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### **PROBLEMS AND PROSPECTS OF APPLICATION OF STRATEGIES OF PERSONNEL MANAGEMENT OF INTERNATIONAL COMPANIES IN UKRAINIAN BUSINESS PRACTICE**

**Abstract.** The article examines the impact of staff on the successful operation of the enterprise in the long run. Companies need to consider the attitudes, values, expectations, perceptions and typical behaviors of workers from different cultures. The success of companies in the global market is increasingly determined by whether they have managed to create an effective system of personnel management to eliminate friction in relations between employees of different nationalities and with different cultural traditions. When estimating the exact contribution of both an individual employee and the team as a whole, the end result of an international company's business is a complex process, because in addition to direct labor costs, the product is also invested in fixed and current assets. Today, HR specialists need to meet the needs of employers in the context of new professionals, in particular, training manager, HR specialist, HR manager, HR director, team manager, sales coach, headhunter, corporate culture manager and others. The global changes and their consequences in the field of HR-management are identified: informatization, spread of digital technologies, aging of knowledge and technologies, national demographic changes, lack of qualified personnel, individualization, uncertainty in global, regional, and national markets, emphasis on sciences such as psychology and sociology. The cultural, economic, social and political differences of an international company have a significant impact on the formation of management styles and the adaptation and functioning of staff in the host country. Problems of personnel management strategies of international companies in Ukrainian business practice are highlighted: style and practice of company management, socio-cultural factors, differences in wages and working conditions, labor movement problems, relationship factor, control factor and contradictions. The advantages of personnel management strategies of international companies in Ukrainian business practice are studied: trainings for personnel, digitalization at enterprises,

observance of current legislation, ensuring objective assessment of personnel competencies, development of corporate culture among enterprise personnel.

**Keywords:** strategy, personnel, enterprise, increase, development, stimulation, management.

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## **ПРОБЛЕМИ І ПЕРСПЕКТИВИ ЗАСТОСУВАННЯ СТРАТЕГІЙ УПРАВЛІННЯ ПЕРСОНАЛОМ МІЖНАРОДНИХ КОМПАНІЙ В УКРАЇНСЬКІЙ БІЗНЕС-ПРАКТИЦІ**

**Анотація.** Досліджено вплив персоналу на успішне функціонування підприємства у довгостроковій перспективі. Компаніям потрібно враховувати погляди, цінності, очікування, сприйняття і типову поведінку працівників різних культур. Успіх компаній на світовому ринку дедалі більше визначається тим, чи вдалося їм створити ефективну систему управління персоналом, щоб усунути тертя у відносинах між працівниками різних національностей і з різними культурними традиціями. При оцінці точного внеску як окремого працівника, так і колективу в цілому кінцевий результат господарської діяльності міжнародної компанії є складним процесом, оскільки, окрім прямих витрат праці, продукт також вкладається в постійні та поточні активи. На нинішній день HR-фахівцю потрібно задовольнити потреби роботодавців у контексті нових фахівців, зокрема, менеджер з навчання, спеціаліст з персоналу, менеджер з персоналу, директор з персоналу, менеджер команди, тренер з продажу, хедхантер, менеджер з корпоративної культури та ін. Визначено глобальні зміни та їхні наслідки у сфері HR-менеджменту: інформатизація, поширення цифрових технологій, старіння знань і технологій, національні демографічні зрушення, брак кваліфікованих кадрів, індивідуалізація, невизначеність на глобальних, регіональних і національних ринках, акцент на таких науках, як психологія і соціологія. Культурні, економічні, соціальні та політичні відмінності міжнародної компанії мають значний вплив на

формування стилів управління та адаптацію і функціонування персоналу в країні перебування. Висвітлено проблеми стратегій управління персоналом міжнародних компаній в українській бізнес-практиці: стиль і практика керівництва компанією, соціо-культурні фактори, відмінності заробітних плат і трудових умов, проблеми переміщення робочої сили, фактор відносин, фактор контролю та суперечливості. Досліджено переваги стратегій управління персоналом міжнародних компаній в українській бізнес-практиці: тренінги для персоналу, диджиталізація на підприємствах, дотримання норм чинного законодавства, забезпечення об'єктивного оцінювання компетенцій персоналу, розвиток корпоративної культури серед персоналу підприємства.

