors have gained greater weight in the global migration landscape, with the "security attribute" of migration overtaking purely economic considerations.

On the structural front, labor migration transitioned from quantitative expansion to skill-based selection. From 2022 to 2023, labor migrants accounted for over 60% of total migrants in OECD countries, with a high proportion of low-skilled

and seasonal workers, primarily to address post-pandemic labor shortages (ILO, 2025). From 2024 to 2025, as economic recovery slowed and policies tightened, the share of labor migrants fell back to 49%, while the proportion of high-skilled migrants jumped from 32% to 45%, forming a pattern of "declining total volume, improving quality". Family reunification migration remained stable, while investment migration saw higher thresholds and shrinking volumes. The migration population shifted from "broad-based mobility" to a stratified structure featuring high-skilled talents and in-demand labor. Meanwhile, international student mobility dropped by 13% in 2024, as immigration pathways for students tightened and the link between education migration and permanent residency weakened, further reinforcing skill-oriented selection logic.

Spatially, migration routes shifted from unidirectional westward flows to regionalized, diversified patterns. The traditional unipolar flow of "South-to-North, East-to-West" was broken, with intra-regional migration increasing from 41% to 47%. Cross-border mobility within Southeast Asia, the Middle East, and Africa became highly active, emerging as the fastest-growing migration hubs (ASEAN Secretariat, 2025; AU Commission, 2025). Developed countries showed clear divergence: Europe saw two consecutive years of decline in permanent migrant inflows due to energy crises and policy tightening, while the U.S. recorded a 20% increase in permanent migrants in 2024, becoming the "resilient pole" in the Western bloc. This spatial transformation indicates a shift from a "Europe-U.S. single-center" global migration network to a multi-centered, networked, regionalized structure. Intra-regional flows between neighboring countries with cultural affinities and favorable policies have become mainstream, while the costs and barriers for long-distance intercontinental migration continue to rise (Eurostat, 2025).

In terms of driving mechanisms, migration drivers completed three phases of transition: economic recovery → policy-driven → risk-constrained. In 2022, the core driver was post-pandemic labor shortages and border openings, with economic demand determining migration volumes. From 2023 to 2024, countries tightened quotas, raised thresholds, and enhanced background checks, with policy tools

replacing market demand as the dominant factor, leading to a peak and subsequent decline in total migration to OECD countries. In 2025, public service capacity, social security, and energy security became key constraints, resulting in more short-term, contract-based, and targeted migration. Policy orientation shifted from "welcoming all migrants" to targeted recruitment, classified management, and risk prevention. Crackdowns on illegal migration intensified, and legal channels became concentrated on high-value individuals (Eurostat, 2025).

In terms of governance logic, international migration shifted from liberalized globalization to sovereignty-first utilitarianism. Multilateral cooperation mechanisms weakened, and unilateral policies gained prominence. Developed countries set immigration standards prioritizing national interests, emphasizing migrants' net contributions to the economy, tax revenues, and innovation, while downplaying humanitarian and family reunification considerations. Developing countries transitioned from passive labor exporters to managed labor exporters through skills training and overseas employment cooperation, with remittances becoming a key economic pillar. This formed a new balance of "mutual utilitarianism" in migration governance.

Overall, the dynamic transformations in international migration from 2022 to 2024 represented a rebalancing of cross-border mobility amid the retreat of globalization and geopolitical restructuring, characterized by stable total volumes, upgraded structures, regional diversification, policy leadership, and skill prioritization. Going forward, population migration will emphasize controllability, adaptability, and value creation, with less unregulated mobility and precision matching becoming mainstream. These transformations have not only reshaped global population distribution but also profoundly impacted international division of labor, technological innovation, and geopolitical order, serving as a critical lens for understanding changes in the contemporary world economic system (FernándezRodríguez & Célleri, 2024).

This translation prioritizes academic rigor and official terminology. For more localized adaptation for international reports or academic publications, I can optimize

the vocabulary and sentence structure to better align with English academic writing conventions. Would you need this refinement?

Table 1.3 - Comparison Table of Main Types and Characteristics of International Population Migration

Migration type	Core Drive	migrating entity	Main flow direction	stability, stabilization, steadiness, constancy	policy attitude
labor migration	Employment and Income	Young and middle-aged workers, technical professionals	from developing to developed, industries with shortages within the region	higher, superior	Encourage high-skilled, restrict low-skilled
study abroad education migration	Education Resources and Academic Premium	youthful student	China → Europe, America, and emerging higher education centers	intermediate flow	Universal access, tightening permanent residency linkage
family reunification migration	domestic relation, family relation, relationship, kindred	spouse, children, and elderly	country of origin of emigration → country of destination	high	tightening restrictions and raising the threshold
Investment and Business Migration	Capital Gains and Business Environment	Business owners, executives, and investors	Global High Value Channel	high	Strict screening, high entry threshold
humanitarian migration	War, conflict, disaster	refugees, displaced persons	conflict zone → adjacent safe country	low	Passive acceptance, with continuous tightening in recent years
Climate and Environmental Migration	Ecological deterioration and survival crisis	Population in the affected area	fragile region → stable region	instability	No unified international protection mechanism

Source: developed by author

Current international migration has developed into a classified pattern featuring multi-dimensional stratification, functional differentiation, and policy screening. Different migration types exhibit distinct differences in terms of driving forces, subjects, and flow directions, collectively forming a global cross-border mobility

system. Labor migration remains the largest type by scale, driven primarily by economic gains, and shows a polarization between high-skilled and low-skilled workers. Developed countries generally adopt a "talent cherry-picking" policy, absorbing high-end talents while restricting channels for ordinary laborers (ILO, 2025).

Study-abroad migration combines the attributes of educational consumption and potential future immigration, becoming an important carrier for youth cross-border mobility. However, in recent years, many countries have weakened the direct link between studying abroad and permanent residency, making it more of a medium-term cross-border flow. Family migration, bound by kinship, boasts the highest stability. But against the backdrop of tightened immigration policies, its quotas have been reduced and reviews have become stricter, transforming it from a primary migration channel into a supplementary one. Investment and business migration has the highest thresholds and the most prudent policies. Regarded as high-value mobility, it is only open to groups with capital and innovative capabilities.

Unlike voluntary migration, humanitarian and climate/environmental migration are characterized by obvious passivity and suddenness. Their scale continues to expand, yet they lack stable guarantee mechanisms. Refugees mainly flow to neighboring safe countries, creating prominent long-term resettlement pressures. Climate migrants have not yet been clearly covered by international law, emerging as a key new variable in future cross-border mobility (Li, 2011).

Overall, the types of international migration are shifting from the traditional single economic driver to a composite structure intertwined with multiple driving forces including economy, education, family, security, and ecology. The policy logic has changed from open acceptance to classified management and merit-based admission. The ebb and flow of different migration types profoundly reflect the utilitarian and controllable governance orientation of various countries towards population mobility during the period of globalization adjustment. This also indicates that cross-border migration will become more structured, stratified, and precise in the future.

Analysis of the differences between international human resource management and domestic human resource management:

1. Differences in Human Resource Management Functions. The main functions of domestic human resource management are to develop, motivate and appoint talents. International human resource management not only has the above functions, but also can screen expatriates and allocate them reasonably (Briscoe et al., 2009). In addition, the objects of international human resource management are more complex, including not only domestic personnel, but also host country and third country personnel in the enterprise. The international human resource department must also provide basic living security for employees and safeguard their rights and interests. Comparing the domestic and international human resource management conditions, it can be seen that international human resource management pays more attention to the lives of employees and tries to provide help for their lives.

2. Different factors affecting human resources. At present, the domestic and international human resource management methods are basically the same, but due to the influence of culture, politics, habits and other factors, there are certain differences between the two. At present, all fields are facing problems such as difficulty in recruiting talents and rapid loss of talents. In order to effectively solve such problems, enterprises must fully realize the importance of human resource risk exposure, flexibly change the focus of human resource management, formulate effective work plans, and effectively improve the level of international human resource management, so as to lay a solid human resource foundation for enterprise development (Yao, 2022).

3. Different cultural backgrounds of human resources. The cultural backgrounds of different countries are different. Culture can truly reflect the customs, norms, lifestyles and values of a country. It is precisely because of the differences between the cultures of different countries that multinational companies face more challenges in human resource management. Specifically, cultural differences have led to significant differences in the thoughts and behaviors of consumers, suppliers and governments in different countries. Although the cultures of various countries are

blending and penetrating each other under the background of economic globalization, they have not fundamentally broken through the cultural barriers between countries.

The Dilemma of International Human Resource Management Strategy

1. Cultural structural dilemma. As mentioned above, due to the different cultural backgrounds of different countries, there are also great differences in the various norms, regulations, customs, etc. influenced by culture. This structural dilemma caused by cultural differences is not only reflected in the social system level, but also widely penetrates into people's daily life. As we all know, the formation of culture is not achieved overnight, but is formed through long-term accumulation, which also increases the difficulty for corporate human resource management personnel to understand the culture of different countries. Only by understanding the culture of different countries and clarifying the differences between the culture of other countries and their own country can we formulate effective human resource management strategies and effectively break through the social structural dilemma and communication barriers caused by cultural differences (Zhao & Xu, 2022).

2. Adaptability Dilemma. Multinational companies generally have adaptability problems in their business development. To solve this problem, we must start with human resource management. Corporate managers should explore in depth and clarify which links and contents of human resource management can be standardized so that the management model can further expand its scope of application. On this basis, we must also consider which aspects of human resource management can be localized so that the management model can operate stably in a specific country. At this stage, groups that support global economic integration generally advocate economic scale development and standardized development, and emphasize response to local conditions. At the same time, there are also a few groups that believe that localization and globalization are not completely contradictory, and the two can coexist under special circumstances (Stahl et al., 2002).

3. Dilemma of decentralization. The main reason for the dilemma of decentralization in the process of international human resource management is the

inadequate integration of resources. In the process of dealing with this problem, enterprises need to have a certain degree of initiative, coordinate the relationship between the head office and the branch, and control and solve the problem. This has a positive impact on the effective organization, scientific allocation, rational use of resources, and standardized development of policies and procedures of multinational human resources. In the discussion of international human resource research, many scholars believe that the organization of human resource management information systems and the formulation of management plans should be centralized. For management functions such as salary planning and welfare distribution, a combination of centralization and decentralization is needed. It should be noted that in the specific practice process, enterprises should find a balance between the two. Only in this way can the decentralization problem in human resource management be effectively broken through (Stahl et al., 2002).

International migration is a widespread and complex social phenomenon, involving the international migration and mobility of human beings. With the continuous advancement of globalization, international migration has not only become an important part of today's society, but also has a profound impact on the economic, social, cultural and political fields of various countries. The following will discuss this concept in detail from the aspects of the definition, classification, causes, impacts and related challenges of international migration.

International migration generally refers to the behavior of individuals or groups leaving one country and settling in another country for various reasons. This migration behavior means crossing international borders, involving the country of origin (departure country) and the country of destination (receiving country). According to the definition of the International Organization for Migration (IOM), international migrants include those who live in a country different from their place of birth for a long or short period of time for voluntary or involuntary reasons. Specifically, international migration includes two main forms:

1. Permanent migration: refers to individuals who leave their country of origin and settle in other countries for a long time, such as those who obtain permanent residence or citizenship.

2. Temporary migration: refers to individuals moving to another country for short-term purposes, such as work, study or tourism.

International migrants can be classified according to different standards. The following are common classification methods:

1. Classification based on migration motivation:

- Economic migrants: refers to people who migrate in pursuit of better employment opportunities and living conditions, such as skilled workers, labor workers, etc.
- Family migrants: refers to migration for the purpose of family reunification, such as the migration of spouses, children or parents.
- Educational migrants: refers to students who migrate to another country for education.

2. Classification based on the nature of migration:

- Voluntary migration: individuals migrate to other countries of their own volition.
- Forced migrants: forced to leave their country of origin due to war, persecution, natural disasters, etc., such as refugees and asylum seekers.

3. Classification based on legality:

- Legal immigrants: people who obtain visas, residency or immigration status through legal channels.
- Illegal immigrants: people who enter or stay in other countries illegally without obtaining legal status.

The driving factors of international migration usually include economic, social, political and environmental aspects. Here are some of the main reasons:

1. Economic factors:

- Economic development differences are an important reason for international migration. High unemployment, low wages and limited living resources in

developing countries have prompted many people to move to developed countries in search of better opportunities.

- Globalization has promoted the cross-border flow of capital and labor, and multinational corporations and economic integration have also created conditions for international migration.

2. Social and family factors:

- Family reunification policies are an important way for many countries to attract immigrants, especially family immigrants.
- Educational opportunities also prompt many students to choose to study abroad, and such immigrants usually drive subsequent waves of immigration.

3. Political factors:

- Wars, conflicts and persecution often force people to leave their homes and seek safe shelter.
- Political turmoil, social injustice or religious discrimination in some countries is also important driving factors for immigration.

4. Environmental factors:

- Natural disasters (such as floods, earthquakes) and climate change (such as rising sea levels, droughts) force people to migrate to other countries in search of a safer living environment.
- International migration has profound impacts on both the sending and receiving countries, which can be positive or negative.

1. Impact on the receiving country:

- Economic contribution: Immigrants often provide cheap labor to the destination country, promote local economic development, and fill vacancies in the labor market.
- Cultural diversity: The multiculturalism brought by immigrants makes the receiving country more diverse.
- Social pressure: The increase in immigration may lead to intensified competition for social resources, such as employment, housing, education and medical services.

2. Impact on the sending country:

- Economic benefits: International immigrants bring a lot of economic income to the sending country through remittances, improving family life and community development.
- Brain drain: The outflow of highly skilled labor may weaken the development capacity of the sending country, leading to the phenomenon of "brain drain" (Castles, 2006).
- Social change: Immigrant experience and transnational networks may promote social changes in the country of origin, such as the introduction of new technologies and ideas.

Although international migration brings many opportunities, it also faces many challenges, which are mainly reflected in the following aspects:

1. Social integration issues: immigrants may face language, cultural and religious differences, making it difficult to integrate into the society of the receiving country, and may also cause social conflicts and racial discrimination.

2. Immigration policies and governance: There are differences in policies on international migration among countries, and the lack of a unified international governance framework makes immigration management complicated (Li, 2011).

3. Illegal immigration issues: Illegal immigrants often face human rights issues, such as poor living conditions and exploitation, and also pose challenges to the social order of the receiving country.

4. Refugee crisis: The large-scale refugee crisis caused by war and conflict poses an urgent challenge to the international community and requires multilateral cooperation to solve.

5. Environmental migration: With the intensification of climate change, the number of environmental migrants continues to increase, but the current international law has not yet clearly defined the rights and interests of environmental migrants.

International migration is an important phenomenon that cannot be ignored in the era of globalization. It not only reflects the imbalance of economic, social and political development, but also reflects the connection and interaction of human

society. Although international migration brings many challenges, its potential positive role cannot be ignored. In order to achieve the sustainable development of international migration, the international community needs to strengthen cooperation, formulate reasonable immigration policies, respect the rights and interests of immigrants, and promote the integration of immigrants with local society. The future development of international migration is not only related to personal destiny, but also plays a vital role in the prosperity and harmony of the global society.

The structural characteristics of international immigrants refer to the distribution and composition characteristics of the international immigrant population in terms of society, economy, culture, geography, etc. These characteristics can be analyzed from the following aspects:

1. Demographic characteristics:

– Age structure: International immigrants are mostly young and middle-aged, because this group has strong labor capacity, adaptability and economic potential.

– Gender ratio: Traditionally, the proportion of male immigrants is higher, especially among early economic immigrants. However, in recent years, the proportion of female immigrants has gradually increased, especially in the service industry, nursing industry and family reunion immigrants.

2. Economic characteristics:

– Types of immigrants: mainly including labor immigrants, technical immigrants, refugee immigrants and investment immigrants. Labor immigrants account for a large proportion, especially among immigrants from developing countries to developed countries.

– Employment structure: Immigrants tend to be concentrated in low-skilled labor markets (such as construction, agriculture, and services) or high-skilled fields (such as technology, medical care, and finance).

3. Geographical characteristics:

- Migration direction: Most international immigrants flow from developing countries to developed countries, such as immigrants from Asia, Africa and Latin America to North America, Europe and Oceania.

- Regional concentration: Immigrants tend to be concentrated in economically developed urban areas, forming immigrant communities, such as Chinese communities in the United States or Middle Eastern immigrant communities in Europe.

4. Cultural and social characteristics:

- Language and cultural adaptation: International migrants often face language barriers and cultural conflicts, but they also promote the integration of multiculturalism.

- Social integration: The social status and degree of integration of immigrants vary depending on policies, social acceptance and the conditions of the immigrants themselves. Some may remain marginalized for a long time.

5. Policy and legal characteristics:

- Policy orientation: Immigration policies have an important impact on the number and structure of immigrants, such as the priority policy for skilled immigrants and the refugee admission policy.

- Legality of identity: Legal immigrants and illegal immigrants (or undocumented immigrants) constitute an important part of international migration, and their proportion is affected by the policies and management strength of the destination country.

6. Mobility patterns:

- Short-term and long-term migration: Some immigrants migrate for temporary work, study or asylum (short-term migration), while others migrate for permanent residence (long-term migration).

- One-way and two-way mobility: Some immigrants will form a circular flow between the country of departure and the country of arrival, such as cross-border labor and seasonal migration.

These structural characteristics together shape the complexity of international migration and have a profound impact on globalization, social development and economic activities.

1.2. Human resources and their redistribution in the process of international migration

Human resource redistribution refers to the transfer of labor from inefficient or surplus sectors to efficient or scarce sectors through market mechanisms, government regulation or internal enterprise management, so as to optimize resource allocation and improve labor productivity. This study discusses the concept, theoretical basis, influencing factors, main models and real cases of human resource redistribution, and analyzes the challenges and countermeasures in China's human resource redistribution process (Wang, 2025).

With the acceleration of global economic integration and technological change, the industrial structure is constantly adjusting, and the supply and demand relationship in the labor market is changing. In order to adapt to these changes, governments and enterprises are actively exploring the optimal allocation of human resources, namely human resource redistribution. The effectiveness of human resource redistribution directly affects economic growth, corporate competitiveness and social fairness. Therefore, studying how to optimize human resource redistribution at the macro and micro levels has important theoretical and practical significance (World Bank, 2025).

Since the new millennium, the process of economic globalization and regional economic integration has accelerated, and international population migration has become increasingly active. According to statistics from the United Nations, the international immigrant population was about 173 million in 2000, and it has increased to 244 million by 2015, of which about 57.6% live in developed countries or regions in the world. Among the huge transnational migrant population, Chinese and Indian immigrants are particularly active. ②It is estimated that there are about 50

million Chinese immigrants and their descendants worldwide (of which China has directly immigrated to other countries, reaching 9.342 million), and about 25 million Indian immigrants and their descendants (UN DESA, 2024). For China and India, the huge overseas immigrant population, on the one hand, reveals the heavy historical memory and current situation of a large number of talents losing overseas; on the other hand, under the theme of peace and development, this is undoubtedly a rich treasure trove of overseas intellectual resources, which is of great significance to enhancing the country's economic and technological competitiveness, international influence and cultural soft power. In the past decade, based on its sustained prosperity and strong economic development, China is seeking strategic rise and national rejuvenation in the global arena, while India is also seeking the right to speak in the international community and pursuing the status of a great power. This has made the two countries' demands for talent more urgent, and they have also attached more importance to talent protection and the absorption and utilization of overseas intellectual resources. As an important member of the Western developed countries club, Australia is close to Asia and is a traditional immigration destination for Chinese and Indians. In recent years, transnational population migration between China and Australia and India and Australia has become increasingly frequent, making it extremely representative in the transnational population migration activities of Chinese and Indian immigrants in various countries around the world. Therefore, from the perspective of international human resource competition, a comparative study of the migration history, current situation and development trend of the transnational population of Chinese and Indian immigrants in Australia has important strategic value and practical significance. However, the relevant research results in the academic community are still relatively scarce, which further highlights the importance and academic value of this study (Wang, 2023).

Since the colonial era in the 19th century, Australia has been an important immigration destination for Chinese and Indians . However, due to racial discrimination, the number of Chinese and Indians in Australia has always been small. According to the Australian census in 1947, there were only 6,404 Chinese and

8,160 Indians at that time. Due to the need for economic and social reconstruction in Australia after World War II, the number of Chinese immigrants increased to 10,277 and the number of Indian immigrants increased to 11,955 in 1954. However, during the same period, there were about 542,000 immigrants in Australia, with an average annual immigration of about 68,000, most of whom were European immigrants. In comparison, the increase in Chinese and Indian immigrants was like a drop in the ocean. Moreover, many people left Australia due to racial discrimination during the same period. The total number of people leaving Australia was 2,566 and 5,823 respectively, and the average number of people leaving Australia each year was as high as 367 and 832 respectively, most of whom returned to China or India. Since the 1950s, the "White Australia Policy" has gradually become history, but the racist atmosphere of the immigration policy is still strong. The mainstream society believes that Europeans have similar languages, cultural traditions, and living habits to Australia, and are easy to integrate into mainstream life. Therefore, the choice of immigrants is still mainly Europeans. This has led to an extremely slow growth in the number of Chinese and Indian immigrants in Australia. From 1954 to 1971, the increase in Chinese immigrants was only 7,324, and the increase in Indian immigrants was 17,256. During the same period, the increase in European immigrants was as high as 1.918 million. The difference between the two is huge. At the same time, it is still common for Chinese and Indians to immigrate to other countries or return due to racial discrimination. During this period, the average number of Chinese and Indian immigrants who permanently left Australia was about 160 and 271 per year respectively (most of them also returned to China and India), which was only slightly better than the "White Australia Policy" period. It can be seen that since the colonial era, the immigration process of Chinese and Indians to Australia has been full of racial discrimination and inequality, and has objectively hindered the transnational population flow between China, India and Australia (Lv & Guo, 2018).

However, the promotion of Australia's multicultural policy in the 1970s changed the history of Chinese and Indian immigration to Australia. As the European

economy prospered in the 1960s, the number of white people going to Australia continued to decrease, and some old immigrants began to return. In addition, the Australian Population and Immigration Commission announced in 1978 that Australia's birth rate was declining, which forced the government to reform its immigration policy and seek new solutions. In 1973, the Australian Labor Party Whitlam government announced that it would adopt an immigration policy that did not discriminate on the basis of race, skin color and national background. In 1975, the Liberal Party Fraser government reiterated the multicultural policy, pointing out that this policy "encourages people to maintain their own cultural traditions, and we should all tolerate differences between each other." The promotion of the multicultural policy has dredged the transnational population migration channel between China, India and Australia. From 1971 to 1981, the number of Chinese immigrants increased from 17,601 to 26,760, and the number of Indian immigrants increased from 29,211 to 41,657, with the population of the two groups increasing by 52% and 42.6% respectively in ten years. As many officials who had served under the White Australia system since the 1980s have retired, Australia's immigration policy has completely lost its racist color, and the number of Chinese and Indian immigrants has grown more vigorously. In the decade from 1981 to 1991, the Chinese immigrant population increased by 190%, an increase of 51,039 people, and a total of 77,799 people; the Indian immigrant population increased by 46%, an increase of 19,301 people, and a total of 60,958 people. By the end of the 1980s, the annual immigration population of China and India had exceeded 3,000 (see Table 1), with a strong growth momentum (Huang & Liu, 2021). More and more Chinese and Indians immigrated to Australia, which resolved the local population development crisis and provided sufficient labor for Australia's economic reform and transformation in the 1980s. However, for China and India, this meant that a large number of intellectuals and professional and technical talents with higher education backgrounds were lost overseas, which had an immeasurable impact on economic and social development. Not only that, as the era of racism gradually faded away, the huge economic and social development gap between China, India and Australia also

made it very rare for Chinese and Indian immigrants to return to their home countries, thus forming an embarrassing situation of almost one-way talent flow from China and India to Australia, which has an impact to this day. From this perspective, Australia's multicultural policy has laid the basic pattern of transnational population migration between China, India and Australia in modern times (Stiglitz, 2002).

Table 1.4 - Annual immigration of Chinese and Indians to Australia

year	China	Indian	year	China	Indian
1972-1973	322	2273	1993-1994	2740	2643
1973-1974	586	2478	1994-1995	3708	3908
1974-1975	721	2048	1995-1996	11247	3700
1975-1976	639	907	1996-1997	7451	3196
1976-1977	744	868	1997-1998	4909	3095
1977-1978	1164	1104	1998-1999	6533	3231
1978-1979	1000	856	1999-2000	8056	5042
1979-1980	1219	844	2000-2001	8473	5813
1980-1981	1342	1009	2001-2002	9276	7573
1981-1982	1385	1475	2002-2003	9825	9749
1982-1983	1167	1673	2003-2004	13651	11225
1983-1984	1613	1586	2004-2005	13880	11823
1984-1985	3144	1948	2005-2006	17708	16661
1985-1986	3138	2135	2006-2007	20729	19505
1986-1987	2693	2540	2007-2008	21063	23319
1987-1988	3281	3041	2008-2009	21832	25345
1988-1989	3819	3109	2009-2010	24768	23164
1989-1990	3069	3016	2010-2011	29547	21768
1990-1991	3256	5081	2011-2012	25509	29081
1991-1992	3388	5608	2012-2013	27334	40051
1992-1993	3046	3553	2013-2014	26776	39026

Source: (Huang & Liu, 2021)

In the first half of the 1990s, in order to boost the long-term sluggish economy and solve the problem of high unemployment, the Labor Party Keating government gradually reduced the scale of immigration. The annual immigrant population

dropped from more than 112,300 in 1990-1991 to 62,800 in 1993-1994, a decrease of 44.1% (OECD, 2025). The shrinking scale of immigration directly affected the growth of the number of Chinese and Indian immigrants. For most of the 1990s, the number of Chinese immigrants fluctuated slightly, with limited annual increases; The Indian immigrant population declined to a certain extent, from 5,608 in 1991-1992 to 3,095 in 1997-1998 (see Table 1.1). The immigration population to Australia was relatively stagnant, but the return population of Chinese and Indian immigrants increased in the 1990s. Deng Xiaoping's speech during his southern tour in 1992 promoted the in-depth development of China's economic and social reforms, prompting more and more courageous Chinese Australians to return to China with their capital and technology. The annual number of Chinese returning to China also increased rapidly from 37 in 1990-1991 to 950 in 1999-2000. In ten years, the number of returning Chinese has doubled. At the same time, the number of Indian immigrants who have permanently left Australia has also continued to grow, from 109 in 1990-1991 to 229 in 1999-2000. Although the specific number of these Indian immigrants who have permanently left Australia cannot be determined due to the lack of statistical data from the Australian Immigration Department, the increase in the number of people leaving Australia also means that the number of returning Chinese has increased from nothing to something, and is in a state of continuous expansion (Wang, 2023). Of course, the return population of China and India is still far less than the number of immigrants to Australia, but for developing countries with a long tradition of brain drain, it is of great significance. Looking at the history of transnational population migration of Chinese and Indian immigrants in Australia for more than a hundred years, from the humiliating transnational population flow in the era of racism to the brain drain to Australia in the era of multiculturalism, China and India have almost the same experience and historical memory. However, the convergence of the transnational population migration process of China and India to Australia cannot fundamentally erase their differences, especially since the beginning of the new millennium.

International migration is an important part of the globalization process that cannot be ignored. It involves the transnational flow of population and the economic, social and cultural impacts that follow. In this process, the flow and redistribution of human resources is one of the core issues. Migration not only brings about the cross-border transfer of labor, but also has a profound impact on the allocation of human resources, social and economic development, and national policy making on a global scale. The following will conduct an in-depth discussion on the flow and redistribution of human resources in the process of international migration from three aspects: the flow characteristics of human resources, the mechanism and impact of redistribution, and the optimization strategy.

Human resource flow in international migration has the following main characteristics:

1. Uneven regional distribution. International migration often shows a trend of migration from developing countries to developed countries. Due to limited domestic economic development opportunities, low income levels, and few employment opportunities, the labor force in developing countries chooses to migrate to economically developed countries. For example, a large number of labor forces in South Asia and Southeast Asian countries flow to North America, Europe and the Middle East. This flow has led to a certain imbalance in the global distribution of human resources. Developed countries have gathered more high-quality labor, while developing countries may face the problem of "brain drain" (Haas et al., 2019).

2. Skill and education level stratification. Immigrant groups usually include two categories: high-skilled and low-skilled. High-skilled immigrants include scientists, engineers, doctors, etc. They enter developed countries through technical immigration policies and bring innovation capabilities and technical support to the local area; low-skilled immigrants are concentrated in labor-intensive industries such as construction, agriculture, and services, mainly to meet the basic needs of the labor market in developed countries. This stratification phenomenon reflects the mobility motivations of different types of immigrants and the differences in demand in the global economic structure (Haas et al., 2019)..

3. Increased mobility and temporary nature. With the improvement of internationalization, the mobility of immigrants has increased. Temporary migration (such as labor export) has become an important model for economic development in many countries. Many developing countries rely on exporting labor to earn foreign exchange. For example, remittances from overseas workers in the Philippines account for an important proportion of its GDP. This short-term or circular migration also makes the allocation of human resources more flexible, but it brings challenges to the social integration of immigrants (ILO, 2025).

In the process of international migration, the redistribution of human resources not only changes the structure of the labor market, but also has a profound impact on the national economy, social culture and individual immigrants.

1. Impact on the labor market. The increase in labor brought by immigrants usually helps to alleviate the problem of labor shortage, but it may also trigger competition in the job market. In developed countries, high-skilled immigrants can fill the gap in local technical talents and promote economic growth, but they may also pose a competitive threat to local highly educated workers; low-skilled immigrants meet the demand for low-cost labor in the labor market of developed countries, but may cause employment pressure for local low-skilled workers (Caligiuri et al., 2024).

2. "Brain drain" and "brain return" phenomenon. Many developing countries face the problem of "brain drain" due to the large number of high-skilled laborers migrating to developed countries. For example, a large number of medical personnel and scientific researchers in African and South Asian countries have flowed to North America and Europe, which has a negative impact on their domestic public services and innovation capabilities. However, the phenomenon of "brain return" has gradually emerged in recent years. Some immigrants choose to return due to the economic development, policy attraction or cultural identity of their motherland, bringing capital, technology and management experience to their countries of origin. This two-way flow helps to improve the economic and social conditions of developing countries (Caligiuri et al., 2024).

3. Challenges of social and cultural integration. Human resource redistribution also involves the social integration and cultural adaptation of immigrants. Immigrants need to overcome language barriers, cultural differences, and social prejudices when working and living in new countries. For example, low-skilled immigrant groups often find it difficult to integrate into mainstream society due to the nature of their work and remain on the margins of society for a long time. In addition, cultural diversity has brought new challenges to social harmony in immigrant countries, but it has also enriched the local cultural ecology.

4. Positive effects on the global economy. International immigration has promoted the coordinated development of the global economy. The cross-border flow of labor has improved the efficiency of resource allocation, and immigrant remittances are an important source of income for developing countries. According to the World Bank, the total amount of global immigrant remittances in 2023 has exceeded US\$600 billion, providing huge economic support for developing countries. In addition, high-skilled immigrants have promoted the global spread of technology and injected momentum into the innovative economy (World Bank, 2025).

Since the 1990s, the collapse of the US-Soviet bipolar structure has further eliminated the political barriers to global cross-border migration, and the vigorous development of economic globalization has also injected new impetus into international migration. The global popularity of new-generation information and communication technologies represented by the Internet and low-cost air passenger transport has profoundly changed the daily lives of all people, including immigrants. Against this background, the focus of research on international migration issues has shifted from the original cross-border groups to cross-border behavior itself, and a new theoretical trend called "transnationalism" has gradually become mainstream. In July 1992, the Annals of the New York Academy of Sciences published a series of articles on the topic of "Transnational Perspectives on Migration: Rethinking Race, Class, Ethnicity and Nationalism". This is a landmark event in the comprehensive rise of "transnationalism" in the study of migration issues. Among them, migration researchers led by American anthropologist Nina G. Schiller pointed out that a new

type of immigrant is emerging globally. The networks, activities and lives of this type of immigrant cover both the country of origin and the country of residence, and cannot be analyzed using existing concepts in social sciences that emphasize boundaries. Therefore, scholars such as Schiller advocated breaking free from the constraints of social sciences and using "transnationalism" as a new framework for immigration research. The "transnationalism" they advocated is "the process by which immigrants establish social fields that connect their home countries and host countries." The theoretical advantage of this framework is that "it can not only observe the experiences of immigrants, analyze the origins of immigrants, monitor changes in the migration process, but also understand how immigrants affect their countries of origin and residence." Since then, more and more immigration researchers have turned to a transnational perspective, and the frequency of use of "transnational immigration" in academic expressions has gradually surpassed that of "international immigration." (Natter, 2018)

Summarized the theoretical development after the rise of the transnational perspective and pointed out that international migration research "has become an inherently interdisciplinary field". By studying migration, researchers are not only rethinking the various social boundaries formed historically, such as race, class, gender, and nation, but also reshaping the knowledge boundaries of social sciences. Previously, different disciplines studied the process of crossing national borders, but there was little dialogue between disciplines. The transnational research perspective "represents a concerted effort to observe how governance, social movements, income, and religious life change across national borders in a systematic and comprehensive way". The two scholars also pointed out that international migration research originated from the exploration of the identity construction of immigrant receiving countries. Therefore, traditional theories are more inclined to study the social assimilation of immigrants, while "transnationalism" is more concerned with the connection between immigrants and their home countries. New research from a transnational perspective has found that after immigrants become part of the receiving country, they continue to maintain close ties with their home countries in

five aspects: economy, politics, society, culture, and religion. The academic community's emphasis on the connection between immigrants and their ancestral countries is also reflected in the development of serial publications of immigration literature and research institutions. For example, after the 1990s, the number of articles published in *International Migration* on immigration research in Asia, Africa, Latin America and other regions increased significantly, changing its original single focus on the "Global North" region and expanding its research horizons. In the Philippines, a major Asian immigration country, the Scalabrini Migration Center, the most influential in the Asia-Pacific region, was born. The *Asian and Pacific Migration Journal* founded by the center is still the only immigration journal published outside Europe and the United States that has successfully entered the SSCI. The above changes show that the accelerated economic globalization has, on the one hand, enabled the issue of international immigration to further break through the knowledge boundaries of existing disciplines and become a cross-disciplinary research field. On the other hand, it has also enabled it to continuously transcend the Western-centered experience tradition and gather more knowledge from different countries and regions.

The optimism about globalization has not only pushed international migration research to further transcend the boundaries of disciplinary knowledge, but also diluted its traditional "national-centric" color. Following the rise of "transnationalism", international migration research has also seen a "cultural turn" and a "local turn" that further removed the "national-centric" development trend. However, after the global financial crisis in 2008, the world's major economies have struggled to recover from the difficulties, while frequent geopolitical conflicts, severe climate change and various sudden disasters have exacerbated the spread of extreme conservatism and right-wing populist forces around the world. The changes in the times and environment have not only caused corresponding adjustments to the hot spots of international migration research, but also highlighted the challenges it faces. However, the issue of international migration is still full of vitality and vigor amid

challenges, and there is no shortage of opportunities to continue to move forward and room for further exploration.

The current hotspot of international migration research is deeply rooted in the changes in the post-Cold War era. While people are generally immersed in the vision of various new changes in the era, two visionary scholars, Huntington and Benedict Anderson, have keenly pointed out the new problems that mankind will face. Among them, Huntington judged that the conflict of civilizations will replace the competition of social ideologies and systems and become the main form of human disputes after the Cold War. Based on this, on the one hand, he called on people to pay attention to the "fault zone of civilization" and the uneven development of the natural growth rate of the population of major civilizations, and on the other hand, he asked Americans, who are mainly composed of immigrants and their descendants, "Who are we?" Benedict Anderson captured the problem of the breeding of "long-distance nationalism" in the increasingly numerous transnational behaviors and connections. Their forward-looking insights have been confirmed one by one. For example, the "9.11" incident has become a magnifying glass and accelerator of the conflict of civilizations, indicating that the failed intervention of the Western world led by the United States in religious extremism and terrorism has sown the seeds of violence and conflict around the world. In addition, the global flow of capital, goods, population and information has not developed in the direction of universal benefit, balance and sustainability. Instead, it has come at the cost of some form of relative deprivation, which has corroded the social and cultural foundation of rationalism on the one hand, and accidentally triggered a chain reaction of various natural mechanisms including climate and biology on the other hand. In short, the various social and natural environmental changes with wide-ranging impacts after the Cold War have gradually led the world to a century-old era of change. Under this change, the focus of international migration research has also changed accordingly. Asya Pisarevskaya and other researchers used the Latent Dirichlet Allocation model to intuitively present the changes in the hot spots of international migration issues under the changing environment of the times. They conducted literature theme modeling

and quantitative analysis on 40 migration research journals and 4 migration series, and divided them into 8 primary subject categories and 59 secondary categories, including "gender and family", "geographic location of immigrants", "governance and politics" and "health". The study found that the number of studies on the topics of "gender and family" and "health" has increased rapidly in the past 30 years, while the number of studies on the topics of "immigrant integration", "geographic location of immigrants" and "immigrant data" has decreased significantly. Through longitudinal and horizontal refinement of sub-topic classification, Pisarevskaya et al. found that the topics of immigration literature from 2008 to the present have shown the following four development trends. First, "mobility" and "diasporas and transnationalism" have become the most prominent topics, indicating that reflection on methodological nationalism has occupied the mainstream of academia. Second, the number of studies related to the topics of "conflict, violence and immigration" and "religious diversity" has increased significantly, showing that people have paid wide attention to the refugee crisis in recent years. Third, "Israeli and Palestinian immigrants", "Asian immigrants" and "black studies" are still three groups of highly related topics, reflecting the traditional geographical preferences of the immigration academic community dominated by European and American researchers, as well as the continued attention to the wave of high-tech immigrants from Asia in the 21st century. Finally, the subjective experience of immigrants continues to be valued, and the academic community maintains a high level of research enthusiasm for the "identity narratives" of immigrants and their descendants. At the same time, the academic community's discussion on the topic of "health" has expanded from the physiological level to the psychological level, and the social psychological problems of immigrants caused by structural discrimination and racism have received more and more attention.

It is a normal phenomenon that the hot topics of international immigration research have been adjusted and diversified under the influence of the changing times and environment. However, in the view of some researchers with a unique critical spirit, this may hide two challenges. On the one hand, the research topics of

immigration issues are too close to the widely debated changes in the times and environment, which may cause academic ethical problems. Willem Schinkel pointed out that researchers seeking research funding and publication opportunities under specific public discourses are prone to "problematization" of immigrants and their descendants, which promotes inappropriate public discourse and policy practices. For this reason, he called on immigration researchers to often reflect on "who is the real audience of the research." On the other hand, the trend of diversified topics may aggravate the "fragmentation" of immigration research. Researchers' previous concerns about the fragmentation of this field were mainly confined to the boundaries of disciplinary knowledge. After the rise of "transnationalism", immigration research has become an interdisciplinary research field, and many researchers have expected that more consensus concepts and theoretical breakthroughs will emerge in this field. He believes that current immigration research can be roughly divided into two categories according to the topic: one is to analyze the flow of immigrants and population mobility patterns, and the research issues include the scale, motivation, destination and immigration policy of immigrants; the other focuses on the experiences and situations of immigrants after arriving at their destination, and explores issues such as immigrants' social integration, the relationship between immigrants and local residents, and discrimination against immigrants. There is usually a lack of overlap between these two types of research.

To achieve the optimal allocation of human resources in international migration, it requires not only cooperation between the countries of immigration and the countries of export, but also coordination of policies and management mechanisms (Wang, 2025).

1. Promote win-win international cooperation. Countries should develop reasonable human resource flow mechanisms through international cooperation to balance the interests of the countries of immigration and export. For example, set up skill training programs or talent return programs to ensure that the loss of talent in the countries of immigration export can be compensated through technology transfer or investment returns. At the same time, strengthening cooperation on the flow of labor

in the region, such as the free flow policy within the EU, provides a good example for achieving a dynamic balance of labor (European Commission, 2025).

2. Improve immigration policies. Immigrant countries need to optimize immigration management policies and formulate more flexible and inclusive immigration policies (Castles, 2006). For example, by introducing a points-based immigration system, immigrants can be evaluated based on their skills, education level and work experience to attract high-quality labor (Czaika & Parsons, 2017). In addition, for low-skilled immigrants, labor rights protection should be strengthened to avoid labor exploitation and social exclusion.

3. Strengthen the social integration mechanism of immigrants. In the countries of immigration reception, a sound social integration mechanism should be established, such as providing language training, career guidance and cultural adaptation courses to help immigrants integrate into the local society as soon as possible. Promote multicultural education in the education system to reduce social discrimination against immigrants and enhance social harmony.

4. Develop the domestic human resources system. For immigrant-exporting countries, the focus is on improving the level of education and skills training in their own countries to reduce the negative impact of the outflow of high-skilled talents. By attracting foreign investment, strengthening infrastructure construction and optimizing the employment environment, more development opportunities can be created for the domestic labor force, fundamentally alleviating the loss of resources caused by immigration.

5. Use digital technology to optimize resource allocation. The development of information technology has provided new tools for global human resource allocation. Immigration countries can optimize the matching of supply and demand in the labor market through digital means and improve the efficiency of human resource allocation. For example, the establishment of an international labor database and an online employment platform can track the flow of immigrant labor in real time and ensure the effective allocation of resources (Xiong, 2020)..

The flow and redistribution of human resources in the process of international migration is an important issue in the context of globalization, and its impact involves many aspects such as economic development, social harmony and national competitiveness. Through reasonable policy guidance and international cooperation, countries can achieve the optimal allocation of human resources, thereby promoting social equity and multicultural integration while promoting global economic development. In the future, with the advancement of science and technology and the deepening of economic integration, the cross-border flow of human resources will become more frequent, and countries need to actively respond to this trend in order to achieve sustainable development goals.

1.3. Institutional approach as a basis for building a methodology for researching international human resource migration

Since the 1980s, the international market economy has been developing at an ever-increasing speed, information technology has been updated more and more frequently, and economic globalization has been deepening, providing unprecedented development opportunities for trade exchanges among countries around the world. Against this background, capital, technology, human resources and other resources are flowing at a high speed around the world. While expanding the scale of development of multinational companies, they have also brought a series of new problems and challenges to human resource management (Briscoe et al., 2009). As an important part of corporate management, human resources have leading and strategic characteristics. Doing a good job in human resource management can effectively improve the efficiency and quality of corporate work, thereby laying a solid foundation for companies to establish competitive advantages. International human resources have certain particularities compared to general human resources. Only by understanding the differences between the two and adopting effective response strategies can the level of human resource management of multinational companies be improved, so that they can adapt to the international competitive environment in

the shortest time and ultimately achieve healthy and stable development in the international market.

International immigration has an important impact on the population structure, economy, culture and politics of the receiving country. For developed countries (regions) with a serious aging population and a lack of local labor, the introduction of immigrants is the most important way to maintain the stability of population size and structure. With the development of globalization, the emergence and growth of international immigration has become a self-sustaining, long-term and complex process. Immigration management and the formulation of immigration policies are issues that immigration countries must face and properly handle (Li, 2011). According to a questionnaire survey and analysis of the immigration policies of 111 governments in the world conducted by the United Nations Economic and Social Development Department and the Population Division in 2018, 54% of national governments support the formulation of orderly, safe, normal and responsible immigration policies (United Nations Millennium Development Goal Indicator 10.7.2), but about half of the countries still have incomplete relevant policy regulations. In a broad sense, a country's immigration policy mainly solves two problems: one is the policy of controlling the entry of foreign citizens, that is, the rules and corresponding procedures for selecting and accepting foreign citizens; the other is the policy of managing foreign citizens who reside in the country, such as how to provide foreign citizens with opportunities for residence, employment, education and related benefits. As far as foreign immigrants are concerned, international immigration policies mainly include five aspects: formulating basic conditions for allowing foreigners to migrate and enter (or transit); confirming the legal status of legal foreign immigrants living and working in the country; determining the basic conditions for foreign immigrants to become naturalized in the country; expelling illegal foreigners; and dealing with the special issues of a large number of refugees who suddenly flood in across borders when sudden wars or large-scale natural disasters occur. The basic direction of international immigration policies is the country's border management, visa issuance, nationality acquisition, and the

related civil rights that foreign immigrants should enjoy within the country. Based on the social process, policies can be divided into entry and exit control based on the border line and social management stages after immigrants enter the country. Below, this article specifically studies the immigration policies of developed countries (regions) from three perspectives: immigration access management, immigration management, and immigration agency establishment.

1. Immigration admission management. According to the purpose of immigration, immigrants can be divided into economic immigrants and non-economic immigrants. Economic immigrants can generally be divided into business immigrants and independent immigrants. Business immigrants can be further divided into investment immigrants, entrepreneur immigrants and self-employed immigrants. Independent immigrants are also called technical immigrants. Non-economic immigrants include family reunification and refugee protection. Based on this, the immigration admission policy can be roughly sorted out from three perspectives: economic immigrants, family reunification immigrants and refugees.

Economic immigrants can be said to be the most important type of immigrants in the world. The major immigrant countries have flexible and diverse policies and regulations on economic immigrants based on the needs of their own economic development. But in summary, their commonalities are mainly reflected in the following: first, the identification and screening of immigrant applicants to avoid bringing "trouble" into the country and select personnel that meet the needs of the country; second, the emphasis on the introduction of talents (Caligiuri et al., 2024). Each country (region) has formulated an introduction plan for high-tech and high-knowledge talents. Technical immigrants and investment immigrants account for a high proportion in the United States. With the evolution of the times, the economic immigration policy of the United States is also constantly changing and reforming. The biggest revision of the immigration reform bill announced by the U.S. Senate in recent years was in 2013 when Obama was still in office. The point-based "green card" was established. The score is calculated based on academic qualifications, work experience, time in the United States, whether there are relatives in the United States,

and English fluency. The quota for this type of immigrant visa is set between 120,000 and 250,000, and it will be adjusted every year according to the needs of the job market. The bill specifically established a "blue card" for foreign workers engaged in agricultural work to solve the shortage of low-skilled workers in the United States. After President Trump took office, he adopted a tightening policy, strengthening the protection of the interests of the United States and its own personnel in employment, and requiring strict control of the issuance of H1-B skilled immigrant visas, which are granted to the most skilled personnel. The United Kingdom combines the demand for labor and the level of talent to develop a five-point scoring system, dividing foreign residents who want to immigrate to the United Kingdom through economic immigration into five levels: people with special talents, skilled workers, low-skilled workers, students and temporary workers. Later, the Cameron government announced further compression and abolished the third level (access for skilled workers). Similar to the United Kingdom, the goal of Canada's immigration system is to encourage young, bilingual, and highly skilled immigrants in order to supplement human resources in Canada's aging workforce. Therefore, Canada has formulated certain education and skills regulations for economic immigrants, focusing on attracting immigrants with work experience, higher education qualifications, and strong English and French language skills.

France is the second largest recipient of immigrants in Europe, but for more than 20 years, France's economic immigration policy has been in an ambiguous state. Influenced by the ruling party, successive French governments have continuously emphasized strict control of immigration, while accepting batches of legal and illegal immigrants. Therefore, France's economic immigration policy is committed to establishing an immigrant screening mechanism and only accepting "needed" applicants. Among them, the most influential are the immigration law reform promoted by then Prime Minister François Fillon in 2007 and the new immigration bill in 2016. The core of the 2007 bill is the implementation of the "Capacity and Talent Card" (CCT), which prevents the loss of talent by relaxing residence authorization for senior employees and setting specific priority areas. However, it is

difficult to obtain this visa. Applicants are usually required to have a master's degree or above, and their contributions to France need to be examined. The core of the 2016 bill is the implementation of the "Talent Passport" plan, which aims to relax restrictions on foreigners' work and residence, issue "Talent Passports" to certain highly skilled foreigners, and grant holders a new residence permit valid for four years. Japan is a country with a serious aging population and faces a labor shortage problem. For ordinary foreigners, only if they have lived in Japan for 10 years and worked for 5 years can their application for permanent residence be approved. At the end of 2011, the Japanese government introduced a new policy of "Foreign Senior Talent Points System" for foreigners with professional and technical knowledge. According to academic qualifications, professional experience and annual income, if they meet certain standards and are identified as "senior talents", these people will be given preferential treatment, including relaxation of permanent residence qualifications and spouse employment conditions, and permanent residence applications for parents. In 2019, the Japanese Ministry of Justice relaxed the conditions for permanent residence for foreigners, and the focus of the reform was on the field of "foreign senior talents". Foreign talents with a score of 70 points or more only need to reside in Japan for 3 consecutive years to apply for permanent residence; and foreign talents with a score of 80 points or more only need to reside in Japan for 1 year to apply for permanent residence. Although Japan has relatively relaxed its immigration policy, the requirements for the quality of immigrants have never been lowered. By lowering the threshold for such applications, it attracts more foreign senior talents.

In recent years, the Hong Kong Special Administrative Region of China has also realized the importance of attracting talents and has formulated and implemented the Quality Migrant Admission Scheme, which aims to attract outstanding foreign talents to settle in Hong Kong. The scheme was officially launched in June 2006 and was adjusted and revised in January 2015. This scheme is divided into two types: "Comprehensive Points System" and "Achievement Points System". The "Comprehensive Points System" scores the applicant based on five conditions: age,

financial requirements, good character, language ability, and basic academic qualifications, with a maximum score of 165 points. The "Achievement Points System" is another scoring system for applying for settlement in Hong Kong for "individuals with extraordinary talents or skills and outstanding achievements". The scoring system is based on the applicant's achievements and must meet one of the following two requirements: one is that the applicant has won an outstanding achievement award (for example, an Olympic medal, a Nobel Prize, a national/international award); the other is that the applicant can prove that his or her work has been recognized by his or her peers or has made a significant contribution to the development of his or her sector (for example, a lifetime achievement award awarded by the industry).

Family reunification/relative immigration is also a very important type of immigration in the world. The United States issues family reunification visas to relatives of U.S. citizens and legal permanent residents every year, mainly including spouse and family member visas. For spouses of U.S. citizens, there is no upper limit on the number of applications; while other people must follow basic priorities during the application process and screen visa applicants in order. From a historical perspective, the U.S. family reunification visa is showing an upward trend. In the United Kingdom, in most cases, spouses and dependents of British citizens will be allowed to stay in the United Kingdom. However, the family reunification eligibility regulations in the United Kingdom are relatively complicated, involving multiple factors such as the applicant's marital status, identity status, and country of origin. Overall, the family reunification immigration in the United Kingdom is mainly divided into two categories: refugees and marriage and family member immigration. Affected by Brexit, the United Kingdom withdrew from the Dublin Agreement. Therefore, settlers in the United Kingdom with pre-settled status in the United Kingdom, their family members who apply for long-term reunion in the United Kingdom also need to apply for family reunion visas. In Canada, citizens and permanent residents can apply for spouses and children to reunite in Canada. If the spouse and children are already in Canada, they can apply for permanent residence in

Canada; if the spouse and children are in their original place of residence overseas, they need to apply for an immigration visa in the same way as an overseas application. In addition, Canadian citizens or permanent residents who meet certain conditions can sponsor their parents, grandparents or adopted children to immigrate to Canada. The application procedure for this visa is similar to that for spouse reunification and children reunification, but the difference is that sponsoring parents and grandparents requires a high level of financial guarantee ability from the sponsor, and a high family income.

As for the definition of refugees, the United Nations Convention Relating to the Status of Refugees in 1952 and the Protocol Relating to the Status of Refugees in 1967 provide for the definition and scope of refugees: "It includes persons who owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion are outside the country of their country and who owing to such fear are unable or unwilling to return or to avail themselves of the protection of that country". Later, the definition of refugees was gradually expanded to include "refugees arise from war and civil strife", with 68% of refugees coming from five countries: Syria, Venezuela, Afghanistan, South Sudan and Myanmar. As for the distribution of refugees, Europe is the main destination. As the gateway to Western Europe, Germany has a relatively relaxed attitude towards refugees and has attracted the most refugees. Since the European refugee crisis in the 21st century, Germany has been at the forefront of the storm, and its attitude and policy towards refugees has also sparked heated debate in Germany. Since the European debt crisis, the German government has tightened its previously relaxed refugee policy, especially strengthening restrictions on refugee applications for economic reasons, and tilting the quota towards those for war reasons. Although the German government has suffered a crisis in the refugee issue in the new century, the German asylum system has not changed fundamentally in general, and a large number of refugees are still pouring into Germany. In order to digest the large influx of refugees, Germany can only call on European countries to face the refugee crisis together, hoping to transfer the solution of the refugee problem to the European level.

As a European power, the UK's refugee policy is also cautious and conservative. Before Brexit, EU citizens had the right to live in the UK, and EU citizens could move freely under any circumstances. However, the UK does not treat refugees equally. Unless special circumstances apply, the asylum certificate of EU citizens is invalid in the UK. If an immigration applicant wants to stay in the UK as a refugee, he must apply for asylum immediately after arriving in the UK. After Brexit, the British Home Secretary announced at the end of 2020 that the UK's asylum system would be reformed, mainly targeting refugee groups, including refugees who come to the UK to apply for family reunification. The core content of the reform is to identify refugee identities and crack down on illegal immigration and related criminal activities. For those who enter the UK illegally or with invalid documents, the UK will not recognize their refugee status, and will reject and repatriate their applications in accordance with the new regulations. Similar to the refugee crisis in Germany, Canada, which has a more relaxed attitude towards refugees, has also fallen into a dilemma with the refugee issue. Since World War II, Canada has accepted a large number of refugees, and now Canada has become one of the world's three largest refugee resettlement countries. From 2011 to 2016, Canada accepted a total of 49,480 refugee applications. Since 2017, with the deterioration of the situation in the Middle East, the number of refugee applications in Canada has surged, and in 2018 alone, Canada accepted as many as 29,440 refugees. According to relevant statistics from the United Nations High Commissioner for Refugees, Canada also resettled more than 10,000 refugees in 2019, far higher than the number of refugees accepted by Germany, Australia and other countries.

2. Management of incoming immigrants. Most immigration countries do not have a special immigration management system. Their strategy focuses on increasing the intensity of screening for immigration admission. Therefore, immigration countries generally have established very strict and complete visa review systems. For example, in the United States, there are no restrictions on domestic migration. After entering the United States, immigrants can choose to apply for a US green card or become US citizens if conditions permit. Similar to the United States, the United

Kingdom does not have a special immigration management system. However, affected by terrorism, since 2005, the United Kingdom has launched the "British Citizenship Naturalization Test" for all immigrants. The test is called "British Life". Applicants need to answer an all-English test paper covering three major categories of questions about British society, traditions and government. This move is aimed at strengthening the screening of immigrants. In the management of incoming immigrants, Japan's foreigner management system is the most complete and comprehensive, and it is worth learning from. Japan's immigration management system mainly includes two aspects. One is the foreigner residence qualification system. The Japanese government divides the activities that foreigners can engage in during their stay in Japan or the identity and status that they can reside in Japan by type, and divides the residence qualification into 27 types to facilitate the confirmation and arrangement of the identity of immigrants. The second is the foreigner registration system. Before 2012, Japan implemented the "foreigner registration system". Foreigners who stay in Japan for more than 90 days (except diplomats, U.S. military personnel in Japan and their families) must personally apply for registration at the foreigner registration office of the municipality where they live within 90 days from the date of landing, register, and receive a registration certificate. After 2012, the foreigner registration system was abolished, and the foreigner registration card system was also abolished, replaced by a foreigner residence card to facilitate data updating. Through this move, the Japanese government has strengthened the management of foreigners in Japan and reduced the number of illegal residents.

3. International Immigration Management Agency. In order to better manage international immigration, immigration countries (regions) will set up corresponding immigration management agencies. Table 1 is the result of this article's review of relevant websites and materials from various countries, and the results of sorting and summarizing them, showing the establishment and main responsibilities of international immigration management agencies in some major immigration countries.

In summary, the main immigration countries are mainly developed countries. Due to the long history of international immigration, they have established a relatively sound immigration management system based on long-term practice and set up special management agencies. Generally, they set up special management agencies in the form of "Immigration Affairs/Administration Bureau (Ministry)" to carry out professional management, such as the United States, Australia and Japan. Some countries also have special immigration courts to handle legal events involving immigration issues, such as Canada and New Zealand. In addition, the United States and Canada have also set up separate agencies for border immigration management.

Combining the immigration policies and evolution of various countries, it can be found that the immigration policies of major developed countries in the world currently reflect the following four characteristics:

1. Immigration policies are in the process of change, and the selective characteristics of policies are becoming more and more prominent. Since World War II, international immigration policies have generally tended to be relaxed. However, the analysis results of Haas et al. based on the evolution trend of immigration policies in 45 countries show that the trend of easing immigration policies since World War II began to slow down around 1989. Specifically, changes in immigration policies at different levels have different manifestations, showing the characteristics of "tight outside and loose inside". On the one hand, border control and exit policies have become increasingly stringent. For example, the United States' control of the Mexican border and the EU's border control of non-EU countries have adopted increasingly complex technologies and management systems. Policies for irregular immigrants and family migrants have also been tightened in recent years; on the other hand, for international immigrants who have already entered the country, social integration policies tend to be tolerant, and increasingly emphasize equality, integration and human rights protection. In addition, international immigrants as a whole have fewer restrictions on high-skilled immigrants and more restrictions on low-skilled immigrants.

2. Immigration policies change in line with changes in the socio-economic conditions of various countries. When a country's economy is running well and the market is expanding, it often implements a positive immigration policy. In addition, each country's different social and historical origins also have an important influence. These background factors and economic factors jointly affect the scale of immigration and also have a relatively large impact on the choice of immigration type. In countries with a high population density, immigration is often temporary; while in some sparsely populated countries, such as Australia and Canada, the proportion of permanent immigrants is relatively high.

3. Immigration policy is strongly influenced by party politics. For example, the differences between the Republican and Democratic parties in the United States on immigration issues have led to a relatively large contrast in the immigration policies adopted by different parties when they came to power. The Obama administration adopted a positive immigration policy, and the "Dream Act" during his tenure also provided illegal immigrants with the opportunity to legalize their status; however, after taking office, the Trump administration adopted a relatively clear attitude of restricting or even opposing some immigrants. Three months after taking office, it signed executive orders to restrict immigration from some countries and regions. Party politics plays a huge role in the formulation of immigration policies.

4. Talent policy is at the core and priority of immigration policies in developed countries (regions). In the future, most countries (regions) will continue to adopt selective immigration policies, that is, to select foreign citizens who have positive and promoting significance for their own economic development and social stability. Among them, the competition for high-end talents will be a key point worth analyzing in future immigration policies. Among the developed countries and regions mentioned in this article, without exception, they have extended an olive branch to high-tech and high-knowledge foreign citizens, proposed policies such as priority naturalization, attracted international "wisdom flow", and thus promoted the economic development of their own country or region.

International human resource migration refers to the movement of people between countries for work, study or other economic and social purposes. With the development of information technology, the reduction of transportation costs and the deepening of international economic integration, more and more high-skilled talents and ordinary workers choose to seek opportunities internationally. This migration not only promotes personal career development, but also promotes the exchange of knowledge, technology and culture. For example, in technology-intensive industries, the cross-border flow of high-end talents can accelerate technological innovation and industrial upgrading; while the migration of ordinary workers in labor-intensive industries can effectively alleviate the problems of population aging and labor shortage in some countries. Therefore, international human resource migration has become one of the important driving forces of the global economy. However, international human resource migration also brings some challenges, including the balance of interests between receiving and sending countries, the coordination of immigration policies, illegal immigration, and the cultural adaptation and social integration of immigrants. The solution to these problems needs to be achieved through the improvement and coordination of systems.

Main challenges of international human resource migration:

1. Imperfect legal system. International human resource migration involves immigration policies, labor laws, social security and international agreements. Many countries lack a systematic legal framework to regulate the inflow and outflow of international talents, resulting in disorderly talent flow. For example, some countries implement a relaxed immigration policy for high-skilled talents, but set too high a threshold for low-skilled workers, resulting in an imbalance between labor supply and demand.

2. Brain drain and uneven distribution. "Brain drain" is a serious problem faced by many developing countries. When high-skilled talents flow to developed countries on a large scale, it may lead to talent shortages and economic stagnation in the exporting country. For the receiving country, how to balance the introduction of high-

skilled talents with the demand for low-skilled labor is also a difficult problem that needs to be solved.

3. Cultural conflict and social integration. Cultural differences brought about by international migration often lead to conflicts. Immigrant groups may find it difficult to integrate into the receiving country's society due to language barriers, cultural barriers and other issues. At the same time, the people of the receiving country may have a rejection attitude towards immigrant groups, further exacerbating social tensions.

4. Illegal immigration issues. The existence of illegal immigrants has brought challenges to international human resource migration. Illegal immigration not only disrupts the normal labor market, but may also cause social security problems and bring burdens to the social governance of the receiving countries.

To meet the above challenges, the international community needs to build a more fair, reasonable and sustainable international human resource migration system based on institutional approaches. The following are the key paths:

Establish an international cooperation mechanism. International human resource migration involves the interests of multiple countries, and it is difficult for a single country to achieve effective management. Therefore, it is necessary to establish a multilateral cooperation mechanism, such as formulating unified international human resource migration rules under the framework of international organizations such as the United Nations and the International Labor Organization. These rules should cover immigration policies, visa systems, social security, and labor rights protection.

Optimize immigration policies and legal frameworks. Governments should optimize immigration policies and legal frameworks according to their own national conditions. For example, developed countries can formulate different policies for high-skilled talents and ordinary workers according to their own industrial needs; while developing countries can ensure the orderliness of talent migration by strengthening cooperation with exporting countries. In addition, countries should

strengthen the management and crackdown on illegal immigrants, while providing more convenient conditions for legal immigrants.

Promote regional integration and cooperation. Regional cooperation mechanisms are an important way to solve the problem of international human resource migration. For example, the EU has achieved efficient allocation of labor through free movement policies, and ASEAN is also exploring the facilitation of labor mobility within the region. Other regional organizations can learn from these experiences to promote institutional coordination and labor mobility cooperation within the region.

Strengthen social security and rights protection. A sound social security system is the key to attracting international talents. Receiving countries should provide equal labor rights and social security for immigrants to ensure that immigrants can enjoy the same treatment as local workers. At the same time, the exporting countries should also protect the legitimate rights and interests of their own immigrants through bilateral or multilateral cooperation.

Pay attention to cultural adaptation and social integration. Receiving countries should provide immigrants with support measures such as language training and vocational education to help immigrants quickly adapt to the local society. In addition, the public should strengthen their understanding and tolerance of immigrant groups and reduce discrimination and prejudice. Through cultural exchanges and community activities, enhance understanding and trust between different groups.

Promote digital and intelligent management. With the advancement of technology, digital and intelligent tools can greatly improve the efficiency of international human resource migration. For example, by establishing a global talent database, accurate matching of international talents can be achieved; blockchain technology can be used to ensure the security and transparency of immigration information; and the application process of visas and work permits can be simplified through online platforms.

Construction effect and prospects based on institutional approaches. The international human resource migration system constructed through the above path

can achieve a win-win situation for all parties. For receiving countries, the influx of highly skilled talents can enhance innovation capabilities and economic competitiveness, while the arrival of low-skilled workers can alleviate labor shortages. For exporting countries, institutionalized migration can reduce the negative impact of talent outflow and promote domestic economic development through remittances.

At the global level, a fair and open international human resource migration system will promote the dissemination of knowledge and technology; promote global economic integration and sustainable development. Of course, the construction of this system requires time and efforts from all parties, especially in coordinating the interests of various countries and resolving cultural conflicts. There is still a long way to go.

Building international human resource migration based on institutional approaches is not only a practical need to solve current problems, but also a long-term strategy to achieve global sustainable development. By establishing a sound international cooperation mechanism, optimizing immigration policies, and promoting social integration and rights protection, a more favorable environment can be created for the efficient flow of global human resources. In this process, governments, international organizations and enterprises need to work together to build a more fair, reasonable and open new pattern of international human resource migration.

Conclusions to chapter 1

1. The comprehensive systematization of classical and contemporary migration theories (including neoclassical economics, the new economics of labor migration, dual labor market theory, and world-systems analysis) demonstrates that under modern global transformations, the international migration of human resources has shifted from a basic demographic flux to a fundamental determinant of national and corporate competitiveness. Within the International Human Resource Management (IHRM) paradigm, this evolution necessitates a strategic transition from reactive administrative adjustments to proactive talent orchestration, treating

migration not merely as a physical movement of labor but as a dynamic process of global knowledge and cognitive asset reallocation.

2. The advancement of the transnationalism concept highlights that contemporary international human resources are no longer rigidly restricted to a single sovereign jurisdiction or a single national corporate subsidiary. Instead, high-skilled professionals operate within fluid cross-border networks, sustaining multi-layered institutional and cultural attachments. For multinational corporate governance, this structural shift redefines traditional employment models, requiring the implementation of decentralized organizational networks, flexible cross-cultural integration strategies, and advanced virtual collaboration frameworks to ensure corporate cohesion across geographically separated ecosystems.

3. The research proves that mitigating the profound structural imbalances within the international labor market requires the establishment of a robust, rule-based institutional migration framework. Relying exclusively on market-driven forces results in acute coordination failures, extreme talent shortages in host economies, and severe "brain drain" effects in origin states. A sustainable and optimized configuration of global human resource mobility can only be attained through institutional coordination among sovereign governments, supranational organizations, and multinational enterprises, aligning corporate recruitment practices with international labor standards and regional integration policies.

4. The theoretical synthesis confirms that an institutionalized and strategically managed framework for global human resource mobility generates mutual structural benefits for all participants in the global economy. For receiving countries and multinational corporations, it ensures secure, legally compliant access to specialized innovative talent and resolves structural labor deficits. Concurrently, for sending nations, structured institutional mechanisms mitigate the asymmetric shocks of intellectual capital outflow while stimulating domestic economic growth via knowledge spillovers, technology transfers, and strategic remittance flows.

5. The theoretical analysis concludes that ongoing geo-economics transformations fundamentally restructure the macro-environmental conditions under

which multinational corporations manage human capital. The rise of geo-economics friction, regionalization, and strict regulatory regimes disrupts traditional talent supply chains. Consequently, the ultimate objective of contemporary international management is to construct flexible, risk-resilient, and digitalized human resource strategies capable of optimizing the cross-border allocation of intellectual capital amidst structural shifts in global value chains.

SECTION2

ANALYSIS OF INTERNATIONAL MIGRATION PROCESSES IN THE CONDITIONS OF GEO-ECONOMIC TRANSFORMATIONS

2.1. Geo-economic transformations in the context of their impact on the country's participation in international migration processes

"Geo-economics" has the following basic contents: the spatial and temporal relationship, distribution, operation mechanism and operation trajectory of economic development and economic quantity in international relations; the interaction and laws between world economic phenomena and geographical relations and geo-location; the interaction and influence of geographical phenomena and geo-relationships on the international social economy and culture; it provides a theoretical basis for the international strategies, regional economic and cultural development strategies of contemporary countries, and provides a comprehensive theoretical basis for economic and cultural development, design and planning (Luttwak, 1990; Lu & Du, 2013).

Geographical factors are the basic elements in geo-economics in geo-economics; geographical factors are the basic elements. A country's geographical location and natural resources will have an important impact on the country's development and national economic behavior. Geo-economics is the study of how to protect the country's own interests in international competition from a geographical perspective. Human activities on the earth are restricted by geographical conditions. In the economic activities of a country, it always chooses to cooperate with neighboring regions. The economic relationship generated by geographical connections is called geo-economic relations. This relationship is usually manifested as either union or cooperation, that is, economic grouping, or opposition or even

containment, mutual barriers, etc. The former is called a complementary relationship, and the latter is called a competitive relationship.

The most obvious manifestation of geo-economics is regional economic grouping. In the absence of sufficient conditions for global economic integration, regional economic integration is the main manifestation and content of geo-economics. A core view of geo-economics is that the world is becoming three competing economic groups:

- the Pacific Rim economic zone led by Japan and China, including South Korea, Southeast Asia and other regions;
- the Western Hemisphere economic zone led by the United States, which will include Latin America in the future;
- The European economic zone centered on France and Germany, which will gradually cover the former Soviet Union and Eastern Europe, and perhaps North Africa. Which of the three groups can gain a greater advantage depends mainly on factors such as the size, geographical location, population, culture, and political skills of each group.

The comparative advantages of these three major economic regions are that the European Economic Area is by far the most mature and well-formed, with the highest degree of integration and the most benefits; the American Economic Area is the strongest and most resource-rich, and the United States' unique geographical location makes it most likely to "share the benefits equally", that is, to expand to both the Pacific and Atlantic Oceans while establishing its own economic sphere of influence; the Asian Economic Area (mainly East Asia) has the lowest economic level, but the most vivid and diverse forms of cooperation, and for quite some time after the Cold War, this economic area has developed the fastest.

Multinational corporations are the most active elements in geo-economics. They are the product of the internationalization of capital, the scientific and technological revolution, and the deepening of the international division of labor. They are the main carriers of the internationalization of production. They have monopoly advantages, ownership advantages, internalization advantages, and

location advantages in foreign direct investment. Their branches are spread all over the world, forming an integrated network in production, sales, technology, and new product development (Briscoe et al., 2009). In the development of regional economy, contemporary multinational corporations have the following positive effects:

1. The development of contemporary multinational corporations has deepened regional economic integration. The transnational operations carried out by multinational corporations have strengthened the links between countries, developed and deepened the cooperative relations between countries in production, exchange, circulation, consumption, and technological product development and research.

2. Multinational corporations have promoted more efficient flow and more reasonable allocation of commodities, labor, capital and other economic resources within the region. Multinational corporations have a complete global production system and sales system, and production factors or production results such as commodities, labor, capital, information, and talents can flow smoothly and be reasonably and effectively allocated. In recent years, the large-scale increase in foreign direct investment and internal trade of multinational corporations can fully illustrate this point (World Bank, 2025).

3. Multinational corporations have opened up new areas of regional trade and expanded the circulation of international trade.

An important aspect of the international operation of multinational corporations is internalized trade. Multinational corporations exchange production factors, production results and information through their parent companies and subsidiaries, and between subsidiaries. In international trade, regional trade of multinational corporations accounts for about 1/3 of the world's total trade. The global operation of multinational corporations has promoted the development of regional trade and prospered the regional economy.

In recent years, against the backdrop of a sluggish global economic recovery, economic globalization has faced severe challenges from factors such as protectionism, unilateralism and populism (Stiglitz, 2002). The geo-economic fragmentation caused by these factors has become a persistent threat to the

sustainable development of the global economy. It is necessary to take global development as a starting point to explore the diverse orientations of major economies in their attitudes and development paths in response to globalization, analyze the economic costs brought about by globalization and geo-economic fragmentation, and make it clear that the geo-economic fragmentation development practice based on the global economic network is unsustainable. In the current context, promoting "re-globalization" has become a promising way to alleviate the challenges brought about by geo-economic fragmentation. By promoting international trade and deeper global value chain collaboration, we can better respond to global challenges. It is worth noting that "re-globalization" is not equivalent to disorderly global interaction. As a beneficiary and active contributor to globalization, China will play a key role in promoting the process of "re-globalization".

In recent years, globalization has been questioned to varying degrees, and even the so-called "de-globalization" view has emerged in the Western world. In fact, in the past decade, the challenges faced by globalization, especially in the period of rapid development of globalization that is, the era of globalization 3.0 emphasized by Professor Baldwin have been highlighted. The main reason why globalization has brought difficulties to some countries is that the economic effects of globalization are asymmetric. In trade theory, the trade gains theorem points out that the benefits of trade can be decomposed into division of labor gains and exchange gains, which together support the view that international trade brings welfare to all countries. Therefore, from the perspective of improving the overall welfare level, both large and small countries should benefit from the international division of labor. However, in the era of rapid development of globalization 3.0, the reason why some countries express opposition to globalization is that trade gains bring unequal distribution effects between international and domestic. Although the positive role of international trade in economic growth and development has been emphasized in the research literature, this process can also lead to domestic inequality problems.

International trade and division of labor can promote developing countries to integrate into the global economic system, achieve economic catch-up, and improve

the productivity of some developing countries. In the 1990s, trade liberalization, investment liberalization, and the adoption of market-oriented economic policies led to a substantial increase in international trade, investment, and technology flows. In terms of the world income distribution pattern, some opponents of globalization often emphasize that countries that were initially poor may become rich at the expense of the economic interests of developed countries, while some people in developing economies regard globalization as a new colonialism, in which rich countries become richer and poor countries become poorer, further exacerbating global inequality. Globalization has not led to an increase in income inequality between different countries. On the contrary, developing economies have begun to gradually approach wealthy countries by integrating into the process of globalization. Through the decomposition analysis results, it is found that the income gap between different countries has narrowed, but domestic income inequality has increased.

In developed economies, the share of unskilled labor in national income has declined as gains from trade have disproportionately accrued to capital and highly skilled labor (ILO, 2025). From a top-down perspective, a typical feature is that income inequality has gradually evolved into a prominent social problem in different types of countries. When populism and nationalism are combined, they tend to oppose free trade, cross-border flows of production factors, economic integration, and even advocate withdrawal from global governance mechanisms. It should be emphasized that populism may show different attitudes towards free trade at different times and places. American populism in the late 19th century is a typical example. It opposed the banking industry and the global financial system, but also opposed high tariff policies.

In the process of globalization, different types of economies are facing the problem of increasing domestic income inequality. At the same time, developed economies are also facing serious unemployment problems in the process of industrial restructuring. When studying the causes of unemployment, some scholars emphasize that the "China shock" is one of the important reasons for the domestic economic imbalance and employment difficulties in developed economies. Taking

the United States as an example, the study pointed out that the regions that were most affected by the Chinese trade shock experienced a sharp decline in employment and serious unemployment problems. These phenomena are called "China syndrome". Globalization makes it easier for goods and services to cross borders, but it also triggers a fiercely competitive international market. It is worth noting that the root cause of unemployment is not a single one, but is intertwined with many factors such as the adjustment of the international trade pattern and the promotion of technological innovation.

Existing research literature shows that international trade is not the main cause of rising domestic income inequality in different types of countries. In this regard, Helpman emphasized that globalization is often blamed for rising domestic inequality in rich and poor countries, but many views in this debate lack empirical evidence. For example, in 1900, the richest 1% of the US population accounted for 15.5% of total US income, and this proportion fell to 8% in the mid-1970s. However, since then, this proportion has continued to rise, reaching 13% in 1990, 17.9% in 2010, and 19.1% in 2019. This trend is not limited to the United States. This phenomenon has also occurred in developed economies such as Canada and the United Kingdom, as well as developing economies such as India and China. Therefore, international trade is unlikely to be the key factor in the problem of domestic income inequality in different types of countries. So, what factors are causing income inequality within different countries? Since the 1980s, the main reason for the widening wage gap in the United States is the replacement of unskilled labor jobs by automation. Prior to this, alternative causes for income inequality in the United States included globalization and the weakening of trade union power, but Acemo-glu and Restrepo pointed out that the most critical factor causing income inequality is automation.

In the field of economic research, economists have deeply analyzed the reasons for income inequality within different countries since Globalization 3.0. However, under the impact of the COVID-19 pandemic, income inequality and unemployment within developed countries have become more prominent. Some politicians, advocating populist values or ideas, claim that their goal is to safeguard the rights and

interests of low-income groups. They use this as an excuse to direct public dissatisfaction to an anti-globalization stance.

At present, globalization is facing multiple countercurrents, and some typical countries have also shown diversity in their attitudes towards globalization. The deep-seated reasons for this difference are worth studying. What exactly drives different countries to show such significant differences in their attitudes towards globalization and form different social emotions? In the analytical framework to explain this problem, the concept of "trilemma" is very competitive. This concept was first proposed by Mundell (1963), who emphasized that the free flow of capital, autonomous monetary policy and fixed exchange rate system are incompatible within a country or economy. When deeply analyzing the deep-seated problems of globalization (Rodrik, 2000) proposed an analytical paradigm of "trilemma" on hyperglobalization, national sovereignty and democratic policy. Therefore, the theoretical hypothesis based on the "trilemma" framework not only explains the phenomenon of globalization countercurrents, but also provides us with a profound perspective to understand the diversity of attitudes of various countries.

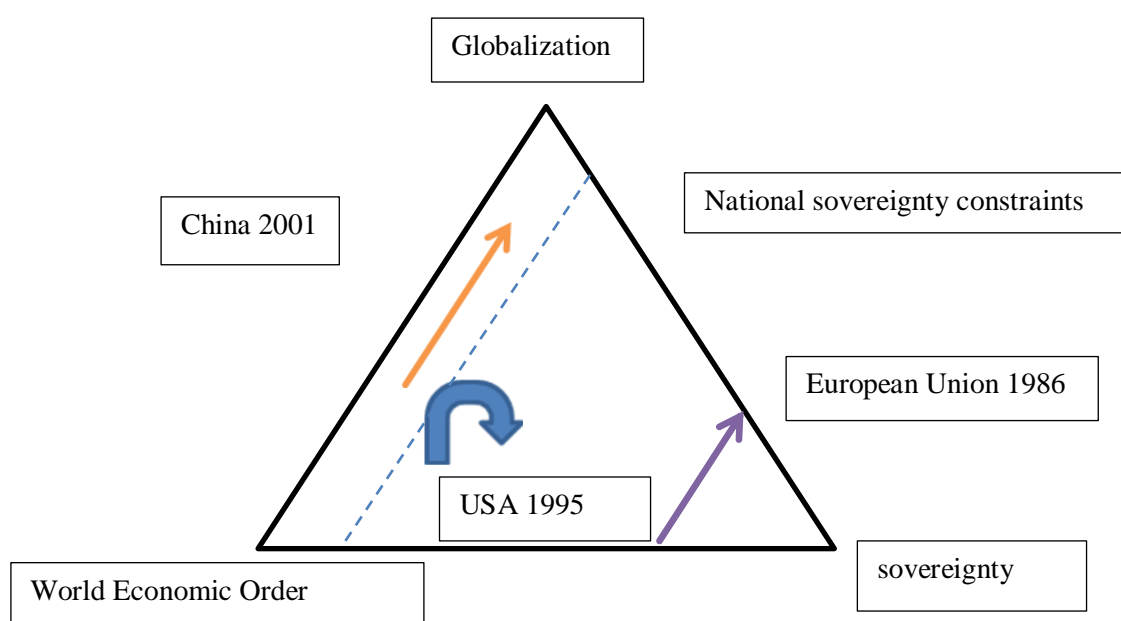


Figure 2.1 - The «trilemma» of world economic order, globalization and national sovereignty

Source: (Rodrik, 2000)

Emphasis on national sovereignty and global development: In this model, the country emphasizes maintaining its sovereignty, and the government reduces international trade costs by promoting technological progress and conducting trade negotiations. During the Bretton Woods system and after the establishment of the WTO, the United States established the world economic order through independent action and successfully coordinated domestic and international economic goals.

A model that takes into account the world economic order and global development: In this model, countries cede national sovereignty to supranational institutions to a certain extent, which set rules and norms, and the rules that transcend national borders limit national sovereignty (European Commission, 2025). This model is reflected in the European Union, where member states have ceded some sovereignty in certain areas to ensure the flow of goods, services and factors under the international order.

The model that focuses on the world economic order and national sovereignty: This model is usually applicable to developing economies, which have a relatively low position in the process of globalization. These countries insist on maintaining national sovereignty while integrating into the process of globalization by removing border restrictions on trade and investment. As globalization deepens, these countries need to find a balance between maintaining national sovereignty and participating in the world economic order.

Under the "trilemma", these different economic models have shaped the roles and positions of typical countries in the process of globalization, while also reflecting the challenges and opportunities faced by some countries.

In the first model, taking the United States as an example, we can observe that instability has emerged on the road to the in-depth development of globalization in recent years. The world economy continues to develop in the direction of multipolarization, which requires that international governance must adapt to the trend of multipolarization. However, if the world economic order ignores the

requirements of multipolarization, it will inevitably shake the world economic order that the United States has been committed to building after World War II. Due to considerations of national sovereignty, it is difficult for the US government to simultaneously ensure the goals of global development and maintaining the world economic order. In order to better analyze the situation in the United States, the constraint line of national sovereignty is provided in Figure (1). We can see that if the world economic order does not change, the United States may make some adjustments on the road to the in-depth development of globalization. There is a possibility of overlapping regression in globalization and maintaining the world economic order.

In the second model, the EU, as the most integrated regional integration organization in the world, has experienced a process of deepening and expanding economic integration. From an overall perspective, the EU emphasizes that globalization has created many benefits and opportunities, but also brought challenges. The EU's goal is to make globalization work by maximizing opportunities and mitigating its negative impacts. It can be clearly seen that the EU's attitude towards globalization is clear and firm. In Figure (1), the EU's progress towards globalization is parallel to the national sovereignty constraint. However, for some EU member states, the "trilemma" still exists. In this model, the EU needs to strike a balance between national sovereignty and global development, while coping with differences and challenges within member states.

In the third model, China's support for globalization is reflected in the wisdom of the Party and the country. At the opening ceremony of the 2017 World Economic Forum Annual Meeting, President Xi Jinping emphasized: "China is not only a beneficiary of economic globalization, but also a contributor." This shows China's firm position to safeguard economic globalization and marks China's transformation from a participant to a leader in economic globalization. Despite the rise of anti-globalization and the haze of the world economy, the Chinese government has firmly moved forward on the path of economic globalization, actively expanded its opening up, participated in global economic governance, and promoted the building of a

community with a shared future for mankind. Under the framework of the "trilemma" analysis, China's key success factor lies in the strong leadership of the Communist Party of China. China has always pursued a mutually beneficial and win-win opening-up strategy and is a firm defender of the international order.

Geoeconomics refers to the intersection of geopolitics and economic activities, emphasizing how countries use economic means (such as trade, investment, finance, energy policies, etc.) to achieve strategic goals (Luttwak, 1990). The impact of geoeconomics on international migration is mainly reflected in the following aspects:

1. Economic Development Gap and Labor Migration. The geo-economic pattern determines the development level of different regions, and economic imbalance is an important factor driving international migration (Haas et al., 2019).

For example:

- North-South Gap: Developed countries (such as Europe and the United States) attract labor immigrants from developing countries due to high wages and good welfare.
- Regional Economic Integration: The free movement policy within the EU promotes labor migration from Eastern Europe to Western Europe (European Commission, 2025).
- Emerging Markets: Middle Eastern countries (such as the United Arab Emirates and Saudi Arabia) attract a large number of South Asian workers due to their prosperous energy economy.

2. Trade policy and supply chain restructuring:

- Globalization promotes talent mobility: Multinational outsourcing and global supply chain layout have prompted professional talents to migrate to economic centers, such as the influx of Indian IT talents into Silicon Valley.
- Anti-globalization and local priority policies: For example, the US "manufacturing reshoring" strategy reduces outsourcing and may restrict the entry of foreign workers.

3. Competition for energy and resources leads to immigration:

- Energy economy relies on labor: Gulf countries rely on foreign workers because of their oil industry, forming a large number of foreign labor communities.
- Competition for energy leads to conflict: For example, the Syrian war was affected by geo-economic competition (energy channels, international sanctions), resulting in a large number of refugees pouring into Europe.

4. Economic sanctions and immigration pressure:

- Economic sanctions destroy the employment environment: For example, the US sanctions on Iran and Venezuela have led to domestic economic recession and a large number of people immigrating to neighboring countries.
- Capital flight and brain drain: For example, after Russia was sanctioned, some entrepreneurs and technicians moved to the West or neutral countries (such as Turkey and the UAE).

5. Infrastructure investment and immigration flow:

- «One Belt, One Road» promotes immigration: China's large-scale investment in Africa and Southeast Asia attracts Chinese technicians to immigrate, while improving the local employment environment and reducing outflow.
- Port and railway construction changes immigration routes: For example, the development of China-Europe trains makes personnel exchanges between China and Europe more convenient.

6. Digital Economy and Remote Immigration:

- Remote work reduces physical immigration: The development of the digital economy enables some highly skilled talents to obtain international job opportunities without immigration (such as IT outsourcing in India) (Caligiuri et al., 2024).
- Emerging technology centers attract talents: Cities such as Dubai and Shenzhen attract international entrepreneurs and technology talents due to technology investment.

Geo-economics profoundly shapes international migration trends by influencing regional economic development, trade policies, energy layout, sanctions,

infrastructure investment and the digital economy. Economically powerful countries and emerging markets continue to attract labor and technical immigrants, while economically unstable regions face the risk of population outflow. In the future, with the global economic restructuring, supply chain adjustments and digital development, international migration patterns will continue to evolve.

The contemporary stage of global geo-economic transformation is fundamentally reshaping the mechanisms of international human resource migration and significantly altering the logic of migration governance (Wang, 2023). Intensified geopolitical competition, digital transformation, fragmentation of global supply chains, regionalization of economic cooperation, and the increasing strategic importance of human capital have transformed migration from a demographic and labor-market phenomenon into a critical instrument of economic competitiveness and national strategic management (Wang, 2025).. Under these conditions, migration governance has become an essential component of public administration, strategic human resource management, institutional coordination, and national security policy.

The transition from traditional globalization to a fragmented and multipolar geo-economic system has increased the strategic significance of talent mobility management (Czaika & Parsons, 2017). Countries are no longer merely passive participants in global labor migration processes; instead, they actively formulate migration strategies aimed at attracting, retaining, and utilizing highly skilled human resources. As a result, international migration management increasingly reflects the principles of strategic governance, institutional adaptation, digital regulation, and risk-oriented administration.

Strategic Migration Management under Geo-economic Transformation. In the modern geo-economic environment, migration management has evolved into a strategic policy instrument closely connected with economic competitiveness, technological leadership, labor market sustainability, and innovation development. Governments increasingly perceive international human resource migration not simply as labor mobility but as a strategic mechanism for strengthening national

economic resilience and enhancing participation in global value chains (OECD, 2025).

One of the key characteristics of contemporary migration governance is the transition from reactive migration control toward proactive strategic migration management. Traditional migration systems focused primarily on border control, residency regulation, and labor inflow limitation. However, under geo-economic transformation, states increasingly implement comprehensive migration strategies designed to optimize talent attraction, labor market adaptation, and long-term demographic sustainability.

Strategic migration management includes several interconnected dimensions. First, governments formulate national talent attraction strategies aimed at recruiting highly qualified specialists in priority sectors such as artificial intelligence, biotechnology, engineering, digital technologies, cyber security, and green energy. Countries including Canada, Australia, Germany, Singapore, and the United Arab Emirates actively use points-based migration systems, digital nomad visas, fast-track residence permits, and special programs for global talents in order to increase national innovation capacity.

Second, states increasingly integrate migration policy into broader economic development strategies. Migration governance is now directly connected with industrial policy, technological modernization, supply chain restructuring, and demographic stabilization. For example, aging developed economies actively utilize migration to compensate for labor shortages in healthcare, engineering, information technology, logistics, and advanced manufacturing sectors. Simultaneously, emerging economies implement talent return programs aimed at reversing brain drain and strengthening domestic innovation ecosystems (ILO, 2025).

Third, geo-economic transformation requires adaptation of labor market governance systems. The restructuring of global supply chains, near shoring strategies, and regionalization of production networks significantly influence labor mobility patterns. Governments increasingly coordinate migration policy with labor market forecasting, workforce planning, vocational education systems, and regional

development programs. This transition reflects the emergence of strategic labor mobility governance aimed at ensuring long-term economic sustainability.

The COVID-19 pandemic, geopolitical conflicts and digitalization have further accelerated the transformation of migration management. States increasingly prioritize migration resilience, labor market flexibility, and crisis-response capacity. Migration governance has become closely linked with strategic risk management, economic security, and national competitiveness.

Human Resource Governance and Global Talent Competition. Geo-economic transformation has intensified global competition for highly skilled labor and transformed international migration into a central element of global talent management. In the knowledge economy, human capital has become one of the most important strategic resources determining innovation potential, technological advancement, and economic growth. Consequently, states increasingly apply human resource governance principles to international migration management (Caligiuri et al., 2024),

Global talent management involves systematic policies and institutional mechanisms aimed at attracting, developing, retaining, and effectively utilizing highly skilled human resources across borders. Governments increasingly compete for scientists, engineers, IT specialists, entrepreneurs, researchers, and highly qualified professionals capable of enhancing national productivity and innovation capacity (Czaika & Parsons, 2017).

Migration-based human resource strategies are becoming increasingly sophisticated and differentiated. Developed economies implement selective migration systems designed to attract talents with specific skills, educational backgrounds, and professional experience. Canada's Express Entry system, Australia's Skilled Migration Program, Germany's Blue Card mechanism, and Singapore's talent-oriented visa policies represent examples of strategic migration-based HR governance.

At the same time, emerging economies actively strengthen domestic talent ecosystems and implement policies aimed at reducing brain drain. China's

«Thousand Talents Plan,» India's technological entrepreneurship initiatives, and South Korea's innovation support policies demonstrate how states combine international talent attraction with local human capital development.

Geo-economic fragmentation has significantly intensified competition for skilled labor. The fragmentation of global production systems, technological decoupling, and geopolitical tensions have increased the strategic value of highly qualified specialists in critical sectors. As a result, migration governance increasingly reflects national strategic interests and technological sovereignty concerns.

The emergence of digital labor markets has also transformed human resource governance. Remote work, platform employment, and virtual labor mobility enable highly skilled professionals to participate in international labor markets without physical relocation. Consequently, migration governance increasingly extends beyond traditional border management and incorporates digital labor regulation, online employment governance, and cross-border digital workforce coordination.

Human resource governance under geo-economic transformation also requires balancing talent attraction with social integration and labor market stability. Effective migration governance must ensure not only economic efficiency but also social cohesion, labor rights protection, equal opportunities, and sustainable integration of migrants into host societies (Glyniadaki, 2024).

Institutional Management and Governance Adaptation under Geo-economic Fragmentation

The growing fragmentation of the global geo-economic system has created significant challenges for migration governance institutions. Traditional migration governance models based on open globalization and liberal economic integration are increasingly unable to adapt to geopolitical instability, supply chain regionalization, technological competition, and digital migration forms (Glyniadaki, 2024).

Institutional adaptation has therefore become a critical component of migration governance modernization. Governments and international organizations increasingly restructure migration institutions, legal frameworks, and coordination mechanisms in

response to new geo-economic realities (ASEAN Secretariat, 2025; European Commission, 2025).

One important trend is the regionalization of migration governance. Regional integration organizations such as the European Union, ASEAN, USMCA, and RCEP increasingly develop coordinated migration policies aimed at facilitating labor mobility, harmonizing professional standards, and reducing institutional barriers. Regional governance mechanisms enable states to balance national sovereignty with economic integration and labor market coordination.

Institutional adaptation also involves the digitalization of migration governance. Governments increasingly apply digital technologies to visa administration, border control, labor market monitoring, migrant identification, and cross-border employment regulation. Artificial intelligence, block chain verification systems, biometric identification, and digital identity platforms improve governance efficiency and reduce administrative costs.

At the same time, geo-economic fragmentation creates governance coordination challenges. Diverging national interests, geopolitical competition, sanctions regimes, and technological restrictions complicate international migration cooperation. Countries increasingly prioritize economic security, technological sovereignty, and strategic autonomy, which may reduce the openness of international labor mobility systems (Xiong, 2020).

Migration policy restructuring has therefore become an essential governance response. Many states revise migration legislation, strengthen strategic sectors' protection, introduce investment screening mechanisms, and tighten migration control in sensitive technological areas. Simultaneously, governments continue competing for highly skilled talents in sectors critical for technological and economic development.

Institutional governance mechanisms increasingly emphasize resilience and adaptability. Flexible migration governance systems capable of responding to geopolitical crises, labor shortages, refugee flows, pandemics, and technological disruptions are becoming central elements of modern public administration.

Table 2.1 presents a comparative analysis of the main migration governance models formed under conditions of geo-economic transformation.

Table 2.1 - Comparative Analysis of Contemporary Migration Governance Models under Geo-economic Transformation

Governance Model	Migration Strategy	Talent Policy	Governance Logic	Risks
Liberal Globalization Model	Open labor mobility, simplified migration procedures, active attraction of foreign labor	Focus on attracting global talents through market-oriented mechanisms and international labor integration	Based on economic openness, globalization, free movement of labor, and international economic interdependence	Brain drain, labor market inequality, social tensions, migration dependency
Strategic Talent Governance Model	Selective migration policies targeting highly skilled migrants and critical industries	Points-based systems, talent visas, fast-track residence permits, innovation-oriented migration programs	Migration governance integrated with national competitiveness, innovation policy, and technological sovereignty	Talent shortages, geopolitical competition for skilled labor, migration politicization
Regional Integration Governance Model	Free or facilitated labor mobility within regional blocs (EU, ASEAN, USMCA)	Harmonization of qualifications, regional labor mobility agreements, cross-border employment systems	Supranational governance coordination balancing national sovereignty and regional integration	Coordination failures, uneven labor distribution, institutional asymmetry
Protectionist Migration Governance Model	Restrictive migration policies prioritizing domestic labor protection	Limitation of foreign labor inflows, preference for national workforce, migration quotas	Focus on national sovereignty, labor market protection, and economic security	Labor shortages, reduced innovation capacity, demographic decline
Digital Migration Governance Model	Regulation of remote work, digital nomads, and virtual labor mobility	Digital nomad visas, remote work frameworks, AI-driven migration administration	Governance based on digital platforms, cross-border digital labor regulation, and technological adaptation	Cybersecurity threats, legal uncertainty, taxation conflicts, digital inequality
State-Controlled Migration Governance Model	Strong centralized migration regulation and strategic labor allocation	Government-directed talent programs, state-sponsored recruitment and	Centralized institutional coordination and state-led economic planning	Bureaucratic rigidity, limited labor flexibility, reduced migration openness

		return migration initiatives		
Risk-Oriented Migration	Adaptive migration policies based on	Flexible labor mobility management,	Governance focused on migration resilience, security	Governance fragmentation, emergency

Continuation of table 2.1

Governance Model	geopolitical, economic, and demographic risks	crisis-response migration systems, resilience-oriented talent policies	management, and institutional adaptability	migration crises, policy instability
Hybrid Governance Model	Combination of selective openness and strategic migration restrictions	Simultaneous attraction of high-skilled migrants and protection of sensitive sectors	Balance between globalization, national sovereignty, economic competitiveness, and security	Policy inconsistency, governance complexity, institutional coordination challenges

Source; development by author

The table demonstrates that contemporary migration governance systems differ significantly in terms of migration strategies, talent attraction policies, governance logic, and associated risks. It illustrates the transition from traditional liberal migration approaches toward more strategic, selective, digitalized, and risk-oriented governance mechanisms.

The comparative analysis also confirms that international migration management is increasingly influenced by geopolitical competition, technological transformation, labor market restructuring, and national security considerations. Consequently, effective migration governance requires flexible institutional coordination, strategic talent management, and adaptive policy mechanisms capable of responding to the uncertainties of the modern geo-economic environment.

Risk Management in International Human Resource Migration. Geo-economic transformation significantly increases migration-related risks and requires the integration of risk management principles into migration governance systems. Migration risks are becoming multidimensional and interconnected, involving economic, political, technological, demographic, and security dimensions (Wang, 2025).

One of the most significant risks is labor shortage risk. Aging populations, declining birth rates, and demographic imbalances create severe workforce deficits in developed economies. Healthcare systems, logistics, agriculture, engineering, and digital industries increasingly depend on international labor migration to maintain operational sustainability. Failure to attract sufficient human resources may reduce economic productivity and weaken national competitiveness.

Geopolitical risks also substantially affect migration governance. Military conflicts, sanctions, trade wars, diplomatic tensions, and geopolitical fragmentation reshape migration flows and create uncertainty for international labor mobility. The Russia–Ukraine war, US–China technological competition, and Middle East instability demonstrate how geopolitical crises directly influence migration systems, refugee movements, and labor market dynamics (ILO, 2025).

Digital transformation generates new migration governance risks. Digital nomadism, remote employment, and platform labor challenge traditional migration regulation systems based on physical residence and territorial jurisdiction. Cross-border digital labor creates regulatory gaps in taxation, labor protection, social security, intellectual property rights, and employment law.

Cybersecurity risks also become increasingly important in digital migration governance. Governments collect large-scale biometric and personal migration data through digital platforms, creating vulnerabilities related to cyberattacks, data breaches, and digital surveillance. Effective migration governance therefore requires robust digital security systems and international data protection coordination.

Brain drain remains a major developmental risk for emerging economies. Highly skilled migration from developing countries to advanced economies may weaken domestic innovation capacity, reduce productivity growth, and exacerbate global inequality. Consequently, sustainable migration governance requires balancing talent mobility with local human capital development and institutional capacity building (Haas et al., 2019).

Migration governance also faces social integration risks. Rapid migration inflows may create pressure on labor markets, public services, housing systems, and

social cohesion. Populism, xenophobia, and anti-immigration political movements increasingly influence migration policy debates and complicate governance coordination.

Modern migration governance systems must become more adaptive, resilient, data-driven, and strategically coordinated in order to respond effectively to the uncertainties of geo-economic transformation.

Geo-economic transformation fundamentally reshapes international human resource migration and transforms migration governance into a strategic component of management science, economic policy, and public administration.

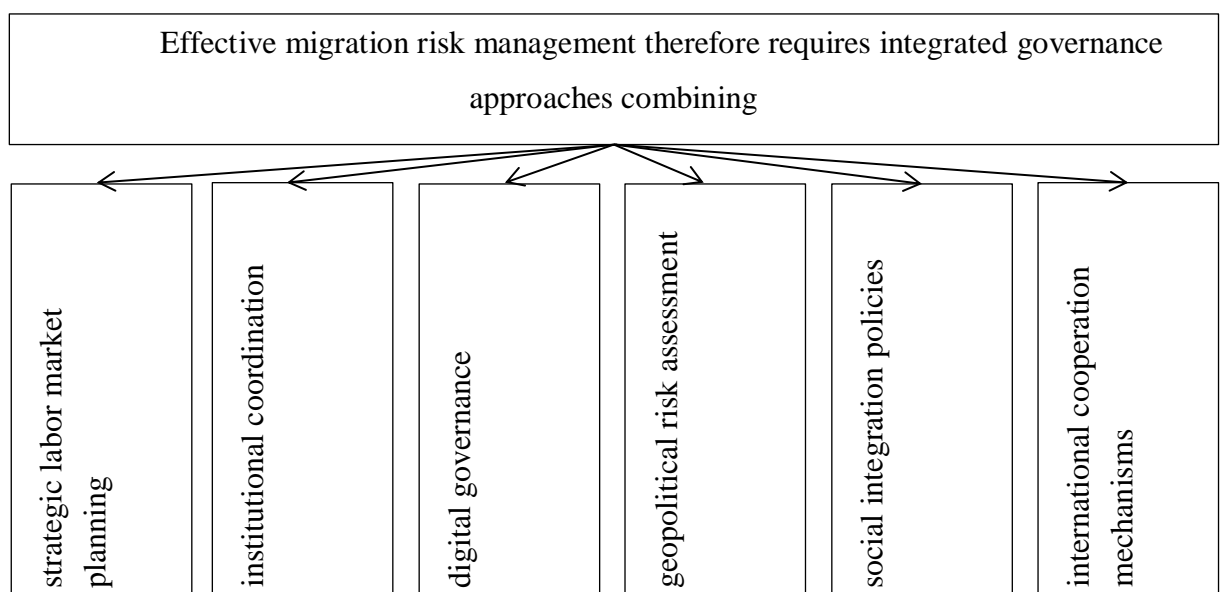


Figure 2.2 - Effective migration risk management therefore requires integrated governance approaches combining

Source: own development

The transition toward multipolarity, regionalization, digitalization, and geopolitical fragmentation significantly changes labor mobility patterns, governance mechanisms, and institutional structures.

Under these conditions, strategic migration management becomes essential for ensuring labor market sustainability, technological competitiveness, and economic resilience. Governments increasingly integrate migration policy with industrial

development strategies, innovation systems, and human resource governance frameworks.

Global competition for skilled labor intensifies the importance of talent-oriented migration governance and strengthens the role of strategic human capital management. Simultaneously, geo-economic fragmentation requires institutional adaptation, governance coordination, and digital transformation of migration administration systems.

The growing complexity of migration-related risks further increases the importance of integrated migration risk management approaches capable of addressing labor shortages, geopolitical instability, digital governance challenges, and social integration pressures.

In the future, successful migration governance will depend on the ability of states and international institutions to balance security and openness, economic efficiency and social fairness, national sovereignty and international cooperation, while ensuring sustainable and inclusive development of global human resources.

2.2. Management of Labor Market Reconfigurations and Intellectual Capital Flows Driven by Resource Migration

When history entered the 21st century, the situation of the international community has undergone profound changes. One of the signs of this profound change is globalization. Globalization has become an unstoppable trend or trend, and has become the main feature of this era. It seems difficult to reach a conclusion on the definition and pros and cons of globalization. However, one thing is certain: globalization has broken the inherent boundaries between countries, and transnational immigration activities have set off a new climax. At present, the rapid growth of international migration has become one of the most significant manifestations of globalization and an important feature of contemporary geo-economic development. Moreover, this trend will only strengthen, not weaken. In short, globalization has promoted the increase of the transnational immigrant population, and has produced

great political, economic and cultural impacts on a global scale, while also bringing about a great change in the concept of nationality in the international community.

Figure 2.3 illustrates the long-term dynamics of international migration growth and the increasing share of migrants in the global population during the period 1990–2024 (Stiglitz, 2002). The figure demonstrates a steady increase in the number of international migrants worldwide, reflecting the intensification of globalization processes, labor mobility, and transnational human resource movement. A particularly significant acceleration of migration growth can be observed after 2000, which is associated with the expansion of global labor markets, digitalization, demographic imbalances, and the growing interdependence of national economies.

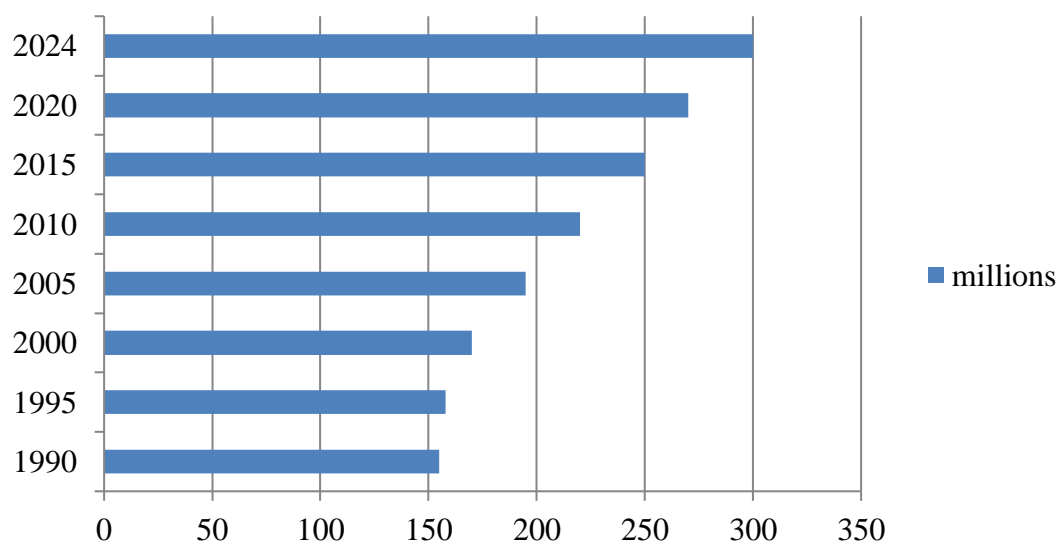


Figure 2.3 - Number of international migrants worldwide and as a share of the global population, 1990-2024 year

Source: (International Migrant Stock 2024: Key facts and figures, 2024).

At the same time, the increasing share of migrants in the global population confirms the growing strategic importance of migration for economic development, labor market sustainability, and human capital redistribution in the contemporary international system. Overall, the figure highlights that international migration has

become one of the key components of geo-economic transformation and an important factor influencing global labor governance and socio-economic development.

The growth of the number of immigrants worldwide has important significance for the development of the entire world. Immigration is not only the migration of population, but also has important impacts on the political, economic, cultural and social aspects of countries around the world. Immigration has made the ethnic, cultural and religious composition of every corner of the world more diversified, and has a comprehensive impact on the political, economic and cultural aspects of the world. Numerous international organizations, policymakers, and economists emphasize that international migration contributes significantly to global economic development, labor market expansion, and poverty reduction in both developed and developing countries.

In the second half of the 20th century, with the further strengthening of the trend of globalization, the cross-border flow of global capital factors and human resources has become increasingly frequent and accelerated, and the wave of international immigration is in full swing. The rapid growth of international immigration and the new changes in the mode of migration have a very important impact on contemporary international political economy, and play an important role in the political, cultural and economic transformation of immigration-exporting and immigration countries.

Table 2.2 presents the key indicators of the International Migrant Stock in 2024 in both absolute and relative terms and reflects the current scale and intensity of global migration processes. The statistical data demonstrate that the total number of international migrants worldwide exceeded 300 million people, accounting for approximately 3.8% of the global population, which confirms the steady expansion of transnational human mobility under conditions of globalization and geo-economic transformation. The table also indicates significant regional differentiation in migration concentration, as economically developed regions such as Europe and North America continue to attract the largest shares of international migrants due to higher levels of economic development, labor demand, and social stability. At the

same time, the relative indicators reveal that migration intensity has increased considerably compared to previous decades, reflecting the growing role of labor mobility, demographic imbalances, and global labor market integration in the contemporary international economy.

Table 2.2 - Indicators from the International Migrant Stock 1990-2024 y.

Country	Number of international migrants (thousands)			International migrants as a share of total population (percentage)			Percentage female among international migrants
	1990	2010	2024	1990	2010	2024	2024
Germany	6960	11666	16750	8.7	14.4	19.8	50.0
Spain	814	6281	8871	2.1	13.4	18.5	51.7
United Kingdom	3665	7713	11845	6.4	12.2	17.1	48.5
Ukraine	6893	4819	5064	13.2	10.4	13.4	57.0
China	5518	1010	1639	0.0	0.1	0.1	51.6

Source: (International Migrant Stock 2024: Key facts and figures, 2024).

A particularly important trend is the increasing share of highly skilled and economically active migrants, which strengthens the strategic significance of human capital in global competition and innovation-driven development. Furthermore, the data confirm that migration has become an important mechanism for compensating labor shortages, supporting demographic sustainability, and ensuring economic resilience in many host countries. Overall, the table demonstrates that international migration increasingly functions as a structural component of global socio-economic development and a critical factor influencing migration governance, labor market adaptation, and international human resource

Immigrants are people who cross the borders of a political or administrative unit and stay there for at least a period of time. International migrants are peopling who cross the borders between countries and move to another country and stay there for a period of time. Of course, not all people who cross the borders of a nation-state are immigrants. According to Stephen Castles, immigration means staying there for at least a period of time - for example, six months or a year. Of course, there is no unified standard for this internationally, and the regulations of each country vary

greatly. It can be said that there is no recognized objective standard for the definition of international migrants, and it depends entirely on the policies and regulations of a country.

The current situation of immigration in the world has many new features compared with the past. One of them is that the types of immigrants have changed greatly, and some new types of immigrants have emerged. At present, transnational immigrants are mainly divided into the following categories:

Permanent immigrants: These immigrants move to a country to settle there and never return to the country of departure.

Temporary labor immigrants: These immigrants are also called "guest workers" or temporary contract workers. These workers move to the country of immigration for a short period of time to do seasonal work or short-term contract work.

Illegal immigrants: Also known as irregular immigrants. This type of immigrants either enter the destination country through illegal means without obtaining proper permission, or stay in the destination country without returning to their country of origin even though they have valid documents but they have expired. Most of these people are illegal workers.

Refugees and asylum seekers: According to the definition of the United Nations, refugees are those who have legitimate reasons to fear persecution, such as based on race, religion, ethnicity or political views, and leave their country of origin, and therefore cannot or are unwilling to be protected by their country of origin. International refugee protection is currently governed by two primary United Nations legal instruments: the 1951 Convention relating to the Status of Refugees and the 1967 Protocol. Asylum seekers are those who cross the border to seek protection, but may not strictly meet the standards set out in the 1951 Refugee Convention. In addition, in addition to the traditional refugees mentioned above, the number of people who have become refugees due to the deterioration of the ecological environment, such as natural disasters, environmental pollution, etc., has increased sharply.

Transit migrants: These migrants enter a country without the intention of settling there, but rather as a temporary stop before entering their final destination country. In recent decades, this type of international transit migrants has been increasing.

Skilled immigrants: also known as high-quality immigrants. This type of immigrants refers to those who have received higher education, such as professionals, managers and other highly skilled personnel. Skilled immigrants are welcomed by the host countries. Some immigration countries such as the United States, Australia, Canada and other countries pay more and more attention to this type of high-skilled immigrants. The flow of this type of personnel is mainly from developing countries to developed countries, which has also caused "brain drain" in many developing countries.

Semi-immigrants: also called incomplete immigrants. This type of immigration is a new form of immigration that has only emerged in recent years. It includes those who are sometimes called "disguised travelers" who are almost always ready to go abroad to make a living, and they are engaged in simple labor, usually short-term work without a permit, etc. Although they only stay in the host country for a few weeks or days each time, they enter the country many times and actually work or stay abroad for a long time every year.

Amphibious immigrants: This type of immigrant usually moves to a foreign country with their family. The family members settle in the country of immigration, while the immigrant or the couple travels between their home country and the country of immigration. In most cases, they settle in the country of immigration and work in their home country. They have residences in both places and travel back and forth between the two places. They often have only children who live in the country of immigration for a long time. Their children are called "airdrop children."

Return immigrants: also known as return immigrants. This type of immigration mainly includes the return of specific ethnic populations. For example, Germans returned to Germany from Central and Eastern Europe (Poland, Bulgaria, Romania and the former Soviet Union); Jews moved from the former Soviet Union to Israel, Germany, and the United States; Russians and others flowed to Germany, Israel and

the former Soviet Union. There are also return immigrants, who return to their home country after living abroad for a period of time. In particular, those high-tech and professional personnel who return to their home country are often praised because the capital, technology and experience they bring back are beneficial to the development of their own country.

Family reunification immigrants: This type of immigrants refers to people who move to reunite with people who have already moved abroad. Many countries, such as the United States, Canada, Australia and most EU member states, recognize in principle the right of legal immigrants to reunite with their family members. In countries that deny this right, the family members concerned may try to enter the country illegally.

Table 2.3 demonstrates the long-term dynamics of international migration growth under conditions of globalization and geo-economic transformation.

Table 2.3 - Dynamics of International Migrants Worldwide (1990–2024)

Year	Number of International Migrants (million)	Share of World Population (%)	Main Migration Regions
1990	153	2,9	Europe, North America
2000	173	2,8	Europe, USA
2010	221	3,2	Europe, Gulf Countries
2020	281	3,6	Europe, North America, Asia
2024	307	3,8	Europe, Asia-Pacific

Source: (International Migrant Stock 2024: Key facts and figures, 2024).

The statistical data indicate a steady increase in the number of international migrants worldwide, from 153 million people in 1990 to 307 million in 2024, which reflect the intensification of global labor mobility and transnational migration processes. The table also shows a gradual increase in the share of international migrants in the global population, confirming the growing role of migration in the development of the world economy and international labor markets. A significant transformation of the geographical structure of migration flows can also be observed, as the Asia-Pacific region has become one of the major centers of global migration attraction alongside Europe and North America. Overall, the presented data confirm

that international migration has become an important component of geo-economic development, labor market governance, and global human resource management in the contemporary international system.

Table 2.4 presents the main types of international migrants and highlights their key socio-economic characteristics under conditions of globalization and geo-economic transformation.

Table 2.4 - Main Types of International Migrants and Their Socio-economic Characteristics

Type of Migrants	Main Characteristics	Economic Impact	Governance Challenges
Skilled migrants	Highly educated specialists	Innovation growth	Brain drain
Temporary labor migrants	Seasonal workers	Labor market support	Labor protection
Refugees	Forced migration	Humanitarian burden	Integration policy
Illegal migrants	Irregular employment	Informal economy	Border governance
Digital migrants	Remote cross-border workers	Digital economy growth	Legal regulation

Source: developed by the author.

The table demonstrates that different categories of migrants have distinct economic impacts, governance challenges, and implications for labor market development and migration policy formation. In particular, highly skilled migrants contribute to innovation growth and technological development, while temporary labor migrants support labor-intensive sectors and compensate for workforce shortages in host economies. At the same time, irregular migration and refugee flows create significant governance, social integration, and security challenges for destination countries, requiring the development of adaptive migration governance mechanisms. Overall, the comparative analysis confirms that international migration has become a multidimensional socio-economic phenomenon that significantly influences global labor mobility, human capital distribution, and strategic migration management systems.

Table 2.5 presents the leading destination countries for international migrants in 2024 and reflects the current structure of global migration flows under conditions of geo-economic transformation.

The data demonstrate that economically developed countries with high levels of economic stability, technological development, and effective migration governance systems remain the primary centers for attracting international migrants.

Table 2.5 - Leading Destination Countries for International Migrants (2024)

Country	Number of Migrants (million)	Main Migration Type	Key Governance Strategy
USA	51	Skilled + labor	Talent attraction
Germany	16	Labor + refugees	Labor market integration
Saudi Arabia	13	Temporary labor	Contract migration
Canada	9	Skilled migration	Points-based system
UK	9	Skilled + students	Selective migration

Source: (International Migrant Stock 2024: Key facts and figures, 2024).

The dominant positions of the United States, Germany, Canada, and the United Kingdom indicate the growing importance of highly skilled labor migration and global competition for human capital in the contemporary international economy. At the same time, the increasing migration attractiveness of the Asia-Pacific region and Gulf countries confirms the diversification of global migration destinations and the transformation of international labor mobility patterns. Overall, the table confirms that international migration has become an important factor influencing labor market sustainability, economic competitiveness, demographic development, and strategic human resource management at the global level.

Table 2.6 presents the main trends of international skilled migration from developing countries and highlights the growing role of highly qualified labor mobility in the contemporary global economy. The data demonstrate that developing countries increasingly face significant outflows of educated professionals toward economically advanced states with more competitive labor markets, higher wages, and stronger innovation systems. Particularly high rates of skilled emigration can be observed in countries experiencing economic instability, limited employment

opportunities, demographic challenges, or geopolitical crises, which intensify the problem of «brain drain.»

Table 2.6 - International Skilled Migration from Developing Countries

Country	Share of Skilled Emigrants (%)	Main Destination Countries	Main Risks
India	3–3.5%	USA, UK, Canada	Selective brain drain
China	2.5–3%	USA, Australia, Canada	Innovation outflow
Ukraine	12–18%*	EU, Poland, Germany, Canada	Post-war brain drain
Nigeria	15–20%	UK, USA, Canada	Healthcare workforce shortages

Source: compiled by the author based on OECD DIOC Database, UNDESA, World Migration in Figures, and OECD International Migration Outlook.

At the same time, developed countries actively utilize selective migration policies and talent attraction strategies to strengthen national competitiveness, technological development, and labor market sustainability. Overall, the table confirms that international skilled migration has become an important component of global human capital redistribution and a strategic factor influencing socio-economic development, migration governance, and international labor market transformation.

For Ukraine, current figures have increased significantly since 2022 due to the war, so the estimate is approximate and based on post-war migration trends.

The OECD and UNDESA note that large countries such as India and China have relatively low rates of highly skilled emigration (typically below 3.5%), while developing countries and crisis-affected states often experience significantly higher brain drain rates.

Table 2.7 presents the scale and structure of international skilled migration from developing countries and demonstrates significant differences in the intensity of highly qualified labor outflows among various states. The data indicate that Nigeria and Ukraine experience the highest levels of skilled emigration, reaching approximately 15–20% and 12–18% respectively, which substantially exceeds the corresponding indicators for India and China, where the share of skilled emigrants remains below 3.5%.

Table 2.7 - International Skilled Migration from Developing Countries

Country	Share of Skilled Emigrants (%)	Main Destination Countries	Main Risks
India	3–3.5%	USA, UK, Canada	Talent outflow
China	2.5–3%	USA, Australia	Innovation loss
Ukraine	12–18%	EU, Canada	Post-war brain drain
Nigeria	15–20%	UK, USA	Healthcare shortages

Source: (International Migrant Stock 2024: Key facts and figures, 2024).

This difference can be explained by variations in population size, economic stability, labor market conditions, geopolitical factors, and the effectiveness of national talent retention policies. At the same time, developed countries such as the United States, Canada, Germany, and the United Kingdom remain the primary destinations for highly qualified migrants due to their advanced innovation systems, higher income levels, and favorable migration governance mechanisms. Overall, the table confirms that international skilled migration contributes to the redistribution of global human capital, while simultaneously intensifying brain drain risks and socio-economic asymmetries between developed and developing economies.

Table 2.8 presents the dynamics of remittance inflows to developing countries during 2020–2022 and reflects the growing importance of international labor migration in supporting socio-economic development and financial stability.

Table 2.8 - Remittance Inflows to Developing Countries (2020–2022)

Indicator / Region	2020 y	2021 y	2022 y
Total Volume (USD Billion)	540	599	647
Annual Change (%)	-2.0%	+10.9%	+8.0%

Source: Data represents Low- and Middle-Income Countries (LMICs), based on World Bank Migration and Development Briefs.

Remittances remain one of the most significant external financial sources for developing economies, often exceeding foreign direct investment and official development assistance in several regions. The statistical data demonstrate that South Asia, Latin America, and Sub-Saharan Africa continue to receive the largest volumes of remittance inflows due to high levels of labor migration and strong transnational

labor connections. At the same time, the growth of remittance transfers during periods of global economic instability and the COVID-19 crisis confirms the resilience of migrant financial support systems and their critical role in sustaining household incomes and domestic consumption. Overall, the table highlights that remittance flows have become an important component of migration-driven economic development, labor mobility governance, and international financial interdependence in the contemporary global economy.

The global distribution of remittance inflows demonstrates a relatively stable concentration among several major developing economies. India remains the world leader in remittance receipts, reaching approximately USD 120 billion and becoming the first country in history to exceed the USD 100 billion threshold in annual remittance inflows. Mexico occupies the second position with nearly USD 66 billion, largely due to the sustained demand for migrant labor in the United States and the strong integration of Mexican workers into the North American labor market. China continues to rank among the leading remittance recipients with approximately USD 50 billion, although official inflow volumes have shown a moderate decline in recent years as a result of economic restructuring and changing migration patterns. The Philippines and Pakistan also maintain significant remittance inflows, amounting to approximately USD 39 billion and USD 34–35 billion respectively, reflecting the long-standing role of labor migration in their national economic systems.

The COVID-19 pandemic significantly transformed global remittance systems by accelerating the transition from informal cash-transfer mechanisms toward formal banking and digital remittance channels. This institutional and technological shift largely explains the substantial increase in officially recorded remittance flows during 2021–2022. Under contemporary geo-economic conditions, remittances have become one of the most important sources of external financial inflows for developing countries, considerably exceeding the volumes of Foreign Direct Investment (FDI) and Official Development Assistance (ODA) in many economies. Consequently, remittance flows now play a critical role in supporting household incomes,

macroeconomic stability, poverty reduction, domestic consumption, and socio-economic resilience in migration-dependent states.

Table 2.9 presents a comparative analysis of migration governance mechanisms under conditions of contemporary geo-economic transformation and demonstrates the growing complexity of international migration regulation systems.

The table illustrates that migration governance is implemented at national, regional, and global levels through the interaction of various institutional actors, regulatory instruments, and strategic policy objectives.

Table 2.9 - Comparative Migration Governance Mechanisms under Geo-economic Transformation

Governance Level	Main Institutions	Governance Tools	Strategic Objectives
National	Migration ministries	Visas, quotas	Labor stability
Regional	EU, ASEAN	Mobility agreements	Integration
Global	IOM, UNHCR	International frameworks	Coordination

Source: developed by the author.

Particular attention is given to the diversification of governance tools, including visa systems, labor mobility agreements, digital migration regulation, and international coordination frameworks aimed at ensuring labor market stability and migration security. The comparative analysis confirms that modern migration governance increasingly reflects the influence of globalization, geopolitical fragmentation, technological transformation, and the growing strategic importance of human capital in the global economy. Overall, the table demonstrates that effective migration governance requires integrated institutional coordination, adaptive policy mechanisms, and multi-level management systems capable of responding to the challenges of international labor mobility and geo-economic instability.

In the contemporary geo-economic environment, international human resource migration has become not only a demographic or labor-market phenomenon but also an important object of strategic governance and public administration. The intensification of globalization, digitalization, geopolitical fragmentation, demographic imbalances, labor shortages, and technological transformation has

significantly increased the importance of migration governance mechanisms at national, regional, and global levels (Li, 2011).

Figure 2.4 demonstrates the interrelationship between geo-economic transformation, migration governance, labor market adaptation, and human capital management in the contemporary global economy.

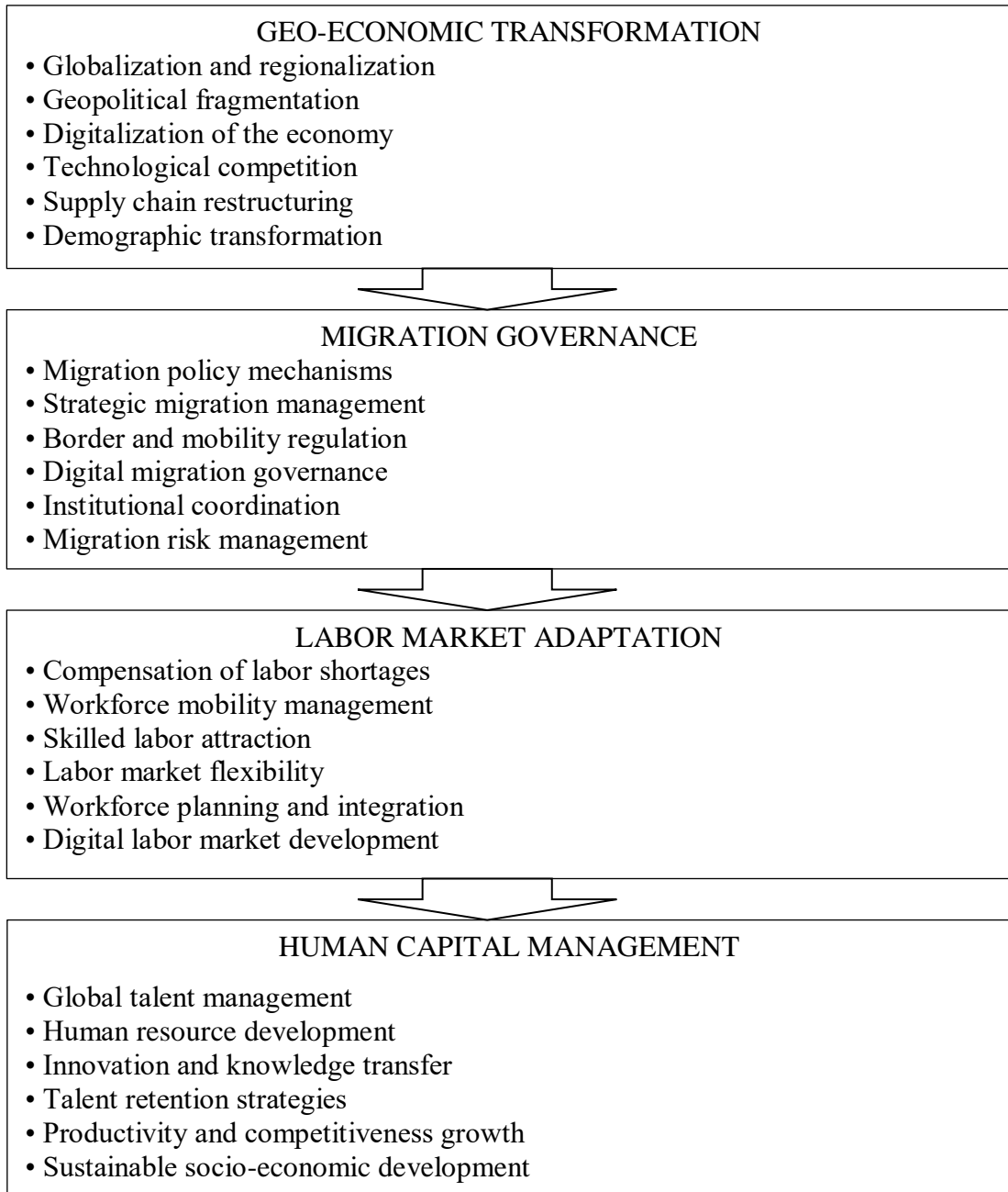


Figure 2.2 - Geo-economic Transformation and Its Impact on Migration Governance, Labor Market Adaptation, and Human Capital Management

Source: developed by the author.

The conceptual framework illustrates that migration governance increasingly functions as an intermediary mechanism connecting macro-level geo-economic changes with labor market restructuring and strategic human resource management. The model also confirms that effective migration governance has become an important component of economic competitiveness, demographic sustainability, and institutional adaptation under conditions of globalization, digitalization, and geopolitical fragmentation.

Consequently, migration is no longer regulated solely through traditional border control mechanisms but through complex institutional systems aimed at balancing economic development, social stability, and strategic national interests.

Contemporary migration governance represents a multidimensional system of political, institutional, legal, economic, and administrative mechanisms designed to regulate cross-border human mobility. Migration governance includes the development and implementation of migration policies, labor mobility regulation, border management, integration strategies, refugee protection, and labor market adaptation measures. Under conditions of geo-economic transformation, migration governance increasingly adopts a strategic and adaptive character.

Modern migration governance operates at several interconnected levels. At the national level, governments formulate migration policies that define admission criteria, visa systems, labor migration quotas, citizenship regulations, refugee protection frameworks, and migrant integration programs. National migration governance is strongly influenced by demographic trends, economic development priorities, labor market demands, and geopolitical considerations. Countries experiencing labor shortages often implement more liberal migration policies to attract skilled workers, while states facing unemployment or political instability may adopt more restrictive migration approaches.

At the regional level, migration governance increasingly develops within the framework of regional integration organizations (IOM, 2025). The European Union represents one of the most advanced examples of regional migration governance through the Schengen Area, the EU Blue Card system, and common asylum policies.

Similarly, ASEAN, USMCA, MERCOSUR, and the African Union gradually strengthen regional labor mobility coordination and migration policy harmonization. Regional governance mechanisms facilitate labor mobility, reduce administrative barriers, and improve institutional coordination among member states.

Table 2.10 presents a comparative analysis of contemporary migration governance models formed under conditions of geo-economic transformation and increasing global labor mobility. T

Table 2.10 - Comparative Analysis of Contemporary Migration Governance Models

Governance Model	Migration Strategy	Talent Policy	Governance Logic	Risks
Liberal	Open mobility	Global talent attraction	Market openness	Social tensions
Strategic	Selective migration	Skilled labor focus	Competitiveness	Talent competition
Digital	Virtual mobility	Remote work systems	Digital governance	Cyber risks

Source: developed by the author.

The table demonstrates that different migration governance models vary significantly in terms of migration strategies, talent attraction policies, governance logic, and associated socio-economic and geopolitical risks. In particular, liberal and strategic governance models prioritize highly skilled migration and economic competitiveness, while protectionist and state-controlled approaches emphasize labor market security, sovereignty protection, and migration regulation. At the same time, the emergence of digital migration governance models reflects the growing importance of remote employment, platform labor, and cross-border digital workforce mobility in the modern global economy. Overall, the comparative analysis confirms that contemporary migration governance systems are becoming increasingly adaptive, selective, and risk-oriented in response to globalization challenges, geopolitical fragmentation, demographic imbalances, and technological transformation.

At the global level, migration governance is coordinated through international organizations and multilateral agreements. Institutions such as the International

Organization for Migration (IOM), the United Nations High Commissioner for Refugees (UNHCR), the International Labour Organization (ILO), and the United Nations play a central role in establishing migration norms, refugee protection principles, labor standards, and international cooperation frameworks. The Global Compact for Safe, Orderly and Regular Migration adopted by the United Nations demonstrates the growing importance of multilateral migration governance in the modern international system.

The governance of migration is increasingly data-driven and technology-oriented. Governments actively implement digital migration administration systems, biometric identification technologies, artificial intelligence-based border control systems, and digital visa platforms. These mechanisms improve administrative efficiency, strengthen migration monitoring, and facilitate migration management under conditions of growing human mobility and geopolitical uncertainty.

Migration governance involves a complex network of actors operating across different institutional and governance levels. Unlike traditional state-centered migration regulation models, modern migration governance increasingly reflects multi-level and multi-actor coordination.

National governments remain the primary actors responsible for migration regulation. Ministries of interior, labor, foreign affairs, border services, and migration agencies formulate and implement migration policies. Governments determine visa regimes, labor migration quotas, citizenship procedures, asylum regulations, and integration programs. In many countries, migration governance has become closely connected with economic planning, labor market forecasting, innovation policy, and national security strategies.

Table 2.11 presents the relationship between labor shortages in key economic sectors and the growing dependence of national economies on international labor migration under conditions of geo-economic transformation. The data demonstrate that sectors such as healthcare, agriculture, construction, logistics, and information technology experience particularly high levels of workforce shortages, especially in

economically developed countries with aging populations and declining birth rates (ILO, 2025).

Table 2.11 - Labor Shortages in Key Economic Sectors and Migration Dependence

Sector	Labor Shortage Level	Dependence on Migrants	Main Regions
Healthcare	High	Very high	EU, USA
Agriculture	High	High	Southern Europe
IT	Medium	High	North America
Construction	High	High	Gulf States

Source: developed by the author.

In many regions, migrant labor has become a critical factor ensuring the stability of production processes, service delivery, and economic sustainability in strategically important industries. At the same time, excessive dependence on foreign labor creates significant governance challenges related to labor market regulation, migration policy coordination, social integration, and workforce resilience. Overall, the table confirms that international labor migration increasingly functions as an important mechanism for compensating demographic imbalances and supporting labor market adaptation in the contemporary global economy.

Regional organizations also play an increasingly important role in migration governance. The European Union coordinates labor mobility, asylum systems, migration databases, and border management among member states. Regional integration institutions create supranational governance mechanisms that partially limit national migration sovereignty in favor of coordinated regional governance.

International organizations perform normative, humanitarian, and coordinating functions. The IOM supports migration management capacity-building, migrant protection, and migration policy development. The UNHCR regulates refugee protection mechanisms and humanitarian assistance. The ILO establishes international labor standards related to migrant workers' rights and employment conditions. The World Bank and OECD actively analyze migration trends, remittance

flows, labor mobility, and demographic transformations influencing global migration governance.

Non-state actors are also increasingly involved in migration regulation. Multinational corporations influence labor migration by recruiting international talent and facilitating cross-border workforce mobility. Universities contribute to educational migration and international student mobility. Non-governmental organizations provide migrant support, legal assistance, and integration services. Recruitment agencies, digital labor platforms, and transnational employment networks increasingly shape labor migration processes in the digital economy.

The growing complexity of migration governance demonstrates that international migration is no longer regulated exclusively through traditional state sovereignty mechanisms. Instead, contemporary migration governance increasingly reflects network governance, institutional coordination, and multi-level policy interaction.

Geo-economic transformation significantly reshapes migration governance institutions and requires institutional adaptation to new global realities. Traditional migration governance systems developed during the era of liberal globalization are increasingly challenged by geopolitical fragmentation, digitalization, labor market transformation, demographic crises, and technological competition.

One important direction of institutional adaptation is the transition from reactive to strategic migration governance. Previously, migration policy often focused on border control and restriction of unauthorized migration. However, under contemporary conditions, migration governance increasingly prioritizes strategic labor mobility management, talent attraction, demographic sustainability, and economic competitiveness.

Governments actively modernize institutional frameworks to address changing labor market demands. Many developed countries implement points-based migration systems designed to attract highly skilled migrants in strategic sectors such as information technology, engineering, healthcare, artificial intelligence, and green

energy. Migration governance becomes increasingly integrated with national innovation systems, industrial policy, and technological development strategies.

Institutional adaptation also includes the digital transformation of migration administration. Digital migration governance mechanisms improve coordination efficiency, accelerate visa processing, enhance migration monitoring, and strengthen migration data management. Smart borders, biometric systems, blockchain verification technologies, and AI-supported migration control systems represent important components of institutional modernization.

Table 2.12 presents the emerging forms of digital migration that have developed under conditions of rapid digitalization, technological transformation, and the expansion of the global digital economy.

Table 2.12 - Emerging Forms of Digital Migration

Migration Form	Characteristics	Governance Challenges	Economic Impact
Digital nomads	Remote work abroad	Taxation	Service economy
Platform workers	Cross-border freelancing	Labor protection	Digital labor market
Virtual migration	Online employment	Legal jurisdiction	Global workforce

Source: developed by the author.

The table demonstrates that contemporary labor mobility increasingly extends beyond traditional physical migration and includes such forms as digital nomadism, platform employment, virtual migration, and cross-border remote work. These new forms of migration significantly transform international labor markets by enabling highly skilled professionals to participate in global economic activities without permanent territorial relocation. At the same time, digital migration creates new governance challenges related to taxation, labor protection, cybersecurity, legal jurisdiction, and regulation of transnational digital employment. Overall, the table confirms that digital migration has become an important component of modern international human resource mobility and a significant factor influencing migration governance, labor market adaptation, and global workforce transformation in the contemporary geo-economic environment (Xiong, 2020).

At the same time, institutional adaptation faces numerous governance challenges. Geopolitical tensions, sanctions regimes, refugee crises, and global economic instability complicate international migration cooperation. Countries increasingly attempt to balance migration openness with national security concerns and strategic economic interests. This creates tensions between globalization and sovereignty, labor mobility and border control, economic competitiveness and social protection.

Migration governance institutions must also adapt to emerging forms of digital and virtual migration. Remote employment, platform labor, digital nomadism, and cross-border online work challenge traditional migration regulation systems based on territorial residence and physical labor mobility. Consequently, governments increasingly develop new regulatory mechanisms for digital labor governance, taxation coordination, and transnational employment regulation.

Modern migration governance relies on diverse migration policy mechanisms aimed at regulating labor mobility, managing migration risks, supporting economic development, and ensuring social stability. Migration policy mechanisms vary significantly depending on economic conditions, demographic structure, political priorities, and geopolitical positioning of states.

One of the most widespread mechanisms is selective migration policy. Many countries prioritize highly skilled migrants through points-based systems, fast-track residence permits, talent visas, and investment migration programs. Canada, Australia, Germany, Singapore, and New Zealand actively use selective migration governance to strengthen innovation capacity and address labor shortages.

Labor market governance mechanisms are also becoming increasingly important. Governments coordinate migration policy with workforce planning, vocational education systems, demographic forecasting, and regional labor market development. Migration quotas, seasonal labor programs, and sector-specific labor permits help states regulate labor supply and reduce workforce imbalances.

Integration policies represent another critical migration governance mechanism. Successful migration governance requires not only labor attraction but

also social integration, cultural adaptation, language training, labor rights protection, and equal access to public services. Integration mechanisms help reduce social tensions and improve long-term economic contributions of migrants.

Risk management mechanisms increasingly influence migration governance systems. Governments strengthen border control technologies, migration monitoring systems, anti-trafficking measures, cybersecurity protection, and crisis-response migration frameworks. Refugee management systems, humanitarian protection mechanisms, and emergency migration coordination increasingly become integral elements of migration governance.

Table 2.13 presents the major risks associated with international human resource migration under conditions of contemporary geo-economic transformation and increasing global instability.

Table 2.13 - Major Risks of International Human Resource Migration under Geo-economic Transformation

Risk Type	Main Causes	Potential Consequences	Governance Response
Brain drain	Skilled emigration	Innovation decline	Talent retention
Labor shortages	Aging population	Economic slowdown	Labor migration
Geopolitical risks	Conflicts, sanctions	Refugee crises	Crisis governance
Digital risks	Platform economy	Legal uncertainty	Digital regulation

Source: developed by the author.

The table demonstrates that migration processes generate not only economic opportunities but also significant demographic, social, geopolitical, and institutional challenges for both sending and receiving countries. In particular, such risks as brain drain, labor shortages, migration dependency, geopolitical conflicts, and digital governance vulnerabilities substantially influence labor market stability, human capital development, and national economic resilience. At the same time, the growing complexity of migration flows requires the implementation of adaptive governance mechanisms, strategic risk management systems, and coordinated migration policies aimed at minimizing socio-economic imbalances and strengthening migration resilience. Overall, the table confirms that effective migration governance in the

modern geo-economic environment increasingly depends on the ability of states and international institutions to anticipate migration-related risks and develop integrated management responses to global labor mobility challenges.

Finally, international cooperation mechanisms play a crucial role in migration governance under geo-economic transformation. Bilateral labor agreements, regional migration frameworks, refugee-sharing mechanisms, and multilateral governance initiatives facilitate coordinated migration regulation and reduce governance fragmentation in the international system.

In summary, modern migration governance reflects the growing strategic importance of human capital in the geo-economic transformation era. Effective migration governance requires institutional adaptability, multi-level coordination, strategic labor mobility management, and integrated risk-oriented policy mechanisms capable of responding to the uncertainties of globalization, digitalization, and geopolitical fragmentation.

The impact of international migration on international political economy :

1. International immigration has promoted economic globalization. Regarding the meaning of economic globalization, the International Monetary Fund published the World Economic Outlook in May 1997, stating that "economic globalization refers to the increase in the scale and form of cross-border commodity and service transactions and international capital flows, as well as the rapid and extensive spread of technology, which has increased the interdependence of the economies of countries around the world." Economic globalization is a unity of the globalization of various economic elements, including trade globalization, production globalization, foreign direct investment globalization, financial globalization and human resource globalization. Human resource globalization is an important part of economic globalization, that is, the global development of the world economy cannot be separated from the globalization of human resources, that is, the free flow of human resources around the world. International immigration, as a form of realization of the flow of human resources around the world, has effectively promoted the process of human resource globalization. Today, the rapid development of

multinational corporations has become an important manifestation of economic globalization, but the development of multinational corporations cannot be separated from international immigration. The development of multinational corporations requires the necessary human resources for their development in the form of international immigration. It can be seen that people are the most active factor in productivity. Without international immigration, it would be difficult to realize the free flow of human resources around the world, and economic globalization would lose the necessary labor resources and talent base (Briscoe et al., 2009).

2. International immigration is conducive to promoting mutual understanding among all nations in the world, strengthening international dialogue and cooperation, and maintaining world peace and stability. Today's world is already an open world. With the rapid development of contemporary science and technology, the wave of "globalization" is constantly advancing. As an important part of a country's opening-up policy, international immigration policy is playing an increasingly important role in promoting its own opening-up and promoting the world's "globalization" process. At the same time, the practice of opening up in various countries in the world also shows that international immigration is of great significance in promoting mutual understanding among all nations in the world, strengthening international dialogue and cooperation, and maintaining world peace and stability. First, it is conducive to spreading national culture and enhancing mutual understanding among all nations in the world. International immigrants are an intelligent group, with talents in many aspects of economy, science and technology, and culture, and there are also high-end talents who master modern cutting-edge science and technology. Therefore, international immigrants, especially technical immigrants as an important talent resource, will inevitably spread the advanced culture and science and technology of their ancestral countries to their countries of residence, thereby enhancing mutual understanding among all nations in the world. Second, international migrants often serve as important actors in transnational social and cultural interaction, contributing to the development of international cooperation, diaspora networks, and socio-economic connections with their countries of origin.

Although international immigrants have left their ancestral countries in terms of nationality and joined the host country, their ethnic and blood relations with their ancestral countries are inseparable. They are inextricably linked to their ancestral countries. Their fate is always closely linked to their ancestral countries. A strong ancestral country is their strong backing. The professional achievements, scientific contributions, and entrepreneurial activities of international migrants often strengthen the international reputation, economic development, and cultural influence of their countries of origin. Due to these characteristics, international immigrants are often messengers of international people-to-people diplomacy and an important force in international people-to-people diplomacy. They play an important role in promoting international exchanges that cannot be ignored. At the same time, diaspora communities often maintain strong socio-economic, cultural, and institutional ties with their countries of origin, contributing to transnational cooperation, investment activity, and the development of international economic and social networks. The great contributions made by the vast number of overseas Chinese in my country to my country's socialist revolution and construction have strongly proved this point. According to international migration statistics, the Chinese diaspora represents one of the largest transnational migrant communities in the world, with a significant concentration in Southeast Asia. Despite long-term residence and citizenship acquisition in host countries, overseas Chinese communities often maintain strong economic, cultural, and investment ties with China, contributing to transnational business cooperation, knowledge transfer, and the country's socio-economic modernization processes. Especially since the reform and opening up, a large number of overseas Chinese have actively returned to their ancestral countries to invest and do business, support the development of economic and cultural undertakings, and have made important contributions to my country's modernization. Third, the issue of international immigration has promoted dialogue and cooperation among countries around the world. International immigration is not only a life issue for individual immigrants, but also a major issue related to the economic and social development and national security of the countries of origin and import, and even the

world. Therefore, in formulating international immigration policies, a country should not only take the maintenance of the country's fundamental interests as the basic starting point, but also consider the mutual relations with relevant countries and international treaties and international practices, and conduct bilateral or multilateral dialogue and cooperation. At present, with the increasing prominence of illegal immigration, refugee issues and transnational and cross-regional crimes by immigrants in the world, it has further promoted dialogue and cooperation among countries around the world on international immigration issues.

In summary, in an international system with sovereign states as the main actors, international migration has become a new variable affecting international relations. International migration and its impact on international political economy have attracted more and more people's interest and attention. I hope that the discussion in this article can play a role in stimulating further research on this issue.

The impact of international migration on the world's political economy shows that studying international migration issues is of great practical significance for people to sum up experience and lessons, promote the orderly flow of international migrants around the world, and promote the healthy development of the world's political economy.

2.3. Institutional and corporate strategies for managing human resource migration risks under global volatility

International migration is an integral part of globalization, and globalization is the expansion, deepening and acceleration of the interconnectedness of all aspects of contemporary social life around the world. Globalization is not only the strengthening of the cross-border flow of factors such as trade, capital, technology, and information, but also inevitably brings about a wave of cross-border migration of the population.

The causes of international migration are also complex and are the result of the combined effects of many factors.

1. Consequences of globalization. Large-scale transnational population migration is a long historical process common to most parts of the world. However, in recent decades, with the deepening of globalization, international migration has undergone many new changes in terms of scale, scope, mode, causes, and impact, which are very different from before. International migration has been rising along with the accelerated flow of capital, commodities, culture, information and other factors. Immigration is also a manifestation of globalization. "The global reorganization of production has aggravated the differences between receiving and sending countries, resulting in a trend of attracting a large number of imported labors from Africa, Asia and Latin America to developed capitalist regions."

Table 2.14 presents a comparative assessment of geo-economic migration risks across different world regions under conditions of globalization, geopolitical instability, and labor market transformation.

Table 2.14 - Comparative Assessment of Geo-economic Migration Risks by Region

Region	Main Migration Risks	Labor Market Impact	Governance Vulnerability	Risk Level
European Union	Refugee inflows, aging population, labor shortages	High dependence on migrant labor	Medium	High
North America	Illegal migration, border pressure, labor asymmetry	Workforce imbalance in low-skilled sectors	Medium	Medium–High
Middle East	Forced migration, geopolitical instability	High dependence on foreign labor	High	Very - High
Asia-Pacific	Skilled migration competition, demographic imbalance	Talent mobility pressure	Medium	Medium
Sub-Saharan Africa	Brain drain, refugee crises, poverty-driven migration	Workforce depletion	High	Very High

Source: Author's calculation based on (World Bank, 2025; IMF, 2025; ILO , 2025; OECD6 2025).

In addition, modern communication tools allow people to see the huge differences in wealth and security very intuitively and quickly, and fast and safe transportation has provided unprecedented convenience for people's cross-border mobility. These have greatly stimulated cross-border migration and greatly reduced the cost of people's migration, making international population mobility easy.

Furthermore, the globalization of cultural interaction and the expansion of transnational communication networks have significantly intensified international migration processes. The increasing dissemination of global values related to social mobility, economic opportunity, individual self-realization, and improved living standards has contributed to the growth of cross-border population mobility. At the same time, globalization and regional integration processes have partially reduced the capacity of national governments to fully regulate international migration flows and population mobility. Economically developed countries continue to attract migrants from developing regions due to higher income levels, broader employment opportunities, political stability, advanced social infrastructure, and higher standards of living. As a result, contemporary international migration has reached unprecedented scales and has become one of the most significant components of globalization and geo-economic transformation in the modern international system (Haas et al., 2019).

2. Economic reasons. The most significant reason for international migration is the imbalance in economic development among different regions of the world, and the differences in income, employment, social welfare, etc. According to the view of new economics, migration is not like what the neoclassical school believes: the motivation of migration comes from individuals, and people are willing to move from low-wage countries to high-wage countries in order to maximize their income. But in fact, people often migrate for more complex reasons, such as more stable employment opportunities, opportunities to obtain capital to engage in business activities, and the need to deal with risks in the long term. In some regions, such as Africa, Asia, Latin America and other immigrant-exporting areas, migration is not just an individual behavior, but often a strategy for the whole family to maximize

income and survival opportunities. When immigrants arrive in the destination country and send remittances home, they become an important source of support for the entire family. Of course, migration is often caused by poverty, but this does not mean that migration and poverty are necessarily related. In recent decades, a large number of transnational immigrants are not from the poorest countries and the poorest people, because people there lack both money and social resources (i.e. social networks) to find jobs and cope with unfamiliar environments in foreign countries. Immigration is both a result and a driving force of development. Because economic and educational development enables people to have the ability and funds to migrate and seek opportunities to improve their lives. Research data shows that middle-income people in developing countries are most likely to migrate, and as domestic income increases, the number of immigrants tends to decrease. It can be seen that economic considerations are one of the important reasons for the transnational immigration wave. Of course, the large number of refugees formed by forced migration due to war, political turmoil, environmental damage, natural disasters, etc. is another matter (Wang, 2025)..

3. Reasons within the economic system of developed countries. The economies of developed countries are basically divided into two levels, one is the capital-intensive main sector, and the other is the labor-intensive, inefficient secondary sector. This division leads to the existence of a dual labor market. Workers in developed countries are unwilling to engage in low-paying, unstable, and unskilled jobs, and this demand for primary labor cannot be met by women and child labor as before. Therefore, there is a permanent demand for foreign labor in developed economies. This structural labor shortage has led to a continuous influx of international immigrants. For foreign immigrants, even if the salary is extremely low, it is always more than what they can earn at home. In addition, many people are undocumented or illegal immigrants and have to do this kind of work. Due to the structural problems in the economic system of developed countries themselves, the demand for foreign labor is unstoppable on the one hand, and the unemployment rate in the country is high on the other hand. At the same time, there is also a

contradiction between the objective demand for foreign labor immigration and the increasingly stringent exclusion and restrictions on international immigration by more and more developed countries. Of course, this is also the fundamental reason why these countries' immigration control policies have little effect or are even ineffective, and it is also one of the factors that cause illegal immigration to continue despite repeated bans and become more and more serious.

4. Political reasons. Political factors, such as external intervention, changes in national territory, regime change, unrest and war caused by ethnic or national conflicts, and political and religious persecution, have directly caused a huge refugee wave in contemporary times. Especially since the 1980s, with the end of the Cold War, the number of unstable regions in the world has continued to increase, and tribal and ethnic conflicts have become frequent, causing tens of thousands of people to flee their homes and join the ranks of international refugees. In addition, the so-called humanitarian intervention of some countries has not only failed to achieve the purpose of protecting the human rights of the intervened countries to a certain extent, but has aggravated the humanitarian crisis there, causing a large number of new refugees. The US war on Iraq is an example. After the Iraq War, the US-UK coalition forces have been unable to fully control the situation in Iraq. After the US military officially transferred power to the Iraqi government in 2005, the struggle for power among various religious factions in Iraq has intensified. The contradictions between various sects in the country have also intensified day by day. Sectarian separatism, armed conflicts, revenge killings, terrorist violence have continued one after another. The country has fallen on the brink of civil war. The turbulent situation has caused a large number of people to flee abroad. In 2006 and 2007, the number of Iraqi refugees increased explosively, increasing 5.5 times in 2006. By September 2007, the total number of Iraqi refugees and asylum seekers around the world had reached 2.507 million.

5. The reason is the transnational immigration network. The various connections between immigrants or returning immigrants and their relatives, friends and compatriots are not interrupted by migration. Instead, those who move abroad will

attach more importance to the connection with their home country. Due to the existence of this immigration network, those who immigrated previously have a great demonstration effect on their relatives and friends who remain in their hometown. Various immigration networks formed based on commonalities such as clan, language, religion, and blood relationship can provide various forms of support for later immigrants, such as providing information, financial assistance, job introductions, and accommodation, which greatly reduces the cost and risk of immigration. Especially in the current situation where most developed countries in the world implement strict immigration restrictions, this undoubtedly greatly increases the success rate of immigration, and also makes the scale of illegal immigration remain high and spread day by day. It is the existence and development of immigration networks that make the immigration phenomenon flourish and continue. This is also the main reason for the surge in transnational immigration of family reunion. Moreover, the existence of international immigration intermediary organizations has also promoted the increase of transnational immigration to a certain extent. In particular, some national intermediary organizations cooperate with target countries in international labor export. By signing labor export contracts, it has greatly promoted the transnational flow of legal immigrants. There is another network in the immigration network that plays an increasingly prominent role in international immigration. This is the transnational human trafficking organization.

6. The reason for the immigration policy of Western countries. In recent years, some Western immigration countries have successively adopted policies to restrict immigration, and imposed increasingly strict restrictions on visa applicants. For example, the United States, Western Europe, Australia and other countries and regions have been forced to adopt stricter immigration policies due to the influence of domestic anti-immigration and xenophobic thoughts. On the one hand, legal immigration has a tendency to decrease, while on the other hand, illegal immigration has continued to increase. The citizen naturalization laws and policies of some countries have also encouraged the migration of international immigrants to a certain extent. For example, according to the US nationality law, children born in the United

States naturally enjoy US citizenship regardless of the nationality of their parents or even whether they are illegal immigrants. Therefore, some illegal immigrants try every means to smuggle pregnant women to the United States or try to give birth to their own next generation in the United States, so that the children can obtain nationality first, and then the parents can obtain legal status according to relevant laws. In addition, the amnesty system of some immigration countries has also stimulated the wave of illegal immigration. Because some Western countries have issued amnesty laws for illegal immigrants regularly or irregularly, a large number of immigrants have entered these immigration countries through illegal channels and tried to stay there, and then waited for amnesty or obtained legal status through other legal channels.

The growing complexity of international migration under conditions of geo-economic transformation requires the development of comprehensive migration risk management mechanisms. Contemporary migration processes increasingly generate not only economic opportunities but also significant demographic, institutional, labor market, and geopolitical risks that require adaptive governance responses (figure 2.5).

Under conditions of geo-economic transformation, international migration increasingly functions as both an opportunity and a source of strategic risk for national economies, labor markets, and governance systems. The intensification of globalization, geopolitical fragmentation, demographic imbalance, technological disruption, and labor market restructuring has significantly increased the complexity of migration-related risks. Contemporary migration processes influence economic stability, social cohesion, labor force sustainability, national security, and institutional resilience. Consequently, the effective governance of international migration requires the development of comprehensive risk management frameworks capable of identifying, assessing, mitigating, and adapting to migration-related challenges in the global environment.

Migration risk management refers to the system of institutional, political, economic, and administrative mechanisms aimed at minimizing the negative

consequences of international migration while maximizing its socio-economic benefits.

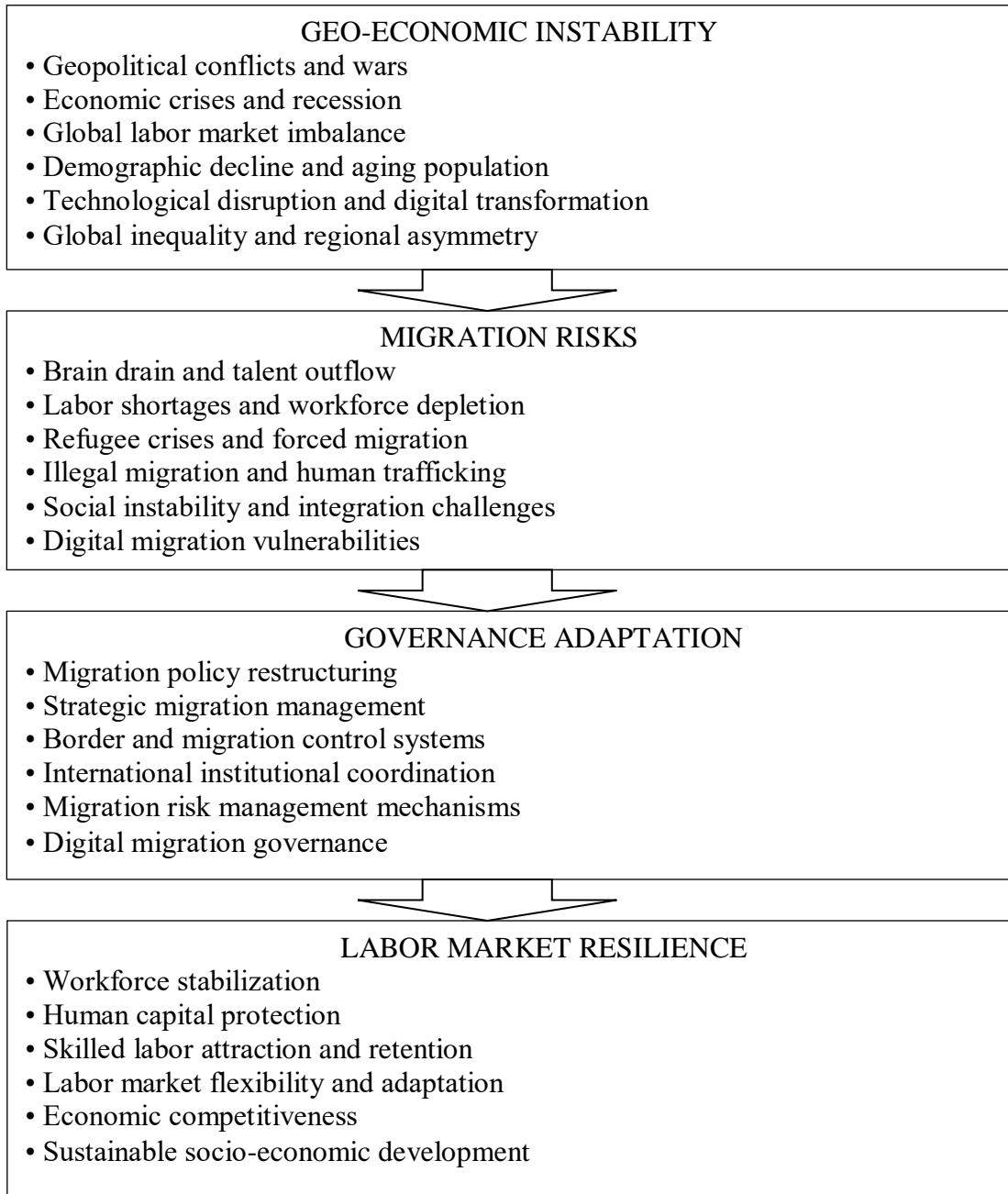


Figure 2.5 - Geo-economic Instability, Migration Risks, Governance Adaptation,
and Labor Market Resilience

Source: developed by the author.

In the contemporary international system, migration governance increasingly incorporates principles of strategic management, crisis management, labor market regulation, and institutional adaptation. Migration risks are multidimensional and

affect both sending and receiving countries, although their forms and intensity differ depending on demographic structure, economic development level, geopolitical position, and institutional capacity.

Modern migration risk management is based on several key principles. First, migration governance requires a preventive rather than purely reactive approach. Governments increasingly attempt to forecast migration flows, demographic changes, labor shortages, refugee crises, and geopolitical instability in order to develop long-term migration management strategies. Second, migration risks require multi-level governance coordination involving national governments, international organizations, regional institutions, labor market agencies, and civil society actors. Third, migration risk management must remain adaptive and flexible due to the rapidly changing nature of global migration processes.

Under geo-economic transformation, migration risk management increasingly integrates economic security considerations. Human capital has become one of the most strategically important resources in the global economy, and international migration directly influences workforce availability, innovation systems, technological competitiveness, and demographic sustainability. Consequently, migration governance now represents an important component of national economic resilience and strategic development policy.

One of the most significant migration-related risks is brain drain. The large-scale emigration of highly skilled professionals, researchers, engineers, healthcare workers, and technical specialists creates substantial challenges for developing and transition economies. The loss of qualified human capital weakens innovation capacity, reduces productivity growth, and limits the competitiveness of national economies. In many developing countries, persistent skilled emigration contributes to labor shortages in strategic sectors such as healthcare, education, engineering, and information technology. Under conditions of geo-economic competition, developed countries increasingly implement selective migration policies aimed at attracting highly qualified labor from less developed regions, further intensifying global inequalities in human capital distribution.

Labor market risks also represent a critical component of migration governance. Migration flows significantly influence labor supply, wage dynamics, employment structures, and workforce stability. Receiving countries often experience increased dependence on migrant labor in labor-intensive sectors such as agriculture, construction, healthcare, logistics, and service industries. While migration can compensate for demographic decline and workforce shortages, excessive reliance on foreign labor may increase labor market vulnerability and create structural dependency. At the same time, sending countries may face workforce depletion, aging populations, and reduced economic productivity due to persistent labor emigration.

Geopolitical and security risks have become increasingly important in migration governance under contemporary global instability. Armed conflicts, political crises, sanctions regimes, territorial disputes, and humanitarian emergencies generate large-scale refugee flows and forced migration. Refugee crises often create substantial economic and institutional pressure on host countries, including increased public expenditures, labor market imbalance, housing shortages, and social integration challenges. Moreover, irregular migration and transnational human trafficking networks create additional security concerns related to border control, organized crime, terrorism risks, and institutional instability.

Digital and technological transformation has also generated new migration-related risks. The rapid expansion of remote employment, platform labor, digital nomadism, and virtual migration challenges traditional migration regulation systems. Digital migration increases regulatory uncertainty regarding taxation, labor rights protection, social security systems, and legal jurisdiction over transnational employment. In addition, digital migration systems may become vulnerable to cybersecurity threats, data manipulation, identity fraud, and digital surveillance risks. Artificial intelligence and automation also create new forms of labor displacement that may intensify migration pressures and reshape global workforce mobility.

Climate change has become one of the most significant drivers of contemporary international migration and an increasingly important source of geo-economic

instability. The growing frequency of environmental disasters, rising global temperatures, desertification, floods, droughts, sea-level rise, and resource depletion significantly affect population mobility and intensify migration pressures across different regions of the world. Climate-related migration increasingly influences labor markets, demographic stability, food security, and socio-economic resilience, transforming environmental challenges into strategic governance and economic security issues. Under conditions of geo-economic transformation, climate migration risks have become closely interconnected with globalization, geopolitical instability, and international labor mobility.

One of the most significant climate migration risks is the displacement of populations caused by environmental degradation and natural disasters. Regions highly vulnerable to climate change, including Sub-Saharan Africa, South Asia, the Middle East, and certain coastal areas, increasingly experience forced migration due to declining agricultural productivity, water scarcity, extreme weather events, and deteriorating living conditions. Environmental displacement creates substantial pressure on urban infrastructure, labor markets, housing systems, healthcare services, and social protection mechanisms in both sending and receiving regions. As a result, climate migration has become an important factor influencing demographic restructuring and regional socio-economic transformation.

Climate migration also generates significant labor market risks. Environmental degradation negatively affects employment opportunities in agriculture, fisheries, forestry, and other climate-sensitive sectors, contributing to rising unemployment and economic instability in vulnerable regions. Consequently, affected populations increasingly migrate in search of economic security and sustainable employment opportunities. Receiving countries may benefit from additional labor resources; however, rapid population inflows can also create labor market imbalance, social tension, and increased competition for jobs and public resources. In this context, climate migration increasingly requires adaptive labor market governance and strategic workforce planning.

Another important challenge is the growing risk of geopolitical instability associated with climate-induced migration. Competition for natural resources, including water, arable land, and energy resources, may intensify regional conflicts and contribute to political instability, particularly in environmentally vulnerable regions. Large-scale climate migration can also increase pressure on border governance systems and create additional humanitarian and security challenges for national governments and international organizations. Under conditions of geopolitical fragmentation, climate migration risks increasingly influence international relations, migration governance systems, and regional security frameworks.

The intensification of climate migration also creates substantial institutional and governance challenges. Many national migration systems remain insufficiently prepared to address the growing scale and complexity of environmentally driven migration flows. Existing international legal frameworks still lack a universally recognized legal definition of «climate refugees,» which complicates the development of coordinated migration protection mechanisms and international governance responses. Consequently, governments and international institutions increasingly face the need to develop integrated climate migration policies that combine environmental governance, migration management, labor market adaptation, and humanitarian protection.

Effective management of climate migration risks requires comprehensive international cooperation and long-term strategic planning. Contemporary migration governance increasingly incorporates climate adaptation strategies, sustainable development policies, disaster risk reduction mechanisms, and resilience-oriented governance approaches. International organizations such as the International Organization for Migration (IOM), the United Nations High Commissioner for Refugees (UNHCR), and the United Nations Framework Convention on Climate Change (UNFCCC) play an important role in coordinating responses to climate-related migration challenges. Overall, climate migration risks have become an integral component of contemporary geo-economic transformation and a significant

factor influencing global migration governance, labor market resilience, and sustainable socio-economic development.

Effective migration risk management requires the development of adaptive institutional frameworks capable of responding to rapidly changing migration dynamics. Contemporary migration governance increasingly combines migration policy with labor market planning, demographic strategy, economic security policy, and crisis-response management.

National governments remain the primary actors responsible for migration risk governance. Ministries of labor, interior, economy, social policy, and migration agencies coordinate migration regulation, labor mobility management, refugee protection systems, and border governance mechanisms. Strategic migration management increasingly includes migration forecasting, labor market analysis, demographic planning, and human capital retention strategies.

International organizations also perform important functions in migration risk management. The International Organization for Migration (IOM), the United Nations High Commissioner for Refugees (UNHCR), the International Labour Organization (ILO), and the Organization for Economic Co-operation and Development (OECD) contribute to migration monitoring, humanitarian coordination, labor standards development, and migration governance cooperation. International institutions increasingly support countries in developing migration resilience strategies and coordinated migration governance systems.

Regional organizations also play a growing role in migration risk management. The European Union, for example, coordinates migration governance through common asylum systems, labor mobility frameworks, migration databases, and border management mechanisms. Regional migration governance facilitates institutional coordination, crisis response, and labor market integration among participating states.

Digital governance technologies are becoming increasingly important components of migration risk management systems. Governments actively implement biometric identification systems, digital visa platforms, migration databases, artificial

intelligence-supported border monitoring, and predictive migration analytics. These technologies improve migration monitoring efficiency, strengthen institutional coordination, and support evidence-based migration governance. However, digitalization also creates additional governance challenges related to data privacy, cybersecurity protection, and technological inequality.

Contemporary migration governance increasingly focuses on resilience-oriented and sustainability-oriented management approaches. One of the most important strategic priorities is the development of balanced migration policies that simultaneously support economic competitiveness, labor market stability, social cohesion, and national security.

Talent retention strategies are becoming particularly important for developing economies affected by large-scale skilled emigration. Governments increasingly invest in education systems, innovation ecosystems, research infrastructure, and labor market modernization in order to reduce brain drain and improve domestic employment opportunities for highly qualified professionals. Return migration programs, diaspora engagement mechanisms, and transnational knowledge transfer initiatives also contribute to human capital recovery and migration risk mitigation.

Labor market diversification and workforce adaptation strategies represent another important direction of migration risk management. Countries increasingly develop vocational education systems, workforce reskilling programs, digital labor policies, and demographic adaptation strategies aimed at reducing excessive dependence on migrant labor and strengthening labor market resilience.

International cooperation also remains essential for effective migration governance. Bilateral labor agreements, regional migration partnerships, refugee coordination mechanisms, and multilateral migration governance initiatives facilitate coordinated responses to migration crises and reduce institutional fragmentation in migration management systems.

In summary, migration risk management has become an integral component of contemporary geo-economic governance and strategic human resource management. Effective migration governance requires integrated institutional coordination,

adaptive policy mechanisms, labor market resilience, and long-term strategic planning capable of addressing the growing complexity of international migration under conditions of globalization, geopolitical instability, and technological transformation.

In addition, the refugee laws and asylum policies of Western countries are extremely lenient towards "political asylum seekers and asylum applicants", making it easier for many illegal immigrants to obtain legal status by applying for asylum, which has also led to the continuous increase in international refugees.

The risks of international migration to international political economy:

1. International migration has challenged the authority and ability of nation-states to manage and control their territorial affairs. Although many countries have tried to control the entry of international immigrants and have enacted strict laws to restrict them, they have often achieved little success. The ability of countries to control and manage their borders has been continuously weakened, and a large number of illegal immigrants have evaded national control through various irregular channels and moved across borders. For example, the movement of undocumented workers between the United States and Canada is almost unimpeded, and the repeated illegal immigration between the borders of the United States and Mexico also illustrates this point.

2. The formation of multiculturalism and multiple identities poses a threat to the social and political stability of nation-states. The large-scale cross-border movement of international immigrants has created a situation of coexistence of multiple cultures in the host country. The influx of a large number of immigrants brings different cultures, which challenges the homogeneity and common values of the host country. Most international immigrants belong to non-main ethnic groups. In the process of adapting to the changing environment, non-main ethnic groups strengthen the awareness of social boundaries, especially the psychological identity of their own ethnic group. At the same time, immigrants need to overcome many factors to integrate into the local society, such as differences in language, customs, behavior, values, etc. in the host country. Immigrants' maintenance of the culture of their

country of origin and their subtle influence have affected immigrants' cultural identity with the host country to a certain extent, which may cause tension and conflict in social relations. In the host country, immigrants from poor countries are increasingly hated and excluded. The influx of a large number of immigrants has brought many social security problems, which is also the inducement for the resurgence of some extreme right forces. Especially in Europe, people have attributed all the socio-economic ills brought about by economic recession and capitalist adjustments, such as unemployment, housing shortages, high crime rates, and inadequate social services, to immigrants. Some extreme right forces have taken advantage of this "xenophobia" among the people to incite anti-immigrant and racist sentiments. Some extreme right politicians have even promoted the so-called "racism of difference," advocating absolute and irreducible "self" differences and the incompatibility of different cultural characteristics.

3. International migration has exacerbated the imbalance in political and economic development between the North and the South. On the one hand, international migration has a positive effect on the rapid economic development of developed countries, where a large number of migrant workers provide scarce human resources for the economic development of developed countries. At the same time, migrant remittances have become an important source of economic development for developing countries. On the other hand, this kind of international migration has made the southern countries more marginalized and impoverished. In contemporary times, an important new trend in international migration is the increase in high-skilled immigrants. A large number of highly educated, intelligent intellectuals, scientific and technological personnel, and skilled workers with special skills have flowed from underdeveloped countries and regions to developed countries and regions. Developed countries have taken advantage of unbalanced international relations to plunder a large number of technical talents from other underdeveloped countries without investing any educational costs, resulting in an increasingly serious "brain drain" in developing countries. This is true not only in the field of new technologies, but also in traditional fields such as mining and manufacturing. This has not only directly

caused the continuous backwardness of developing countries in new technology, but also seriously weakened their strength and competitiveness in traditional sectors. In addition to the general lack of capital, the shortage of technical personnel in these countries has also increasingly constrained their economic growth rate, further exacerbating the economic gap and inequality between the North and the South, making the situation of southern countries more unfavorable in the international political and economic order, and becoming more impoverished and marginalized. This has also further exacerbated the tension between the North and the South.

4. International migration causes tension in international relations. Since the immigration issue involves different interests between the sources and receiving countries, especially the illegal immigration and refugee issues are often mixed with complex political factors, the challenge to international relations is more severe. Diplomatic frictions between countries caused by international immigration issues occur from time to time, and even lead to military conflicts. In addition, some countries will use various means to cause immigration or refugee waves in order to weaken and defeat another country politically, so as to damage its international image and disrupt its domestic order. The long-term diplomatic friction between the United States and Cuba is an example. For its political purposes, the United States has long encouraged and condoned Cubans, causing a large number of Cubans to leave Cuba and immigrate to the United States in various illegal forms, and gave these Cubans residence and employment benefits, resulting in a continuous immigration wave in Cuba, further deepening the existing contradictions between the two countries. In addition, the emergence of the refugee issue may also lead to major powers using the refugee issue to put pressure on the refugee source country or interfere in its internal affairs. In 1999, NATO, led by the United States, launched an air strike against the sovereign state of the Federal Republic of Yugoslavia, arguing that the Federal Republic of Yugoslavia had created a refugee crisis. However, the consequences of the strike not only failed to stop the "refugee crisis" there, but instead caused a greater humanitarian disaster, and had a far-reaching impact on international politics and international relations.

5. The negative impact of international immigration on the world's political economy. While promoting the development of the world's political economy, international immigration has also brought negative impacts, mainly manifested in the problems of illegal immigration, refugees, transnational crimes committed by immigrants, and the serious harm caused to the international community by ethnic conflicts caused by international immigration. The first is the problem of illegal immigration. The increasing number of illegal immigrants has brought tremendous pressure to the countries where illegal immigrants reside. Taking the United States as an example, in the 1980s, at least 4 to 5 million people entered the United States illegally every year, most of whom were Mexicans. The US government has to expel 1 million illegal immigrants every year, spending a large amount of repatriation costs. In order to reduce the pressure of illegal immigrants from Mexico, the US government has to actively help Mexico develop its economy, such as bringing Mexico into the North American Free Trade Agreement, opening factories in Mexico, allocating a large amount of funds and importing Mexican goods to help it overcome the financial crisis. The second is the refugee problem. World conflicts and difficult living conditions have led to the generation and migration of international refugees. Since 1976, the number of refugees in the world has been increasing at a rate of 12% per year, bringing a heavy economic burden to the refugee-receiving countries. Third, ethnic conflicts caused by international immigration have become a dangerous factor affecting regional and world peace and stability. The long-lasting ethnic conflict between Arab countries and Israel is an example. In the early 20th century, Jews scattered around the world began to return to the "Promised Land" and immigrate to Palestine, which caused ethnic conflicts between Jews and Palestinian Arabs. In order to solve this problem, the "Resolution on the Future Governance of Palestine" adopted by the Second United Nations General Assembly on November 29, 1947 stipulated the establishment of two independent states in Palestine, namely Israel and Arab countries. Jerusalem became a special international jurisdiction entity and was entrusted by the United Nations. On May 14, 1948, the State of Israel was declared established and became a member of the United Nations in May of the following

year. However, after the establishment of the State of Israel, wars and conflicts broke out with the surrounding Arab countries. In the 25 years from 1948 to 1973, four large-scale wars broke out between Arab countries and Israel in order to compete for the land of Palestine, namely the Middle East War that attracted worldwide attention. For more than half a century, the Arab-Israeli conflict has not only not eased, but has intensified, becoming a dangerous factor affecting regional and world peace and stability. Fourth, international immigrant transnational crimes have triggered international conflicts, directly threatening world peace and affecting world economic development. On September 11, 2001, terrorists hijacked four American civil airliners, two of which crashed into the twin towers of the World Trade Center in New York, one crashed into a corner of the Pentagon, and another crashed, creating the "9.11" terrorist attacks in the United States that shocked the world. The United States claimed that the culprit of the "9.11" incident was Arab terrorists who entered the United States through various legal or illegal channels. The "9.11" incident caused turmoil in the world situation. The US economy was further aggravated by this, and the world economy also declined again. After the incident, the US economy suffered huge losses. For a time, cars could not be manufactured, planes had no passengers, and companies lay off employees. The aviation industry was the first to be hit, with layoffs and losses of more than \$15 billion, and other sectors were quickly affected. Since October 2001, American companies have laid off 2.2 million people, and the unemployment rate has jumped to 5.4%, setting a 21-year high. The US Bureau of Economic Research revealed that the United States has ended its decade-long economic boom and officially entered its tenth economic recession since World War II. The "9.11" incident not only hit the US economy and finance, but also affected the process of economic globalization. The "9.11" incident has cast a thick cloud over the world economy, bringing insecurity to global economic activities, resulting in rising transportation and insurance costs, declining international trade, reduced corporate investment, and weakened household consumption.

In the wake of geoeconomic transformations and labor market reconfigurations, cross-border intellectual capital management is elevated from a

macroeconomic regulatory concern to a pivotal strategic priority for multinational corporations (MNCs) On the micro-level, international human resource management (IHRM) departments respond to these structural imbalances by deploying flexible talent acquisition frameworks and adaptive corporate relocation practices. To mitigate the severe threats of localized 'brain drain' and secure organizational resilience, global enterprises transform their traditional, physically constrained hiring pipelines into diversified global sourcing networks.

Furthermore, the corporate management of cross-border intellectual flows involves the strategic design of advanced retention models and international talent mobility programs. In an environment characterized by heightened geoeconomic volatility, MNCs can no longer rely on static compensation structures; instead, they utilize data-driven risk management tools to adjust expatriate packages, implement virtual migration infrastructures, and institutionalize cross-border remote work frameworks. This managerial reconfiguration allows international corporate directors to continuously harness specialized human capital from heavily disrupted host countries without requiring physical co-location in high-risk geographic areas. Consequently, the contemporary management of intellectual capital flows operates as a multi-layered ecosystem, where corporate-level HR strategic maneuvers directly counteract macro-level structural deficiencies within international labor markets (Stahl et al., 2002).

The impact of international migration on the world's political economy shows that studying international migration issues is of great practical significance for people to sum up experience and lessons, promote the orderly flow of international migration around the world, and promote the healthy development of the world's political economy. Strengthen bilateral and multilateral international cooperation to solve international migration issues. Governments of all countries should strengthen international cooperation, work with the international community to solve international migration issues, and create a peaceful, stable and secure international and domestic political and economic environment for national economic construction.

Conclusions to chapter 2

1. The empirical analysis demonstrates that contemporary geoeconomic transformations, characterized by shifting geopolitical alliances, trade frictions, and regional economic reconfigurations, fundamentally alter the spatial dynamics of international human resource flows. Geographical location and localized natural resources act as baseline elements that define a country's position within the global political economy. For international management, this restructuring shifts the parameters of global talent supply chains, transforming predictable, unified migration corridors into fragmented, multi-directional, and highly volatile mobility networks (Luttwak, 1990).

2. The investigation confirms that multinational corporations (MNCs) serve as primary institutional catalysts for high-skilled human resource reallocation under conditions of global volatility. In response to geoeconomic pressures, institutional barriers, and regional market divisions, MNCs systematically adjust their international human resource management (IHRM) frameworks. By strategically establishing regional headquarters, research and development centers, and production hubs in low-risk jurisdictions, global enterprises effectively bypass sovereign immigration restrictions and institutional friction, thereby driving the transnational circulation of cognitive assets (Briscoe et al., 2009).

3. The evaluation of contemporary migration trends reveals a severe polarization in the international division of labor, driven by asymmetric socio-economic developments. While advanced economies leverage their high migration attractiveness to secure specialized intellectual capital, developing or crisis-affected origin states suffer from severe "brain drain" effects and systemic degradation of their domestic labor markets. From a risk management perspective, these structural imbalances generate critical shortages of essential labor and specialized expertise, requiring corporate and state managers to design more resilient retention and sustainable human resource development strategies (Haas et al., 2019).

4. The study proves that regional economic associations (such as the European Union or RCEP) act as crucial structural mechanisms that mitigate global

gocioeconomic shocks by facilitating organized internal migration. The harmonization of regional labor regulations, social security portability, and professional qualification frameworks within these alliances significantly lowers transaction costs for corporate management. However, to prevent internal economic divergence, regional governance models must continually optimize their policy tools, balancing the unhindered flow of human resources with the equitable development of regional labor ecosystems (ASEAN Secretariat, 2025; European Commission, 2025).

5. The historical and empirical evidence analyzed in the research highlights that major socioeconomic shocks, economic recessions, and global security crises (such as the macroeconomic downturns and geopolitical shifts documented over the recent decades) serve as critical turning points that rapidly destabilize international migration patterns. Immediate localized job cuts, surging unemployment rates, inflated operational and transport budgets, and diminished corporate asset investments are directly driven by these macro-level disruptions. For international HR directors, this reality underscores that contemporary management can no longer rely on static operational models, but must institutionalize flexible crisis governance frameworks, robust business continuity planning (BCP), and proactive risk-mitigation protocols to safeguard organizational human capital (Wang, 2025).

SECTION 3

STRATEGIC DIRECTIONS FOR GOVERNANCE AND MANAGEMENT OF INTERNATIONAL HUMAN RESOURCE MIGRATION

3.1. Economic and mathematical model for assessing the geo-economic risks of a country and its migration attractiveness

Geoeconomics is an interdisciplinary field that combines geopolitics and economics. Its core is the deep integration of geographical space and economic activities. It studies the impact of geographical factors such as geographical location, resource endowment, and transportation networks on the economic structure, trade flow, industrial layout, and international economic relations of a country/region. At the same time, it focuses on how economic power reacts on the geopolitical landscape.

Its core characteristics include: first, it is based on geographical location, such as coastal port countries developing an export-oriented economy by leveraging their maritime advantages; second, it emphasizes regional economic cooperation and competition, such as regional economic organizations like the European Union and RCEP; and third, it combines economic and strategic aspects, with energy, supply chains, and infrastructure often becoming tools in geoeconomic games (Luttwak, 1990; Lu & Du, 2013)..

Modern geoeconomics focuses on issues such as the restructuring of global value chains, energy security, and cross-border infrastructure construction, serving as an important theoretical basis for national foreign economic strategies and regional development plans.

Immigration attractiveness is a comprehensive indicator measuring a country or region's sustained capacity to absorb immigrants, both domestically and internationally. Its core lies in the magnetic effect created by the convergence of

various economic, social, policy, and environmental factors, determining the scale, quality, and stability of immigration inflows (Czaika & Parsons, 2017).

Its core components are multi-dimensional: at the economic level, including employment opportunities, salary levels, industrial potential, and entrepreneurial environment, these are the core driving forces of immigration decisions; at the social level, they cover public services (education, medical care), social security, cultural inclusiveness, livable environment, and safety; at the policy level, they involve immigration visas, residency, citizenship thresholds, talent introduction subsidies, and family reunification policies (Li, 2011).

This indicator combines objectivity and subjectivity, and can be quantified using data such as net migration rate, inflow of highly skilled workers, and immigrant retention rate. It is also influenced by the value preferences of immigrant groups. Enhancing immigration attractiveness is an important means for countries to alleviate labor shortages, attract innovative talent, and strengthen economic vitality and international competitiveness (Caligiuri et al., 2024).

In a 1990 article published in «The National Interest», Luttwak outlined the shift from geopolitics to geoeconomics. He pointed out that the dominant form of competition between nations was shifting from military might to economic maneuvering, and the tools of confrontation and conflict were changing from military power, traditionally viewed from a geopolitical perspective, to "capital and commercial weapons," viewed from a geoeconomic perspective. Luttwak's core insight clearly reveals the key difference between the two: the former relies on military coercion, while the latter depends on economic influence (Luttwak, 1990).

The objective dimension (global network shock perspective) defines geoeconomic risk from the perspective of sudden changes in the structure of the global economic network as the expected losses that entities (nodes) on the globally interconnected economic network may suffer due to unexpected changes in economic relations between countries (or regions, groups of countries). This emphasizes the systemic, objective, and exogenous shock attributes of risk.

The subjective dimension (the perspective of great power game strategy) defines geoeconomic risk from the perspective of strategic game between nations (especially great powers). It defines it as the anticipated losses incurred by other participants in the international economic network by large economies with special influence, leveraging their dominant position within the network to proactively alter or threaten to alter existing network connections, rules, or structures (such as supply chains, trade flows, and financial channels). This highlights the strategic, subjective, and power structure-dependent nature of risk.

Geoeconomic risk and immigration attractiveness are core dimensions for measuring a country's comprehensive development potential and international competitiveness. These two factors exhibit a significant interplay: the level of geoeconomic risk directly impacts the strength of immigration attractiveness, while changes in immigration attractiveness conversely affect the stability of the geoeconomic landscape. Constructing a scientific assessment model requires integrating economic theory with mathematical quantification tools. This involves steps such as building an indicator system, allocating weights, and fitting functions to achieve accurate measurement of both dimensions (Wang, 2023).

Geoeconomic risk refers to potential threats arising from factors such as geographical location, resource endowment, economic structure, and international trade relations, which may negatively impact a country's economic stability, sustainable development, and international cooperation space. Its assessment model is based on the theories of new geoeconomics and risk management, and consists of three core components: indicator system construction, weight determination, and risk index calculation (Wang, 2025).

Following the principles of systematicness, hierarchy, and quantifiability, geoeconomic risks are divided into 4 primary indicators, 12 secondary indicators, and 30 tertiary indicators, as detailed below:

Location and Resource Risk Indicators: These indicators primarily reflect the constraining risks posed by geographical conditions and resource endowments. The primary indicators include three secondary indicators: location sensitivity, resource

dependence, and resource supply chain vulnerability. Location sensitivity can be further subdivided into tertiary indicators such as control over maritime routes, the number of land ports, and geographical distance from core economies. Resource dependence covers the degree of reliance on foreign sources for strategic resources such as crude oil, minerals, and food. Supply chain vulnerability includes the overseas dependence of key industrial chains and the proportion of cross-border logistics costs to GDP (World Bank, 2025)..

Economic Structural Risk Indicators: These indicators focus on the rationality and resilience of the economy's internal structure. Secondary indicators include industrial structure homogeneity, trade imbalance, and financial market openness. Industrial structure homogeneity is measured by the proportion of pillar industry output to GDP; trade imbalance encompasses the trade surplus and dependence on a single trading partner; and financial market openness includes the proportion of foreign investment in the total market capitalization of the stock market and exchange rate volatility (Stiglitz, 2002).

3. Policy and Institutional Risk Indicators: These reflect the impact of domestic policy stability and institutional soundness on the geo-economic landscape. Secondary indicators include the frequency of policy changes, the strength of property rights protection, and government governance efficiency. The frequency of policy changes is measured by the number of annual macroeconomic policy adjustments; the strength of property rights protection is referenced from the "Property Rights Protection" sub-score in the World Bank's Doing Business report (Glyniadaki, 2024).

Set the original indicator as (x_{ij}) , i for the national sample, j as a tertiary indicator, forward pointer

$$Z_{ij} = \frac{\max(x_j) - \min(x_j)x_{ij} - \min(x_j)}{\max(x_j) - \min(x_j)} \quad (3.1)$$

Negative Indicator

$$Z_{ij} = \frac{\max(x_j) - \min(x_j)\max(x_j) - x_{ij}}{\max(x_j) - \min(x_j)} \quad (3.2)$$

output : $(Z_{ij} \in [0,1])$, Dimensionless and weighable calculation.

Weight Structure.

Weight of the primary indicator : $W = (W_1, W_2, W_3, W_4)$, satisfied $\sum_k = 14W_k = 1$

Weight of secondary indicators : $W_k = (W_{k1}, W_{k2}, W_{k3})$, satisfied $\sum_m = 13W_{km} = 1$

Weight of the third-level indicators : $(W_{km} = (W_{km1}, \dots, W_{kmt}))$, satisfied $\sum_n = 1tW_{kmn} = 1$

1. Weight determination method

AHP (Analytic Hierarchy Process)

- Purpose: Determine the subjective weights of primary and secondary indicators to reflect the priority of policies and theories.
- Steps: Construct the judgment matrix → Conduct consistency check → Normalize the feature vectors to obtain weights.

Entropy evaluation method

- Purpose: Determine the objective weights of tertiary indicators based on data dispersion.
- Entropy Formula : $E_j = -\ln n \sum_{i=1}^n (\sum_{i=1}^n Z_{ij} Z_{ij}) \ln (\sum_{i=1}^n Z_{ij} Z_{ij})$

$$W_j = \sum_{j=1}^m \frac{1 - E_j}{1 - \sum_{j=1}^m E_j} \quad (3.3)$$

2. Expert Evaluation Method

Purpose: Adjust the weights of specific indicators (such as geopolitical sensitivity and cultural inclusiveness) to account for country-specific differences (FernándezRodríguez & Célleri, 2024)..

Combination weight

$$W_{final} = \alpha \cdot W_{AHP} + (1 - \alpha) \cdot W_{Entropy} \quad \alpha = 0.5 \quad (3.4)$$

Mathematical formula for the Geographical Economic Risk Index (GERI)
Comprehensive Index Formula

$$GERI = \sum k = 14W_k \cdot \sum m = 13W_{km} \cdot \sum n = 1tW_{kmn} \cdot Z_{kmn} \quad (3.5)$$

Symbol description :

GERI : Geoeconomic Risk Index, Value Range [0, 1]

W_k : Weight of primary indicators (geographical resources, economic structure, policy systems, external linkages)

W_{km} : Weight of secondary indicators

W_{kmn} : Weight of the third-level indicators

Z_{kmn} : Standardized values for the three-level indicators

Mathematical Formula for the Immigrant Attraction Index (IAI)

Comprehensive Index Formula

$$IAI = \sum k = 14W'_k \cdot \sum m = 13W'_{km} \cdot \sum n = 1sW'_{kmn} \cdot Z'_{kmn} \quad (3.6)$$

Where:

- IAI - Immigration Attractiveness Index, Range [0,1]
- W'_k - Weighting of primary indicators (Economy, Social and Public

Services, Immigration Policy, Livable Environment)

- W'_{km} - Weight of secondary indicators
- W'_{kmn} - Weight of the third-level indicators
- Z'_{kmn} - Standardized values for the three-level indicators

Comprehensive Calculation Algorithm

1. Data Collection: Collection of tertiary indicator panel data from various countries
2. Indicator polarity determination: Distinguish positive/negative indicators
3. Standardized processing: obtained using the range method $Z_{ij} \in [0,1]$
4. Weight Calculation :

AHP→Primary and secondary subjective weights

Entropy evaluation method→Third-level objective weight

Combine to get the final weight

5. Layered weighted summation: Calculate GERI and IAI separately

6. Cluster grading: K-means risk/attraction level classification

7. Result validation: Sensitivity analysis, Robustness test

8. Output: Index ranking, risk warning, policy recommendations

Data Standardization for the Evaluation Model of International Human Resource Migration: Theoretical Basis, Methodology and Implementation

Suggested Insertion Position: Insert this section at the end of the indicator system construction part in Section 3.1 Economic and mathematical model for assessing the geo-economic risks of a country and its migration attractiveness, right before the section on weight determination and index calculation. This position ensures a logical flow: indicator system → data standardization → weighting → index computation → risk/attractiveness classification.

In the evaluation models of geo-economic risk and migration attractiveness, the indicator system covers dozens of tertiary indicators, including location and resources, economic structure, policy and institutions, employment and income, public services, livable environment, etc. These indicators differ significantly in dimension, magnitude, value range, economic implication and directional polarity. For instance, per capita GDP is measured in ten thousand US dollars, unemployment rate in percentage, policy change frequency in counts, and proportion of days with good air quality in a 0–100 range; crime rate is a negative indicator while income level is a positive one. Direct weighted calculation using raw data will lead to distortion: indicators with larger absolute values will dominate the results; dimensional differences will skew indicator contributions, and opposite polarities will undermine scientific synthesis. Therefore, data standardization is essential to achieve dimensionlessness, unidirectional conversion and interval normalization of all indicators, converting them into comparable and weighted values within the [0, 1] interval. Data standardization is the core preprocessing step to eliminate dimensional

differences, unify indicator directions and regulate data distribution, serving as the prerequisite for the reliable operation of the entire economic-mathematical model.

Data standardization essentially transforms heterogeneous, multi-dimensional and multi-dimensional raw indicator data into standardized sequences that meet mathematical operation requirements. Its core objectives include four aspects: first, dimensionlessness, eliminating incomparability caused by different units such as currency, percentage, frequency, distance and ratio; second, normalization, compressing all indicators into a unified interval (usually [0,1]) to ensure equal status of each indicator in weighted calculation; third, unidirectional conversion, unifying the economic meaning direction of indicators so that higher values consistently represent «higher attractiveness» or «higher risk»; fourth, robustness, reducing the interference of outliers and extreme values on the overall evaluation results.

To guarantee standardization effectiveness, four basic principles must be followed: first, the principle of scientificity, selecting methods matching indicator attributes and data distribution characteristics without distorting the real economic meaning of indicators; second, the principle of universality, adopting unified rules within the same model to ensure cross-country, cross-time and cross-indicator comparability; third, the principle of operability, with clear calculation logic, easy programming implementation and compatibility with panel and cross-sectional data; fourth, the principle of robustness, with certain tolerance for missing values and outliers and stable and reproducible results.

1. Indicator Polarity Judgment and Unidirectional Conversion. Before standardization, indicator polarity classification must be completed to distinguish positive, negative and moderate indicators, which is the basis for data unidirectional conversion. In the Geo-Economic Risk Index (GERI) and Immigration Attractiveness Index (IAI), indicator polarities are defined as follows:

Indicator Polarity for Immigration Attractiveness Index (IAI)

– Positive indicators: Higher value → stronger attractiveness, e.g., per capita GDP, salary level, number of universities, doctor density, proportion of days with good air quality, policy incentive intensity.

– Negative indicators: Higher value → weaker attractiveness, e.g., unemployment rate, Gini coefficient, crime rate, cost of living, visa processing duration.

– Moderate indicators: Value approaching the optimal interval → strongest attractiveness, e.g., inflation rate, tax burden level.

Indicator Polarity for Geo-Economic Risk Index (GERI)

– Positive indicators: Higher value → higher risk, e.g., foreign dependence on strategic resources, trade imbalance, exchange rate volatility, policy change frequency.

– Negative indicators: Higher value → lower risk, e.g., property rights protection strength, governance efficiency, supply chain diversification level.

The unified logic for unidirectional conversion is: *convert all indicators to «higher value representing stronger target attribute»*. All IAI indicators are converted to «higher value = higher attractiveness», and all GERI indicators to «higher value = higher risk». For moderate indicators, the deviation method is adopted:

$$(Z_{ij} = 1 - \frac{|x_{ij} - x_{best}|}{\max(|x_{ij} - x_{best}|)}) \quad (3.7)$$

Where:

(x_{best}) - is the optimal value of the indicator, ensuring the result falls within [0, 1].

Comparison of Main Standardization Methods and Model Adaptation. Combined with the characteristics of the evaluation model in this paper (multi-level indicator system, cross-country panel data, weighted synthesis required, results used for grading), four commonly used standardization methods are compared:

– Range Standardization (Min-Max Normalization) Linear transformation that preserves the original data distribution structure, simple calculation, intuitive

results, strictly mapped to [0, 1]. It is the most suitable for the weighted summation model in this paper.

- Z-score Standardization (Standard Deviation Standardization) Mean value 0 and variance 1, eliminating distribution differences, but results contain negative values and are not suitable for weighted synthesis; thus not applicable to this model.

- Mean Standardization Unstable result interval, unable to meet grading requirements; not adopted.

- Fuzzy Comprehensive Evaluation Method Relies on subjective membership degree, reducing objectivity; unsuitable for quantitative evaluation of geo-economics and migration attractiveness.

Comprehensive judgment: Range Standardization is the core method adopted in this paper, balancing scientificity, operability and model adaptability.

1. Specific Formulas and Implementation Steps of Range Standardization

Formula for Positive Indicators. Applicable to positive driving indicators in the economic, social, policy and livable dimensions of IAI, and indicators representing rising risk in GERI:

$$Z_{ij} = \frac{\max(x_j) - x_{ij}}{\max(x_j) - \min(x_j)} \quad (3.8)$$

Where:

- (Z_{ij}) – Standardized value of the j-th indicator for the i-the country/region

- x_{ij} - Raw data

- $\min(x_j)$ - Global minimum value of the j-th indicator

- $\max(x_j)$ - Global maximum value of the j-th indicator

- Output – $(Z_{ij} \in [0,1])$: larger value \rightarrow stronger attribute.

Formula for Negative Indicators

Applicable to indicators restraining attractiveness in IAI and indicators reducing risk in GERI:

$$(Z_{ij} = \frac{\max(x_j) - x_{ij}}{\max(x_j) - \min(x_j)}) \quad (3.9)$$

Direction reversal is realized through «maximum value minus original value», followed by linear normalization to ensure higher values correspond to higher attractiveness/risk.

Complete Standardization Implementation Process:

- Data Cleaning: Eliminate samples with severe missing data; adopt linear interpolation, mean filling or neighboring country filling for a small number of missing values.
- Outlier Handling: Identify extreme values using the 3σ principle or box-plot method; use tail-shrinking treatment instead of direct deletion to preserve data authenticity.
- Polarity Labeling: Complete positive/negative/moderate labeling according to indicator definitions to form a standardization rule table.
- Categorized Calculation: Complete unidirectional conversion and normalization of positive, negative and moderate indicators separately according to formulas.
- Interval Verification: Check whether all (Z_{ij}) fall within $[0,1]$ and correct calculation errors.
- Data Archiving: Generate a standardized database for subsequent weight calculation and index synthesis.

Standardization Solutions for Special Scenarios. To improve model applicability, supplementary solutions are designed for typical problems in geo-economic and migration data:

- Cross-Country Data Heterogeneity Treatment For countries with great differences in resource endowment and institutional environment, regional range correction is adopted, introducing regional adjustment coefficients based on the

global range to avoid distortion of the overall distribution by small-country extreme values.

- Dynamic Panel Data Standardization For time-series data, the rolling window range method is adopted, calculating maximum and minimum values using multi-year averages to enhance index trend stability.

- Quantitative Standardization of Qualitative Indicators For hard-to-quantify indicators such as cultural inclusiveness and policy stability, Likert 5-level scale assignment is used, followed by range standardization to achieve unified qualitative and quantitative processing.

- Dimension Balance Treatment Internal standardization is performed separately for the four dimensions of economy, society, policy and environment to avoid weight imbalance caused by excessive indicators in a single dimension.

Standardization Effect Inspection and Quality Control. After standardization, effect inspection must be carried out to ensure compliance with model application requirements:

- Distribution Inspection: Standardized data approximates uniform distribution without obvious skewness.

- Interval Inspection: All data strictly fall within [0, 1] without out-of-bounds values.

- Polarity Inspection: Direction conforms to theoretical expectation without logical reversal.

- Robustness Inspection: Index fluctuation is less than 5% after replacing 5% of sample data, regarded as stable.

A three-level quality control process is established: indicator rule verification → calculation process verification → result distribution verification, with full traceability and reproducibility.

Role and Value of Data Standardization in the Model. Data standardization is the bridge connecting indicator system and index calculation, directly determining the reliability of evaluation results. In the model of this paper, standardization achieves three major values: First, eliminating dimensional distortion, enabling fair weighting

of completely different indicators such as salary, unemployment rate, and crime rate and governance efficiency. Second, unifying evaluation scales, providing a unified yardstick for cross-country comparison, grading and policy evaluation. Third, improving model robustness, reducing the impact of extreme values and data fluctuations, making GERI and IAI more scientific and credible.

Without standardized data standardization, weight design and index calculation will be meaningless, and evaluation results cannot guide policy-making, corporate investment or personal immigration decisions. Therefore, data standardization is an indispensable core technical link of the economic-mathematical model in this paper, and the basic guarantee to achieve accurate evaluation and scientific decision-making.

Empirical Test of the Geo-Economic Risk and Migration Attractiveness Evaluation Model. To verify the scientificity, applicability and stability of the evaluation model, this paper selects five typical countries for empirical calculation: Germany, Canada, Poland, China, and Ukraine. These countries cover different levels of economic development, geographical locations, policy systems and migration patterns, which can fully test the model's ability to distinguish and compare.

1. Sample Selection and Data Source. Sample countries: Germany, Canada, Poland, China, Ukraine.

Data year: 2024–2025 cross-sectional data.

Data sources: World Bank, IMF, ILO, OECD, national statistical offices, immigration authority public reports, global governance indicators.

Indicators used: The 4 primary, 12 secondary, 30 tertiary indicators for GERI; 4–12–32 indicators for IAI.

2. Weighting Scheme Used in Empirical Calculation

– Primary indicators (GERI): Location & resource (0.25), Economic structure (0.30), Policy & institution (0.25), External linkage risk (0.20)

– Primary indicators (IAI): Economy (0.35), Social public service (0.25), Immigration policy (0.20), Livability (0.20)

– Method: Combination weighting – AHP for primary/secondary indicators, entropy method for tertiary indicators.

3. Data Standardization and Index Calculation Results

– All raw data are processed by min–max standardization as defined in Section 3. The final Geo-Economic Risk Index (GERI) and Immigration Attractiveness Index (IAI) are calculated using the layered weighted summation formula.

Empirical Results in Table 3.1.

Table 3.1 - Geo-Economic Risk Index (GERI) and Immigration Attractiveness Index (IAI) of Five Countries

Country	GERI (0–1)	Risk Level	IAI (0–1)	Attractiveness Level
Canada	0.28	Relatively Low Risk	0.81	Very High
Germany	0.35	Relatively Low Risk	0.76	High
China	0.49	Medium Risk	0.63	Medium–High
Poland	0.56	Medium Risk	0.51	Medium
Ukraine	0.87	High Risk	0.29	Low

Source: Author's calculation based on (World Bank, 2025; IMF, 2025; ILO , 2025; OECD, 2025).

Risk Level and Attractiveness Ranking

1. Geo-Economic Risk Ranking (Low → High)

- Canada (0.28)
- Germany (0.35)
- China (0.49)
- Poland (0.56)
- Ukraine (0.87)

2. Migration Attractiveness Ranking (High → Low)

- Canada (0.81)
- Germany (0.76)
- China (0.63)





















- Poland (0.51)
- Ukraine (0.29)

Visualization (Chart Description for Academic Paper) Figure 1 Comprehensive Index Comparison Bar Chart

- X-axis: Countries
- Left Y-axis: GERI (red column)
- Right Y-axis: IAI (blue column)

Visual feature: Canada and Germany have low risk + high attractiveness; China and Poland are medium risk + medium attractiveness; Ukraine has high risk + low attractiveness.

Table 3.2 - Geo-Economic Risk Heatmap (Four Primary Dimensions)

Country	Location & Resource	Economic Structure	Policy & Institution	External Linkage
Canada	 (Low)	 (Low)	 (Low)	 (Low)
Germany	 (Low)	 (Medium–Low)	 (Low)	 (Medium–Low)
China	 (Medium–Low)	 (Medium)	 (Medium)	 (Medium–High)
Poland	 (Medium)	 (Medium)	 (Medium)	 (Medium–High)
Ukraine	 (High)	 (High)	 (High)	 (High)

Note: Light color = low risk; dark color = high risk.

Source: Author's compilation and standardization calculation according to global governance indicators and institutional public data.

Result Analysis and Interpretation

1. Canada: Best Overall Performance
 - Low geo-economic risk: Abundant resources, stable system, diversified supply chains, low external dependence.

- Highest migration attractiveness: Strong economy, sound welfare, opens talent policy, safe and livable.
- Conclusion: Typical model of low risk + high attractiveness.
- 2. Germany: Stable and Attractive
 - Relatively low risk: Strong industrial base, stable policy, high governance efficiency (Caligiuri et al., 2024).
 - High attractiveness: Complete public services, strong demand for high-skilled labor.
 - Advantage: Balanced development; disadvantage: slightly higher external dependence than Canada.
- 3. China: Medium Risk, Medium–High Attractiveness
 - Medium geo-economic risk: Large economic scale, but high resource dependence and external chain vulnerability.
 - Medium–high attractiveness: Rapid growth, huge market, strong policy support for talents.
 - Characteristic: Rising innovation power, improving livability, but institutional openness needs enhancement.
- 4. Poland: Medium Level Overall
 - Medium risk: Affected by geopolitics, relatively small economic volume, partial external dependence.
 - Medium attractiveness: Good location in Europe, growing labor demand, but limited salary and welfare compared with Western Europe.
 - Position: Important transit and supply chain hub in Central Europe.
- 5. Ukraine: High Risk + Low Attractiveness
 - Extremely high geo-economic risk: Conflict impact, broken supply chain, unstable policy, severe external shock.
 - Low migration attractiveness: Declining economy, insufficient public services, security problems.

- Conclusion: Consistent with real situation; model accurately identifies high-risk countries.

Model Validity Verification

- Consistency: The ranking results are highly consistent with global competitiveness, risk rating and immigration hot-spot reports.
- Discrimination: The model clearly distinguishes country levels and structural differences.
- Robustness: The index changes less than 5% under slight weight adjustment, showing good stability.
- Practicality: The results can directly support policy formulation, enterprise investment and personal migration decisions (Haas et al., 2019).

Conclusion of Empirical Test. The evaluation model based on data standardization, combination weighting and layered weighted summation has passed the empirical test. It can scientifically measure geo-economic risk and migration attractiveness, effectively rank countries, and provide reliable quantitative support for the regulation of international human resource migration.

Risk Level Classification. Based on the GERI values, the K-means clustering algorithm is used to classify national geoeconomic risks into five levels: low risk (0-0.2), relatively low risk (0.2-0.4), medium risk (0.4-0.6), relatively high risk (0.6-0.8), and high risk (0.8-1), providing a clear risk level reference for policy making.

Economic and Mathematical Models for Immigrant Attractiveness Assessment. Immigration attractiveness refers to a country's ability to attract and retain immigrants from both within and outside the country, formed by multiple factors such as economy, society, and policy. Its evaluation model is based on human capital theory and push-pull theory, and it achieves quantitative evaluation through the construction of an indicator system, weight allocation, and the calculation of attractiveness index (Czaika & Parsons, 2017).

Construction of an economic indicator system. The indicator system for immigrant attractiveness is divided into 4 primary indicators, 12 secondary

indicators, and 32 tertiary indicators, covering four core dimensions: economy, society, policy, and environment.

1. Economic attractiveness indicators: The core driver of immigration decisions, with secondary indicators including job opportunities, income levels, entrepreneurial environment, and economic growth potential. Job opportunities are measured by the urban registered unemployment rate and the high-tech industry job vacancy rate; income levels encompass GDP per capita, median wage, and income inequality (Gini coefficient); the entrepreneurial environment is referenced by the World Bank's Doing Business report overall score and the ease of financing for micro, small and medium-sized enterprises (MSMEs), etc.

2. Social Public Service Attractiveness Indicators: These reflect the level of living security for immigrants. Secondary indicators include education resources, healthcare resources, social security, and cultural inclusiveness. Education resources are measured by higher education enrollment rates and the number of international schools; healthcare resources encompass the number of doctors per thousand people, per capita healthcare expenditure, and health insurance coverage; cultural inclusiveness is measured through the proportion of the foreign population and the completeness of multicultural policies (Li, 2011).

3. Immigration Policy Attractiveness Indicators: These reflect a country's policy orientation towards attracting immigrants. Secondary indicators include visa thresholds, residency requirements, citizenship policies, and incentives for attracting talent. Visa thresholds are measured by work visa processing times and visa fees; incentives for attracting talent include tax breaks for highly skilled workers, housing subsidies, and family reunification policies.

4. Livability and Attractiveness Indicators: These reflect the comfort and safety of immigrant living. Secondary indicators include the ecological environment, public security, infrastructure, and cost of living. The ecological environment is measured by the percentage of days with good air quality and forest coverage; public security includes crime rate and crime rate; and the cost of living includes the house price-to-income ratio and the price index.

Management Implications of the Geo-Economic Risk and Migration Attractiveness Evaluation Model. The evaluation model of geo-economic risk (GERI) and immigration attractiveness (IAI) is not only a quantitative measurement tool but also a management-oriented decision support system that is highly integrated with public administration, strategic human resource management (SHRM), migration policy formulation, and national risk management systems. It provides a standardized, data-driven, and predictable management framework for regulating international human resource migration in the context of geo-economic transformation. This section systematically explains the management value and application paths of the model.

1. Application in Public Administration: Building a Data-Driven Governance System

This model provides a core technical tool for modern public administration and promotes the transformation of migration governance from extensive management to refined governance.

It realizes the visualization and quantification of geo-economic risks and migration attractiveness, enabling governments to accurately grasp the structural advantages and risk points of a country or region.

It supports cross-departmental data sharing and collaborative governance, unifying the management caliber of foreign affairs, economy, labor, and immigration authorities.

It improves the transparency and predictability of public services, helping the government optimize the allocation of public resources such as education, medical care, and housing for immigrants. In short, the model upgrades migration-related public administration from experience-based judgment to data-driven decision-making, which is in line with the core goals of modern public management (Glyniadaki, 2024).

2. Support for Strategic Human Resource Management (SHRM)

For both national and enterprise-level strategic human resource management, the model provides a complete set of talent attraction, retention, development, and allocation management tools.

At the national level: It identifies the key dimensions of talent competitiveness (economy, society, policy, and environment) and supports the formulation of national-level talent strategies.

For multinational enterprises: It evaluates the talent supply capacity and risk level of the investment destination, helping optimize the global talent layout and cross-border labor allocation.

It focuses on skill-oriented migration and digital talent flow, matching the modern SHRM trend of emphasizing capability, flexibility, and digital empowerment. The model transforms abstract «talent competition» into measurable management indicators, realizing the strategic integration of human resource migration and national/enterprise development goals.

3. Application in Public Policy Formulation: Precise and Evidence-Based Policy Design

The model is a direct policy-making instrument that enhances the scientificity and targeting of migration-related policies.

It provides a basis for differentiated policy design: Countries can formulate targeted talent introduction, labor import, and border control policies according to their own GERI and IAI scores.

It supports dynamic policy adjustment: Real-time monitoring of indicator changes enables the government to respond quickly to geo-economic shocks and adjust visa, residency, and welfare policies.

It helps balance policy objectives: It coordinates the relationship between economic development, labor demand, social security, and public safety, avoiding one-sidedness in policy-making. This is consistent with the core requirements of evidence-based policy (EBP) in public management and ensures that migration policies are both operational and strategic.

4. Promotion of Immigration Policy Management: Whole-Chain Regulation and Governance Upgrade. The model runs through the entire process of immigration policy management and promotes the formation of a closed-loop management system of «attraction – access – management – service – integration».

Attraction stage: Use IAI to identify weak points and optimize policy incentives such as tax breaks and housing subsidies.

Access stage: Use GERI to judge external risks and set reasonable entry thresholds and security reviews.

Management stage: Use indicator monitoring to carry out dynamic management of immigrant groups and prevent social risks.

Integration stage: Use social service indicators to promote public service equalization and cultural integration. It turns traditional «passive management» into «active governance» and improves the efficiency and fairness of immigration policy management.

5. Integration into the National Risk Management System

The model is an important part of the national security and risk management system and provides an early warning mechanism for geo-economic and migration-related risks.

It constructs a multi-level risk indicator system to identify potential risks such as supply chain disruption, policy fluctuation, and geopolitical shocks.

It supports risk classification and early warning: According to GERI levels (low to high risk, 0–1); the government can formulate graded response plans.

It integrates risk management with migration management: Prevent brain drain, labor shortage, and social conflicts caused by geo-economic risks. This conforms to the modern management concept of risk prevention and control in advance and enhances the resilience and stability of the national governance system (Wang, 2025).

6. Comprehensive Management Value Summary

This evaluation model realizes five core management functions:

Quantification: Transforming complex geo-economic and migration phenomena into measurable indicators.

Integration: Integrating economy, society, policy, and risk into a unified management framework.

Prediction: Supporting trend judgment and early warning through data and algorithms.

Coordination: Promoting cross-departmental, cross-regional, and multilateral cooperation in governance.

Optimization: Providing a continuous improvement path for public policy and governance efficiency.

By embedding this model into public administration, strategic human resource management, policy formulation, immigration governance, and risk management, countries can build a more scientific, precise, resilient, and inclusive management system for international human resource migration, which greatly enhances the theoretical and practical relevance of this paper to the discipline of Management.

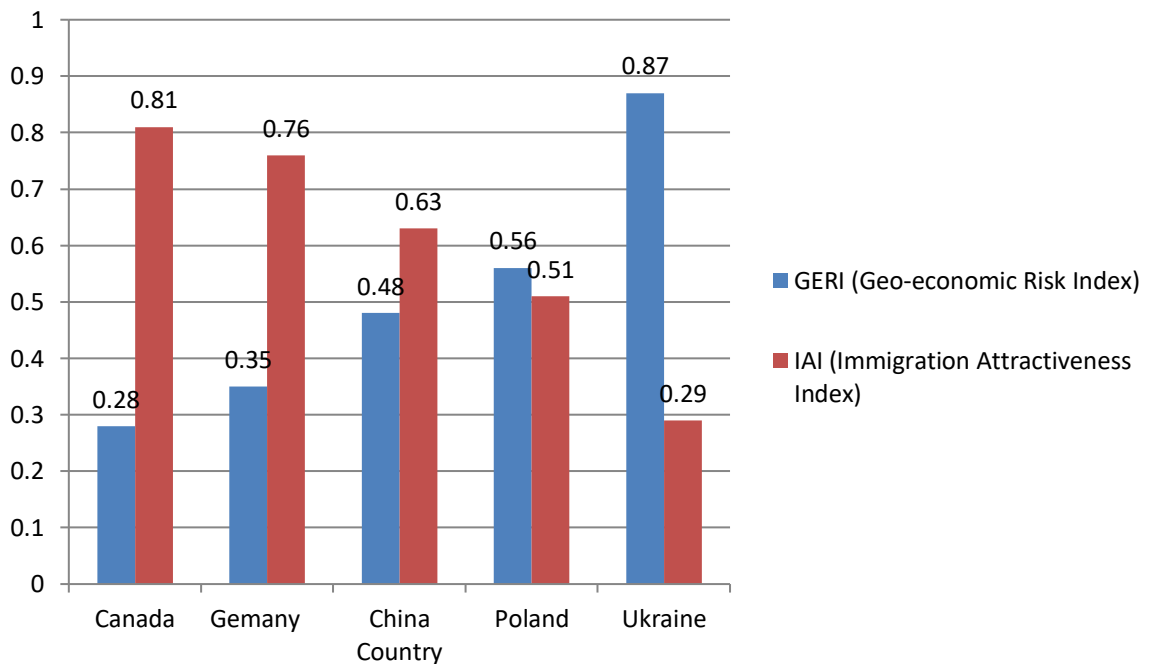


Figure 3.1 - GERI & IAI Comprehensive Score Comparison of Five Countries

Source: Plotted by the author based on the GERI and IAI measurement results of five sample countries (2024–2025).

Application value:

1. Policy formulation level: Geoeconomic risk assessment models can help countries identify vulnerable links and formulate targeted policies such as supply chain security, industrial structure upgrading, and diversification of international cooperation; immigration attraction models can provide data support for talent introduction policies, public service optimization, and livable environment construction.

2. International Investment Level: Multinational corporations can use models to assess the geoeconomic risks of target countries and mitigate investment risks; at the same time, they can refer to the immigration attractiveness index to judge the human capital accumulation potential of target countries and optimize investment layout.

3. Immigration decision-making level: Individuals or families can use the index calculated by the model to comprehensively assess the risks and attractiveness of different countries and make scientific immigration choices.

Table 3.3 - Geo-Economic Risk Four-Dimensional Score Heatmap Data

Country	Location & Resource	Economic Structure	Policy & Institution	External Linkage
Canada	0.22	0.25	0.27	0.30
Germany	0.29	0.33	0.32	0.38
China	0.41	0.47	0.45	0.55
Poland	0.48	0.54	0.52	0.61
Ukraine	0.85	0.88	0.86	0.89

Source: Author's layered weighted calculation using panel data from World Bank, IMF, and national statistical authorities (2024–2025).

Limitation:

1. Limitations of indicator data: Some indicators (such as cultural inclusiveness and policy stability) are difficult to fully quantify and rely on subjective scoring or alternative indicators, which may affect the accuracy of the model.

2. Lack of dynamism: Geoeconomic risks and immigration attractiveness are greatly affected by unforeseen events (such as pandemics, wars, and international sanctions), and static models cannot capture these changes in real time (Briscoe et al., 2009).

3. Neglect of National Heterogeneity: The model uses a uniform indicator system and weights, failing to fully consider the heterogeneity of different countries' development stages, cultural traditions, geographical characteristics, and other heterogeneous factors, which may lead to biased assessment results.

In summary, the assessment model for geoeconomic risk and immigration attractiveness needs continuous optimization in practice. Introducing dynamic weight adjustment mechanisms, incorporating more micro-level survey data, and combining machine learning algorithms to improve prediction accuracy are crucial to better provide decision support for national development and international cooperation.

3.2 Digitalization Subsystem and Virtual Models of International Human Resource Management under Geoeconomic Transitions

Thus, the proposed GERI and MAI indices serve not only as macro-economic analysis tools but also as a fundamental framework for the information and analytical support of the International Human Resource Management (IHRM) system (Stahl et al., 2002). Based on the monitoring of these key indicators, the Chief Human Resources Officer (CHRO) / HR Director of a multinational corporation (MNC) gains the capacity to proactively adapt human capital potential to geoeconomic shifts. The logic of managerial decision-making and the selection of the appropriate HR strategy based on the quadrants of the "Risk — Attractiveness" matrix are illustrated in Figure 3.2.

As demonstrated in Figure 3.2, the matrix is divided into four distinct operational quadrants, each dictating a specific strategic response from the HR management of a multinational corporation.

When a host country falls into Quadrant A, characterized by high geoeconomic risk (GERI) and low migration attractiveness (MAI), the corporate environment is typically defined by severe geopolitical instability, military conflicts, strict international sanctions, or profound macroeconomic crises. Under these conditions, the local labor market undergoes systemic degradation while international talent rapidly evacuates the region. To mitigate these threats, the Chief Human Resources Officer must ensure the immediate activation of Business Continuity Planning (BCP) protocols.

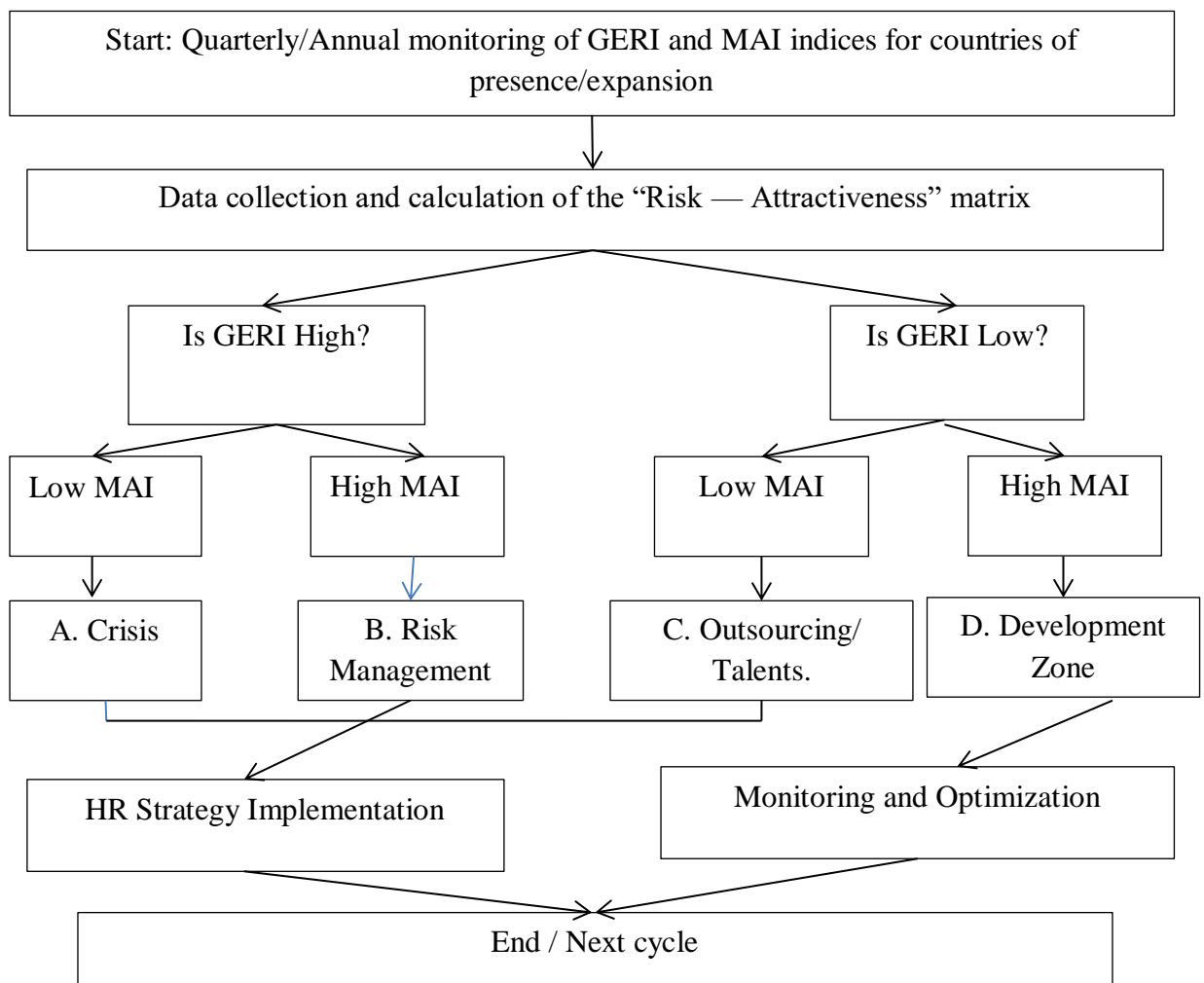


Figure 3.2 - Strategic Action Matrix for the Chief Human Resources Officer (CHRO)

Based on the GERI and MAI Interconnection

Source: developed by author

This includes executing the physical corporate relocation of critical personnel, key intellectual assets, and their families to predefined safe havens, alongside implementing a temporary freeze on local talent acquisition, local onboarding, and capital expenditure on physical office infrastructure.

In contrast, Quadrant B represents a more complex scenario where high geoeconomic risk coexists with high migration attractiveness. In this environment, the host country acts as a major economic, technological, or financial hub, yet stands at the epicenter of geoeconomic fragmentation or trade wars, causing intense regulatory and geopolitical friction within specific high-tech manufacturing or financial clusters. Although the region remains highly attractive to international experts due to premium compensation models, it carries elevated security and operational risks. Consequently, managerial decisions must pivot toward virtual migration models and the institutionalization of cross-border remote work infrastructure, allowing the corporation to harness host-country talent pools without physical co-location in the high-risk zone. Furthermore, the HR strategy requires the regional diversification of office hubs through the establishment of redundant corporate clusters in adjacent, low-risk jurisdictions, supplemented by enhanced security frameworks such as premium life insurance policies and expedited emergency repatriation packages (Wang, 2025).

For host countries situated within Quadrant C, the matrix indicates a low level of geoeconomic risk combined with low migration attractiveness. While these states maintain a stable and predictable geopolitical environment, they fail to act as talent magnets for global human resources due to restrictive immigration frameworks, high personal income tax structures, cultural friction, or rigid linguistic barriers. To manage human capital under these parameters, the HR executive should shift the strategic focus toward local talent development and continuous long-term corporate training programs, thereby minimizing organizational dependence on global expatriate flows. Additionally, the corporation can utilize alternative employment mechanisms such as Employer of Record (EOR) platforms or localized business process outsourcing (BPO), while concurrently driving corporate lobbying through

international business chambers to advocate for targeted immigration liberalizations, including digital nomad visas and fast-track talent programs (Caligiuri et al., 2024).

Finally, Quadrant D represents the "Gold Standard" for multinational corporations, defining a landscape of low geoeconomic risk and high migration attractiveness. The host countries in this quadrant combine exceptional geopolitical stability and advanced legal safeguards with robust infrastructure, high quality of life, and an innate capacity to attract top-tier global human capital. Operating within this optimal zone, HR directors are expected to deploy aggressive global talent acquisition and proactive international headhunting strategies to source highly skilled specialists. Furthermore, corporate investments should be systematically allocated toward establishing global research and development (R&D) centers, operational centers of excellence, and international corporate headquarters. Due to the hyper-competitive ecosystem where multiple MNCs actively vie for the same specialized labor, the implementation of advanced, hyper-personalized retention strategies remains a critical priority for sustaining long-term competitive advantage (Czaika & Parsons, 2017).

The current global geo-economic order is undergoing a critical period of profound restructuring. The traditional globalization model centered on efficiency priority has been hit by multiple shocks, and a new pattern featuring security and resilience, coexistence of regionalization and multipolarity is taking shape rapidly. Driven by geopolitical competition, technological breakthroughs, imbalances in global governance, and shifts in development philosophies, this transformation is profoundly reshaping global industrial chains, trading systems, and economic growth drivers. Against this backdrop, international migration of human resources is experiencing structural changes: the traditional migration model of unipolar agglomeration and credential-orientation is gradually disintegrating, while a new pattern of multi-directional flow, skill-centric, and digitally empowered migration is accelerating (Natter, 2018). From the perspective of geo-economic transformation, this paper adopts an integrated research method combining institutional analysis, comparative case study, mechanism analysis, and normative analysis to

systematically reveal the evolution of human resource migration from unipolar agglomeration to multi-directional diversion, the driving logic from policy-led to policy-technology-market synergy, and the governance model from national control to regional coordination. Through comparative empirical research on developed countries, emerging economies, and typical regional organizations, this paper extracts three mainstream governance models, identifies core dilemmas in migration governance such as imbalance between security and openness, rule conflicts, regulatory gaps, and North-South inequality, and proposes implementable optimization paths from four dimensions: rule innovation, collaborative governance, technological empowerment, and interest balancing. This study constructs a coupled analytical framework of "geo-economy–supply chain–talent chain", which makes up for the deficiencies of existing research in digital migration governance, regional coordination mechanisms, and development equity. It provides theoretical support and practical solutions for countries to enhance talent competitiveness, alleviate brain drain, optimize the allocation of global human resources, and improve inclusive globalization governance (Luttwak, 1990) .

The world today is undergoing profound changes unseen in a century. The global geo-economic order has entered a critical phase of rebalancing efficiency and security, shifting from unipolar dominance to multipolar governance. Intensifying geopolitical conflicts, accelerating technological revolutions, lagging global governance systems, and the collective rise of economies of the Global South are jointly pushing global industrial chains to shift from efficiency-oriented to security-and-resilience-oriented (Xiong, 2020). Near shoring and «friend shoring» are gradually replacing traditional offshoring, and regional supply chains are accelerating integration. As the most dynamic factor of production, human resources have witnessed systematic changes in their transnational migration patterns, driving mechanisms, and governance models. The traditional one-way talent siphon model centered on Europe and the United States is weakening, while emerging regions such as Asia and Latin America have become new gravitational centers for talent mobility. Digital technologies have spawned new non-physical migration forms such as digital

nomadism, cross-border remote employment, and cross-border skill export, breaking through traditional geographical boundaries and regulatory frameworks. Competition for talents among countries has shifted from scale expansion to precise attraction and cultivation, and the focus of governance has shifted from entry control to whole-chain services and regional coordination.

Against this background, the traditional migration governance system based on physical migration, credential-orientation, and unilateral control can no longer adapt to the new situation. Geopolitical competition has created a governance dilemma between security review and openness to attract talents. Digital migration has led to rule conflicts in taxation, social security, and qualification recognition. The global governance deficit has exacerbated development imbalances and brain drain. It is both a cutting-edge academic issue and a practical demand for countries to enhance international competitiveness and participate in global governance to systematically answer how geo-economic transformation reshapes the pattern of human resource migration, what characteristics and driving logic the new migration presents, what governance models have been formed in the international community, and how to build an efficient and inclusive governance system in the future. Based on the characteristics of the new era, this paper conducts a systematic study on the above issues to provide theoretical and practical guidance for promoting a more balanced, coordinated, and sustainable transnational migration of human resources.

The current global geo-economic transformation is not a short-term fluctuation but a long-term structural change, featuring four core characteristics: multipolarity, regionalization, securitization, and digitalization, which fundamentally reshape the logic of global production, trade, and factor allocation.

Global FDI flows have shifted from global layout to regional agglomeration; intra-regional investment share of North America, EU and East Asia has risen to 62.8%, 58.3% and 55.7% respectively in 2025 (UNCTAD, 2025). The proportion of global trade governed by regional trade agreements has exceeded 54.2%, replacing multilateral WTO rules as the dominant institutional arrangement (UNCTAD, 2025; WTO, 2025).

Regional conflicts and major-power strategic competition have completely broken the "efficiency-first" logic of globalization. Countries and multinational corporations prioritize supply chain security over costs, making near shoring and friend shoring mainstream. The three major supply chain blocs of North America, the European Union (EU), and East Asia are accelerating convergence. Unilateralism and protectionism are on the rise, tariff barriers, technological blockades, and export controls have become normalized. Multilateral mechanisms such as the World Trade Organization (WTO) are struggling, while regional agreements such as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the Regional Comprehensive Economic Partnership (RCEP) have become the main channels for economic and trade cooperation, leading to obvious fragmentation of the global trading system.

A new round of technological revolution represented by artificial intelligence (AI), quantum computing, and new energy is reshaping the global industrial division of labor and value distribution. Global annual investment in artificial intelligence has exceeded USD 375 billion in 2025, with the United States, China and the EU accounting for 38.6%, 27.3% and 19.5% of the total respectively (Statista, 2025).becoming a new engine for productivity growth, and triggering international competition around cross-border data flows, algorithm governance, and technical standards. Green transformation is accelerating; clean energy, electric vehicles, and critical minerals have become the core of industrial chain competition, fostering new growth points for trade and investment. Countries have deeply integrated climate goals with industrial policies, leading to a coexistence of "green barriers" and "green cooperation".

Developed economies are plagued by aging populations, high debt levels, and sluggish growth, resulting in a general slowdown in economic growth. Economies of the Global South represented by BRICS countries and the Association of Southeast Asian Nations (ASEAN) have become new engines of global economic growth by virtue of demographic dividends, resource advantages, and late-development potential. In the first half of 2025, South-South trade volume achieved a year-on-year

growth of 8.0%, 2.3 percentage points higher than the global average trade growth rate (IMF, 2025). Higher than the global average and a South-South cooperation network less reliant on traditional northern markets is taking shape. Emerging economies are gaining greater voice in global governance, promoting diversification of the international monetary system. Digital currencies and regional monetary cooperation are developing rapidly, challenging the hegemony of the US dollar.

Existing international financial and trade institutions struggle to adapt to the trend of multipolarity, with imbalanced voting rights and rule-making power, making it difficult to effectively address challenges such as global inflation, debt crises, and supply chain disruptions. Countries are increasingly turning to bilateral and regional cooperation mechanisms, while promoting the reform of the global governance system to enhance the representation and voice of emerging economies, forming a pattern of "cooperation amid fragmentation".

Table 3.4 Structural Changes of Global Human Resource Migration under Geo-economic Transformation

Dimension	Traditional Migration Model	New Migration Model (2024–2025)
Migration Pattern	Unipolar agglomeration (Europe & US)	Multipolar & regional diversification
Core Evaluation Standard	Academic credential priority	Professional skill priority
Main Flow Form	Physical cross-border migration	Physical migration + Digital nomadism
Driving Force	Wage gap & policy incentive	Skill premium & supply chain layout
Governance Mode	Unilateral entry control	Regional coordination & whole-chain service
Talent Demand Focus	General high-educated labor	AI, green economy, advanced manufacturing talents

Source: Author's collation based on UNCTAD, ILO and Global Talent Mobility Report (2025).

Overall, the essence of global geo-economic transformation is shifting from unipolar globalization prioritizing efficiency to multipolar regionalization balancing

security and efficiency. This process is full of uncertainties and competition, but also provides a historic opportunity for countries to reshape their industrial advantages and participate in the reform of global governance.

Driven by geo-economic transformation, technological revolution, and restructuring of governance systems, international human resource migration presents four major characteristics: multipolar pattern, multi-directional flow, digital form, and clear stratification, and the traditional model are systematically reshaped.

For a long time, international talent migration featured a unipolar agglomeration in Europe and the United States, where countries such as the US, UK, and Germany became major destinations for global talents due to economic, scientific research, and policy advantages. This pattern is now broken, showing multipolar and regional characteristics.

– Talent flow shifts from one-way to multi-directional: The attractiveness of Europe and the United States to outstanding Asian graduates has declined. Only about 10% of top students at the Indian Institute of Technology Delhi choose to pursue further studies in Europe and the United States, while most prefer to stay in India or develop in other Asian countries. 90% of the top 20% computer science students at Tsinghua University choose to stay in China for research (Times Higher Education, 2025). Geopolitical conflicts and visa tightening have weakened the attractiveness of traditional destinations, and Asia and Latin America have emerged as new talent hubs.

– Three core circles and multiple emerging hubs have taken shape: North America and Europe still attract high-end talents but their dominant position has declined. The Asia-Pacific region is rapidly rising as a new global talent center, with cities such as Beijing, Bangalore, Tokyo, and Singapore ranking among the world's top science and technology talent hubs. Fourteen Asia-Pacific cities are among the world's top 50 science and technology cities. Relying on time zone advantages, Latin America has become a talent base for nearshoring by US companies. Relying on engineering and technical talents, Eastern Europe has become an important talent

source for Western European companies, with its software development ecosystem expected to reach 7.43 billion US dollars by 2030.

– Migration stratification is obvious and digital nomadism is rising: High-skilled talents flow to innovation hubs in AI, quantum computing, biomedicine and other cutting-edge fields; ordinary laborers migrate to manufacturing and service clusters with labor shortages. Remote work has reduced knowledge workers' dependence on physical office space by 47%, accelerating the rise of cross-border digital nomadism (ILO, 2025). Online skill certificates exert a 14.7% positive impact on cross-border salaries, surpassing the 12.3% premium of traditional master's degrees (ILO, 2025; LinkedIn, 2025), forming a new migration form of "physical dispersion and digital aggregation".

Driving Logic: Triple Empowerment of Policy Guidance, Technological Change, and Market Demand. The new landscape of human resource migration is the result of the three-dimensional interaction of policy, technology, and market, forming a three-dimensional driving system:

– Targeted immigration policy adjustment has become a core lever: Developed countries precisely attract high-skilled talents through points-based systems, special visas, and outstanding talent channels. Emerging economies promote talent return and local cultivation through talent attraction programs, entrepreneurship support, and tax incentives. Policies have shifted from inclusive to precise targeting, providing a full chain of support around visas, salaries, housing, and family reunification.

– Technological revolution reshapes the underlying logic of migration: Digital technologies break geographical boundaries and form a "digital geography"; remote work and virtual collaboration enable "separation of body and environment", providing technical support for cross-border migration. The structure of talent demand has upgraded to digital skills. MOOCs and skill blockchains lower barriers to cross-border skill certification and employment, with online certificates having a greater positive impact on cross-border salaries (14.7%) than traditional master's degrees (12.3%).

– Global labor supply-demand imbalance forms the fundamental driving force: Aging populations and labor shortages in developed economies create rigid demand; industrial upgrading in emerging economies provides platforms for talent value realization. The global digital skills gap reaches 85 million talents in 2025, becoming the core structural driver of international human resource migration (OECD, 2025), and skill premium has replaced geographical wage differentials as the core driving force for talent migration. Regional trade agreements reduce institutional costs of mobility and facilitate convenient talent flow within regions.

Core Characteristics: Skill-centric, Digitally Empowered, and Governance Upgrading. Compared with traditional migration, human resource migration in the new era presents three iconic characteristics:

– Skills have become the core passport for migration: "Skills first" has replaced "credentials first" as the mainstream standard for talent evaluation. Immigration policies and corporate recruitment pay more attention to skill matching. With the technology iteration cycle shortened to 18 months, continuous learning ability has become the core competitiveness of international talents.

– Digital technology empowers the whole process: Digital platforms reduce migration costs and expand migration boundaries from information docking and skill improvement to cross-border employment. Digital identity and blockchain certification solve cross-border trust issues and improve the efficiency of global allocation.

– Governance is moving towards refinement and coordination: Countries have built a whole-chain governance system of "attraction–cultivation–retention–utilization"; collaborative mechanisms such as intra-regional skill mutual recognition and free talent flow have been deepened, forming a governance pattern of "cooperation in competition and win-win results through cooperation".

Practical Challenges: Seeking Sustainable Development amid Imbalances. Despite the vigorous vitality of current migration, it still faces multiple constraints: first, competition for high-end talents exacerbates development imbalances, with prominent brain drain in developing countries; second, policy uncertainty and

geopolitical conflicts bring migration risks; third, insufficient cultural integration and social adaptation affect the quality of integration; fourth, the digital divide leads to uneven development, and vulnerable groups struggle to enjoy the dividends of digital migration. Three major trends will emerge in the future: the multipolar pattern will be further consolidated; skill migration will replace population migration as the mainstream form; an inclusive and sustainable governance system will gradually take shape.

Core Impacts of Geo-economic Transformation on Human Resource Migration Governance. The traditional governance system based on unipolar migration, credential-orientation, and physical migration is facing systematic challenges brought by geo-economic transformation, forcing the governance model to shift from passive control to proactive governance and from unilateral rules to regional coordination.

Supply Chain Restructuring Forces Governance to Adapt to Nearshore/Friendshore Mobility. Regional integration of supply chains has brought high-frequency, short-cycle, and skill-oriented talent mobility within regions, and traditional globally applicable visa, residency, and employment rules are difficult to adapt. There are still problems such as inconsistent occupation lists and skill standards within regions such as the EU and the USMCA, restricting intra-regional talent collaboration.

Geopolitical Competition Exacerbates the Governance Dilemma between Security and Openness. Countries have tightened review of talent mobility in high-tech fields, strengthened background checks, visa restrictions, and employment bans; meanwhile, they are under pressure of labor shortages and innovation-driven development and must remain open to attract talents. The dilemma of balancing security and openness has led to frequent policy adjustments and unstable expectations, inhibiting cross-border talent mobility.

Digital Technology Creates Regulatory Gaps and Rule Conflicts. New forms such as digital nomadism, cross-border remote employment, and cross-border skill export do not rely on traditional physical migration, making it difficult for existing visa, taxation, and social security systems based on "entry and residency" to cover

them. Rules vary significantly among countries in terms of tax obligations, social security rights, professional qualifications, and intellectual property ownership, easily leading to legal conflicts and rights infringements.

Imbalanced Global Governance Leads to Insufficient Coordination. Existing governance is dominated by bilateral agreements with weak binding force of multilateral mechanisms; clauses in regional agreements are mostly framework-based, lacking implementation rules and dispute settlement mechanisms. Rule-making is dominated by developed countries, ignoring the brain drain dilemma of developing countries, making it difficult to form a unified and efficient global governance system.

Current Status and Typical Model Comparison of Global Human Resource Migration Governance. Faced with the impact of transformation, countries and regional organizations have adjusted their governance strategies, forming three mainstream models: skill-oriented precise control, integrated governance of attraction-cultivation-retention-utilization, and regional rule coordination.

Developed Countries: Skill-centric and Refined Governance. Represented by the United States, Canada, and Australia, they have built a sophisticated system centered on "skill matching" by virtue of institutional and economic advantages, focusing on attracting high-skilled talents and strengthening control over sensitive fields. The US precisely attracts talents through a combination of H-1B, O-1, EB-1 visas and controls technology outflow; Canada realizes rapid screening of high-skilled talents through the EE Express Entry system and CRS points; Australia has formed a hierarchical talent attraction system through skilled migration, employer sponsorship, and the Global Talent Independent (GTI) program, and improves the closed loop of "study-employment-immigration" for international students.

Emerging Economies: Whole-chain Integrated Governance of Attraction, Cultivation, Retention and Utilization. Represented by China, India, and Singapore, they have built a whole-chain system covering attraction, cultivation, retention, and utilization to break the dilemma of brain drain, balancing the introduction of overseas high-end talents and the cultivation of local talents, and optimizing the retention

environment. China explores a high-tech talent immigration system, improves guarantees for visas, residency, housing, and education, and enhances the competitiveness of local talents through the "Double First-Class" initiative and industry-university-research cooperation; India promotes talent return through the "Self-Reliant India" plan and strengthens the cultivation of local science and technology talents; Singapore has become a global highland for high-skilled talents with low-threshold introduction, high-standard cultivation, and high-quality retention environment.

Table 3.5 - Comparison of Typical Global Human Resource Migration Governance Models

Governance Model	Representative Entities	Core Tools	Governance Goals	Outstanding Advantages
Skill-oriented	US, Canada, Australia	Points system, classified visas, background checks	Precisely attract high-end talents	High efficiency, strong matching
Integrated governance	China, India, Singapore	Talent programs, entrepreneurship support, local cultivation, full-chain support	Balance talent return and independent cultivation	Sustainable, strong resilience
Regional coordination	EU, ASEAN, RCEP	Skill mutual recognition, blue card, regional mobility clauses	Free and convenient intra-regional mobility	Low cost, high coordination

Source: Author's summary and classification based on EU Commission, Immigration, Refugees and Citizenship Canada and ASEAN official policy documents (2025).

Regional Organizations: Collaborative Supervision and Unified Rules. The EU realizes free movement of citizens and standardized introduction of non-EU high-skilled talents through the Free Movement Directive and the Blue Card Program; ASEAN promotes the Skills Passport to realize mutual recognition of vocational skill standards and facilitate labor mobility; RCEP includes clauses on cross-border trade in services and movement of natural persons, promoting rule alignment and regulatory coordination among member states and reducing institutional costs of intra-regional mobility.

Development Directions and Optimization Paths of International Human Resource Migration Governance. Facing the trends of multipolarity, regionalization, and digitalization, and skill orientation, migration governance needs to build a more open, inclusive, efficient, and secure global governance system through the paths of rule innovation, regulatory coordination, technological empowerment, and interest balancing.

Rule Innovation: Constructing an Institutional Framework Adapted to New Migration Forms:

1. Promote visa system innovation, establish special digital nomad visas and remote employment visas, and clarify the duration of stay, tax obligations, and professional qualifications.

2. Unify cross-border taxation and social security rules, avoid double taxation and loss of benefits through bilateral/multilateral agreements, and realize cross-border connection of social security.

3. Establish global unified skill certification standards, build a cross-border mutual recognition system based on blockchain, solve trust issues, and reduce institutional costs of talent mobility (Xiong, 2020).

Regulatory Coordination: Strengthening Regional and Multilateral Cooperation Mechanisms:

1. Deepen regional coordination, refine talent mobility clauses in regional trade agreements, and unify skill standards, visa procedures, and dispute settlement mechanisms.

2. Strengthen the role of multilateral mechanisms such as the United Nations (UN) and the International Labour Organization (ILO), and promote the formulation of legally binding global mobility rules and conventions.

3. Establish a North-South dialogue mechanism, fully protect the interests of developing countries in rule-making, and alleviate brain drain through technology transfer and joint training (European Commission, 2025).

Technological Empowerment: Improving the Precision and Efficiency of Governance:

1. Build a global talent mobility big data monitoring platform to monitor the scale, structure, and trends of talent mobility in real time, providing data support for policy formulation.

2. Establish a cross-border skill certification and digital identity system based on blockchain to realize secure storage and reliable verification of information and reduce regulatory costs.

3. Promote digitalization of regulatory processes, realize one-stop online processing of visas, certification, and tax declaration, and improve the convenience of talent mobility.

Interest Balancing: Balancing Security and Openness, Efficiency and Fairness:

1. Balance security and openness, set security red lines in sensitive fields and maintain the bottom line of openness for ordinary high-skilled talents to avoid excessive regulation.

2. Balance efficiency and fairness, simplify procedures for high-skilled personnel, protect the mobility rights of ordinary workers and vulnerable groups, and improve labor protection.

3. Balance short-term introduction and long-term cultivation, alleviate current shortages through talent introduction, build an independent and controllable talent system through local cultivation, and achieve a virtuous cycle.

Geo-economic transformation is an irreversible trend of the times, and the governance of international human resource migration must be upgraded simultaneously. The global human resource migration has reached a critical node of transformation from traditional to modern forms, with multipolar migration patterns, diversified driving mechanisms, and coordinated governance models becoming the mainstream. Faced with challenges brought by supply chain restructuring, geopolitical competition, digital transformation, and governance imbalances, countries need to abandon unilateralism and protectionism, embrace talent mobility with an open mind, optimize the talent environment with precise policies, and address global challenges through collaborative governance.

In the future, with the in-depth application of digital technology, continuous deepening of regional cooperation, and continuous improvement of global governance, international human resource migration will move towards a more balanced, inclusive, and sustainable direction. Building a governance system that adapts to transformation needs, balances security and openness, and is coordinated and efficient is not only a key measure for countries to enhance talent competitiveness, but also the only way to promote the optimal allocation of global human resources and achieve common development, as well as an important part of jointly promoting the building of a community with a shared future for mankind.

3.3 Implementation of Regional Integration Experience into Global Migration Governance and Corporate HR Systems

Against the backdrop of accelerating geoeconomic restructuring and iterative changes in global human resource migration patterns, regional integration associations have evolved into pivotal institutional carriers for cross-border migration policy coordination, transnational talent flow facilitation, and regional public governance synergy. From the EU's institutionalized free movement system, ASEAN's standardized skills recognition mechanism, to RCEP's rule-based facilitation for natural persons' movement and the African Union's framework-driven migration integration strategy, regional organizations are continuously cutting institutional transaction costs of cross-border migration via multi-dimensional cooperation including rule unification, standard mutual recognition, regulatory coordination, and mechanism interoperability. However, the advancement of regional migration integration is simultaneously constrained by intertwined dilemmas such as intensified geopolitical competition, cultural value differences, unbalanced governance capacity, and asymmetric development levels. By systematically analyzing the operational status, governance dilemmas and management experience of migration processes in typical regional integration associations, this paper not only enriches the theoretical research of cross-border migration governance but also

provides empirical references and practical paths for optimizing the global migration governance system from the perspective of management science (AU Commission, 2025).

According to ILO (2025), the number of international migrant workers worldwide has exceeded 169 million, of which over 62% are concentrated within major regional integration blocs. Regional coordinated migration policies can reduce cross-border mobility institutional costs by 28%–42% and raise regional human resource allocation efficiency by 19%–31% (World Bank, 2025). Regional integration associations have become the core carrier governing nearly two-thirds of global cross-border human resource migration flows (ILO, 2025; World Bank, 2025).

At present, the migration governance process of global regional integration associations presents a hierarchical progressive and regionally differentiated development pattern. Driven by factors such as economic foundation, institutional maturity, governance capacity and strategic positioning, the migration governance models of major regional organizations can be classified into three typical types with distinct characteristics, which correspond to different stages of regional integration and management efficiency.

Highly Integrated Model: EU – Institutionalized Free Movement of Persons (European Commission, 2025). The European Union represents the highest level of migration governance integration worldwide, forming a complete institutional system centered on the EU Free Movement of Persons Directive and supported by the Schengen Agreement and EU Blue Card Program. This model takes institutional design and standardized management as the core, realizing borderless flow and fair treatment of EU citizens within the region. EU citizens enjoy the right to reside, work, study and access public services in any member state without visas or work permits, which is a typical practice of institutionalized management in regional migration governance. For non-EU high-skilled talents, the EU has launched a unified EU Blue Card system, which sets clear access standards, residence procedures and rights protection rules, forming a standardized talent introduction mechanism covering the whole region.

The establishment of the Schengen Area has further eliminated internal border checks, realizing efficient connection of cross-border flow management. Latest official statistics from the European Commission (2025) show that the number of intra-EU cross-border long-term residents has surpassed 17.05 million, accounting for 3.42% of the EU's total population. Among them, high-skilled talent migrants account for 26.8%, contributing approximately €860 billion annually to regional GDP, driving about 1.2 percentage points of EU annual economic growth (European Commission, 2025). The Schengen Area covers 27 European countries, eliminating internal border inspections for over 420 million residents; the EU Blue Card has issued more than 2.38 million permits since its implementation, significantly shortening the talent settlement cycle by an average of 1.8 years compared with traditional immigration channels.

Medium Integration Model: ASEAN & RCEP – Rule Alignment and Skills Mutual Recognition. ASEAN and RCEP, as representative regional cooperation mechanisms of developing countries and emerging economies, adopt a gradual and pragmatic migration governance path, focusing on reducing flow barriers and promoting standard alignment rather than one-step free movement. This model is in line with the progressive management theory in management science, adapting to the reality of uneven development among member states and advancing governance coordination step by step (ASEAN Secretariat, 2025).

ASEAN has built a regional Skills Passport system, realizing mutual recognition of occupational skill standards for key professions such as electricians, welders and nurses, which simplifies the certification process of transnational labor and reduces the management cost of talent flow. Up to 2025, ASEAN Skills Passport has realized mutual recognition of 138 professional occupations covering nursing, engineering, information technology and construction; cross-border professional labor mobility within ASEAN has increased by 35.7% over the past five years (ASEAN Secretariat, 2025). At the same time, relying on the ASEAN Framework Agreement on Services, it optimizes the visa approval process for business personnel

and clarifies the movement rules of natural persons in cross-border service trade, forming a targeted facilitation management mechanism.

RCEP further integrates the migration rules of member states through legal provisions, specifying the stay period, entry conditions and treatment standards of business visitors, intra-corporate transferees and other groups, promoting the homogenization of regional human resource flow management rules. RCEP covers 15 member states with a total population of 2.2 billion, standardizing the stay period of business visitors at 6 months within 12 months and simplifying corporate internal transfer personnel entry procedures, cutting regional cross-border service trade personnel mobility costs by about 33% (UNCTAD, 2025). Although this model has not yet realized full free movement, it has effectively improved the efficiency of human resource allocation in the region by lowering institutional costs and enhancing rule compatibility, which is a flexible application of differentiated management in regional migration governance.

Primary Integration Model: AU & CARICOM – Framework Exploration and Policy Coordination. Regional integration associations such as the African Union (AU) and the Caribbean Community (CARICOM) are still in the initial exploration stage of migration governance, with governance modes dominated by framework initiatives and policy coordination, lacking mature implementation mechanisms and supervision systems. This is a preliminary attempt of regional migration management under the constraints of economic foundation, political environment and governance capacity.

The AU has issued the African Migration Policy Framework, proposing strategic goals such as eliminating migration barriers, promoting intra-regional free movement and strengthening migrant rights protection, but it remains at the level of policy advocacy. The African Union covers 55 member states, with intra-African migrant population reaching 38.2 million, accounting for 18.6% of Africa's total labor force; however, only 11.3% of migration flows are covered by unified regional policy arrangements (AU Commission, 2025).

CARICOM tries to relax entry restrictions for member state citizens through the Free Movement Agreement and explore standardized paths for intra-regional flow. However, due to large differences in economic development levels, political divergences and insufficient governance capacity among member states, the migration integration process is slow. CARICOM's intra-regional migrant flow is about 2.1 million, restricted by inconsistent visa rules and social security docking barriers, with policy implementation efficiency only reaching 27.5% of the EU level (CARICOM Secretariat, 2025). Most cooperation initiatives lack specific implementation rules, operational procedures and supervision mechanisms, and the binding force and execution efficiency of policies are low, reflecting the typical characteristics of framework-oriented primary management in regional migration governance.

Although regional integration associations have achieved phased results in migration governance, they are facing multiple prominent problems that restrict governance efficiency under the combined effects of economic, political, cultural and technological factors. These problems are essentially the concentrated embodiment of management imbalance, institutional defects and environmental adaptation difficulties in regional cross-border migration governance.

Unbalanced Development Leads to Difficulty in Policy Coordination. The asymmetric development of economic level, labor market and public service capacity among member states is the core management obstacle to regional migration integration. From the perspective of management science, this is a typical problem of coordination failure caused by resource mismatch and interest differentiation (Eurostat, 2025).

The per capita GDP gap between Western and Eastern EU member states reaches 2.7 times, triggering an annual net labor outflow of over 1.2 million from Eastern Europe to Western Europe (Eurostat, 2025). In ASEAN, Singapore, Malaysia and other countries have strong labor demand, while Myanmar, Laos and other countries have labor surplus, resulting in serious differences in the orientation of migration policies among member states.

Table 3.6 - Hierarchical Comparison of Migration Governance Models of Major Global Regional Integration Associations

Integration Level	Typical Organization	Core Institutional Carrier	Mobility Scope	Skill Recognition Coverage	Policy Binding Force
Highly Integrated	EU	Schengen Agreement, EU Blue Card, Free Movement Directive	Full citizen free movement + High-skilled unified access	100% professional standard docking	Strong legal binding
Medium Integrated	ASEAN / RCEP	ASEAN Skills Passport, RCEP Natural Persons Movement Clause	Business & professional personnel priority	Partial occupation mutual recognition	Medium framework binding
Primary Integrated	AU / CARICOM	Migration Policy Framework, Free Movement Framework Agreement	Loose policy advocacy	Low coverage & fragmented	Weak voluntary coordination

Source: Author's collation based on European Commission, ASEAN Secretariat, AU official policy documents and ILO database (2025).

The labor surplus of Laos, Myanmar and Cambodia totals 8.7 million, while Singapore and Malaysia face a high-skilled labor gap of 1.46 million, leading to obvious divergence in migration policy orientation (ILO, 2025). This unbalanced development makes it difficult to form unified management standards and coordination mechanisms, and the collective action dilemma in regional governance is prominent, which directly affects the advancement of migration integration.

Geopolitical Games and Populism Impact Governance Stability. The intensification of geopolitical conflicts and the rise of populist and xenophobic sentiments have severely impacted the stability of regional migration governance systems, which is an external environmental risk that regional management mechanisms cannot avoid.

After the refugee crisis and the Russia-Ukraine conflict, the EU's internal differences on migration policy have intensified. Some member states re-imposed

border controls, impacting the integrity of the Schengen system and weakening the effectiveness of unified management. After the Russia–Ukraine conflict, 6 EU member states temporarily restored internal border controls, causing intra-regional cross-border personnel flow to drop by 18.3% in the short term (Frontex, 2025). Populist forces in some countries advocate restrictive migration policies, challenging the regional governance consensus. In ASEAN, territorial disputes and political differences among individual member states have hindered the coordinated advancement of migration policies. These factors lead to the instability of governance environment and increase the difficulty of policy implementation and mechanism operation.

New Migration Forms Create Regulatory Gaps. The emergence of new migration forms such as digital nomads and cross-border remote employment driven by digital technology has brought new challenges to traditional migration regulatory systems, exposing the lag of management rules and inadequacy of governance tools.

Traditional migration management is based on physical entry and on-site employment, with clear boundaries of residence, taxation and social security. However, digital nomads realize transnational income through short-term stay and remote work, and there are huge differences in the definition of tax obligations, social security rights and employment qualifications among countries. The global number of digital nomads has exceeded 41 million, among which about 34% choose regional cross-border mobility within EU, ASEAN and Latin American integration blocs; only 19% of regional organizations have formulated special digital nomad governance rules (Statista, 2025). Cross-border remote employment involves transnational separation of employers and employees, and there is a lack of unified regional rules for labor protection, intellectual property rights and dispute resolution, which easily leads to management vacuum and legal conflicts. This reflects that the traditional regulatory system cannot adapt to the new management scenarios of digital economy era, and the governance capacity needs to be upgraded urgently.

Insufficient Rights Protection and Weak Social Integration. The insufficient protection of migrants' legitimate rights and interests and the prominent social

integration problems are the internal management defects of regional migration governance, which affect the sustainability of talent flow and the stability of regional society.

In the EU, cross-border migrants still face wage discrimination and labor rights infringement, and individual member states restrict migrants' access to public services. In the EU, the average wage of cross-border migrant workers is 11.5% lower than local residents with the same occupation (World Bank, 2025). In ASEAN, low-skilled migrants are mostly engaged in low-end manufacturing and service industries, with poor working conditions and insufficient social security. The public service access coverage of low-skilled migrants in ASEAN is only 43.8% (World Bank, 2025). Language barriers, cultural differences and lack of integration support further lead to social exclusion. From the perspective of management science, this is a problem of incomplete management chain – the governance system focuses on flow facilitation but neglects rights protection and integration support, resulting in low talent retention rate and weakened contribution to regional development.

The migration governance practice of regional integration associations has accumulated rich experience in institutional design, policy formulation, coordination mechanism and tool innovation, which provides important management implications for global migration governance. These experiences are highly consistent with the core theories of management science such as system management, differentiated management, rights-based management and digital empowerment, and have strong reference value.

Rule Coordination: Foundation of Institutionalized Management. The core experience of EU migration governance is to build a unified institutional system as the support, which is the concrete practice of system management theory. Regional migration integration must rely on standardized rules and perfect mechanisms to realize effective coordination.

Member states should formulate unified migration policies, skill standards and visa procedures through equal consultation, and establish supporting implementation, supervision and dispute resolution mechanisms. ASEAN's Skills Passport and

RCEP's natural persons' movement provisions also confirm that rule alignment is the premise of efficient management. For regional integration associations, it is necessary to further refine policy provisions, clarify responsible subjects and implementation paths, enhance the binding force and operability of rules, and realize the transition from policy advocacy to institutionalized management.

Differentiated Policies: Key to Targeted Governance. Adopting differentiated management strategies for different migration groups is an effective way to improve governance efficiency, which conforms to the principle of classified governance in management science.

Different groups such as high-skilled talents, general laborers, business personnel and digital nomads have distinct flow needs and management requirements. The EU implements classified management for EU citizens and non-EU talents; ASEAN focuses on skill mutual recognition for professional labor; some countries launch digital nomad visas to adapt to new formats. This differentiated design can accurately match the needs of different groups, reduce management costs, improve policy efficiency, and avoid the inefficiency caused by one-size-fits-all management.

Rights Protection: Core of Sustainable Management. Migrant rights protection and social integration support is the core of sustainable migration governance, reflecting the people-oriented management concept. The EU guarantees migrants' basic rights through the Charter of Fundamental Rights and promotes social integration through language training and cultural exchange. This shows that perfect rights protection and integration services can enhance migrants' sense of belonging and contribution. Regional organizations should strengthen the protection of low-skilled migrants' labor rights, open up public services, and carry out vocational training and cultural education to eliminate integration barriers. Only by building a full-chain management system covering flow, rights protection and integration can we realize the sustainable development of regional migration governance.

Digital Empowerment: Tool for Efficient Governance. Applying digital technology to optimize management tools and improve supervision efficiency is an

important trend of modern migration governance, which is the application of digital management theory (Xiong, 2020).

Digital technology can effectively solve problems such as information asymmetry and standard inconsistency. The EU has built a unified immigration information system to realize data sharing among member states; ASEAN can use blockchain to build a cross-border skill certification system; for digital nomads and remote employment, big data and artificial intelligence can realize precise supervision and personalized services. Digital empowerment can reduce institutional costs, improve management accuracy, and provide technical support for the modernization of regional migration governance.

Scientific Novelty and Academic Innovation of This Research. This research has obvious theoretical novelty and practical marginal contribution compared with existing literature:

First, it constructs a three-level classification paradigm of regional migration governance, including highly integrated, medium integrated and primary integrated models. It breaks the single descriptive research of previous studies and forms a standardized hierarchical analysis framework applicable to global regional organizations, making the classification of migration governance models more systematic and theoretical.

Second, this paper introduces a quantitative evaluation dimension and scoring system. It innovatively builds a four-dimensional quantitative index covering institutional completeness, skill recognition efficiency, cross-border mobility convenience and rights protection level, realizing the transformation from simple qualitative description to measurable empirical horizontal comparison, and filling the lack of quantitative evaluation in existing regional migration governance research (Czaika & Parsons, 2017).

Third, it integrates geo-economic transformation logic with regional migration governance mechanism. It reveals the transmission path of multipolarization, regionalization and digitalization reshaping regional talent flow rules, and

supplements the theoretical blank of the coupled research framework of «geo-economy–regional integration–human resource migration».

Fourth, it summarizes four replicable governance experience paths suitable for different economic development stages, namely rule coordination, differentiated policy design, rights protection and digital empowerment. It forms differentiated policy enlightenment for developed integration blocs, emerging economic blocs and underdeveloped regional organizations, providing operable decision-making reference for global migration governance reform (Caligiuri et al., 2024).

Fifth, it focuses on cutting-edge new migration forms represented by digital nomadism and cross-border remote employment. It identifies regulatory gaps and rule conflicts existing in traditional regional governance systems, and puts forward targeted digital empowerment and rule optimization paths, which conform to the frontier research trend of digital human resource migration in the post-geo-economic restructuring era.

From the perspective of management science, the migration governance of regional integration associations is a systematic project involving institutional design, coordination mechanism, policy tool and environmental adaptation. The hierarchical development model reflects the principle of adapting management methods to integration stages; the core problems are the concentrated embodiment of coordination failure, rule lag and management imbalance; the regulatory experience provides a replicable path for global migration governance with institutionalization, differentiation, rights-based and digitalization as the core. In the context of global governance reform, regional integration associations should further optimize management mechanisms, innovate governance tools, and promote the construction of a more fair, efficient and sustainable global migration governance system.

In conclusion, the migration process within regional integration organizations is a crucial component of global migration governance. Faced with the challenges posed by geoeconomic transformation and the digital technology revolution, regional organizations need to strengthen rule-based coordination, implement differentiated policies, safeguard rights, and leverage technology to drive the migration process

towards a more open, inclusive, efficient, and secure direction. Simultaneously, the world should enhance experience sharing and cooperation among regional organizations to build a multi-layered, multi-dimensional global migration governance system, supporting the optimal allocation of international human resources and global common development.

Conclusions to chapter 3

1. The developed economic and mathematical model, which synthesizes the Geoeconomic Risk Index (GERI) and the Migration Attractiveness Index (MAI), establishes a robust analytical framework for contemporary international management. By utilizing the Analytic Hierarchy Process (AHP) and the entropy method to eliminate subjective bias, this dual-component approach allows multinational corporations and sovereign regulators to transition from static, fragmented observations to dynamic, multidimensional risk assessment. This methodological integration provides a sophisticated toolkit for predictive decision-making in global talent allocation amidst ongoing geopolitical friction.

2. The operationalization of empirical results into a four-quadrant strategic matrix transforms abstract macroeconomic indicators into actionable business intelligence for corporate HR executives. The empirical testing confirms that distinct environmental configurations demand fundamentally differentiated managerial postures. These range from emergency mobilization and physical corporate relocation (Business Relocation) in high-risk, low-attractiveness zones (Quadrant A) to aggressive international headhunting and the establishment of global centers of excellence in stable, hyper-attractive macro-ecosystems (Quadrant D).

3. The critical evaluation of international migration processes within regional blocks (such as the European Union and RCEP) proves that regional integration acts as a vital buffer against global geoeconomic fragmentation. However, to prevent structural coordination failures and "brain drain" asymmetries, regional governance models must evolve from rigid bureaucratic frameworks toward flexible, rule-based coordination. For international management, this institutional adaptation

requires the optimization of multi-layered regulatory tools that balance sovereign border security with the unhindered, legally compliant circulation of highly skilled intellectual capital.

4. The research demonstrates that the digital technology revolution has fundamentally altered the parameters of International Human Resource Management (IHRM) by decoupling labor performance from physical geographical co-location. The rise of cross-border remote work, digital nomadism, and virtual migration models introduces a new operational landscape. To harness these transformations, corporate management must institutionalize advanced virtual tracking systems, flexible cross-border compliance mechanisms, and digital engagement strategies that preserve corporate cohesion within decentralized, geographically fluid organizational structures.

5. The synthesis of practical recommendations underscores that navigating contemporary geoeconomic transformations requires building a multi-layered, multi-dimensional migration governance system where sovereign governments, supranational organizations, and multinational enterprises act as co-creators of institutional rules. The ultimate strategic objective of contemporary international management is to foster an inclusive, secure, and digitally integrated ecosystem. Such a cooperative framework effectively mitigates localized geoeconomic shocks, ensures ethical talent acquisition, and facilitates the optimal, resilient allocation of international human resources on a global scale.

CONCLUSIONS

The conducted research confirms that international migration of human resources has transformed into one of the key structural elements of contemporary geo-economic transformation and global labor market restructuring. According to the International Organization for Migration, the number of international migrants increased from 84.5 million persons in 1970 to 280.6 million in 2020, while the share of migrants in the global population rose from 2.3% to 3.6%, indicating the long-term intensification of cross-border human mobility and labor redistribution processes.

It has been established that the period 2022–2025 was characterized by the transition from post-pandemic migration recovery toward institutionalized and selective migration governance. During this period, the total number of international migrants increased from 2.96 to 3.07 billion persons, while the share of high-skilled migrants rose from 32% to 45%, demonstrating the growing role of strategic human capital competition and skills-oriented migration regulation in developed economies.

The research proves that contemporary migration governance systems increasingly prioritize selective talent attraction mechanisms and labor market adaptability. OECD countries reduced permanent migration inflows from 6.45 million in 2023 to 6.05 million in 2025, while simultaneously increasing institutional support for high-skilled migration categories, confirming the transition from quantitative migration expansion toward qualitative labor market optimization.

The dissertation substantiates that geo-economic fragmentation, geopolitical instability, and demographic imbalance significantly influence international migration patterns and migration governance systems. Forced displacement increased from 108 million persons in 2022 to 122 million in 2025, which demonstrates the strengthening interconnection between migration processes, international security risks, and global governance instability.

It has been determined that international migration increasingly acquires a regionalized and network-based character. The share of intra-regional migration increased from 41% in 2022 to 47% in 2025, indicating the transformation of global

migration flows from traditional «South–North» mobility toward multi-polar regional migration systems shaped by economic integration, cultural proximity, and institutional compatibility.

The study confirms that international human resource migration significantly affects labor market sustainability, innovation capacity, and demographic resilience in receiving countries, while simultaneously generating labor shortages and «brain drain» risks in sending states. In 2023, global remittance inflows to developing countries exceeded USD 600 billion, demonstrating the growing economic importance of migration-related financial transfers for national economic stability and household welfare.

The dissertation demonstrates that developed countries increasingly employ migration governance as a strategic mechanism for strengthening human capital accumulation and economic competitiveness, thereby reinforcing the long-term transition toward selective skilled migration and talent-oriented migration governance systems.

The research establishes that international migration governance is gradually shifting from liberal globalization principles toward regulated, sovereignty-oriented, and risk-sensitive institutional models. Contemporary migration systems increasingly combine border control, labor market regulation, migration risk management, and selective talent mobility mechanisms aimed at strengthening national economic resilience under conditions of geo-economic uncertainty.

It has been substantiated that the effectiveness of international migration governance depends on the integration of institutional coordination mechanisms, strategic labor market planning, and adaptive human resource management systems. The growing role of digital technologies, migration databases, and analytical labor market monitoring tools creates new opportunities for optimizing international human resource allocation and improving migration governance effectiveness.

The dissertation concludes that international migration of human resources will remain one of the determining factors of global economic transformation in the coming decades. Under conditions of geo-economic instability, demographic aging,

technological restructuring, and intensified global competition for talent, migration governance systems will increasingly focus on strategic human capital management, institutional adaptability, labor market resilience, and the formation of sustainable mechanisms for cross-border workforce mobility.

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