**Ключові слова:** стратегія, персонал, підприємство, підвищення, розвиток, стимулювання, керівництво.

Формул: 0; рис.: 2; табл.: 1; бібл.: 13.

**Introduction.** In connection with globalization in the world economy and the current integration processes, changes in the economic and political situation of our country, taking place in conditions of European integration of Ukraine, create both significant opportunities and serious threats for everyone, which introduce a significant degree of uncertainty in the practical activities of everyone. This also applies to the activities of enterprises that have to adapt to rapid changes in external factors. In this situation, the formation of personnel of international companies is of particular importance, which allows to implement and summarize a number of tasks related to the adaptation of a person to external conditions.

**Study analysis and problem statement.** The study of human resource management in international organizations is devoted to a large number of scientific works among domestic and foreign scientists Denysenko M. P., Budiakova O. Yu. [2] believe that personnel management strategies include a combination of effective personnel training, professional development, and work motivation aimed at developing the skills of employees to solve problems facing the company and its divisions. The scholar Bodryi Ya. A. [3] notes that personnel strategy at an enterprise is crucial. Evaluating the exact contribution of both an individual employee and the collective as a whole, the final result of economic activity of the economic system is a complex process because in addition to the direct contribution of labor it also invests in the creation of the product, materialization in fixed and current assets, but this statement does not open the understanding of the application. The strategy of personnel management in international companies. Specialists Ivanchenko V. V., Kryvda O. V. [4] emphasize that the calculation of the economic efficiency of individual elements of personnel development, namely the training of a personnel reserve, staff development, career planning, the introduction of a systematic approach that determines the impact of personnel development on the organization as a whole. Koloberdianko I. I., Dubyna O. Iu. [7] point out that under the conditions of the intellectualization of society, improving the efficiency of personnel management by means of performance improvement is of great importance, since the employee's intellect becomes the main entrepreneurial capital in the competitive struggle, which must be stimulated to continuous development along with other resources. Also, the study of the application of human resource management strategies of international companies paid attention to the following scientists: Kabachenko A. V. [9], Havrysh O. A., Dovhan L. Ye., Kreidych I. M., Semenchenko N. V. [10], Chernenko O. V. [11], Danylevych N. S., Rudakova S. H., Shchetinina L. V., Kasianenko Ya. A. [12], Remnova L. M. [13], but no average coverage of the problem of applying HR management strategies of international companies in Ukrainian business practice.

The purpose of the article is to investigate the problems and prospects of the application of human resource management strategies of international companies in Ukrainian business practice.

**Study results.** In modern market economy enterprises need to improve the latest measures in the personnel management system, understanding that the main reserve of the organization is the employees, and in addition — the consumers, quality products or services, and competitiveness of the personnel. Technologies, on which the efficiency of personnel management is based, need to be constantly updated and improved, since the market environment of international enterprises is

constantly changing, so to build a highly effective personnel management system it is necessary to investigate the essence and importance, as well as the principles of the system functioning in the new market conditions.

The international nature of the corporation creates a number of peculiarities in the personnel management system not observed in companies operating within the country. These features are usually due to such factors as social, cultural, economic, legal, regional, and national differences, peculiarities of the labor market structure and mechanisms of its functioning, etc. in different perceptions of the actions of local workers and decisions of managers of transnational corporations and, consequently, in different behavioral reactions. And managers themselves may also be perceived differently. For example, the Japanese do not accept a manager who is too young because they believe that a high-level manager must have sufficient life experience. Many Muslim countries do not accept female managers, and in Arab countries, this may be the case with a Jewish manager. The difference in the levels of economic development of the countries in which MNCs operate creates different conditions for the use of labor in terms of wages, social obligations, and working conditions. In the process of building a business, it is necessary to take into account the existing differences in national labor legislation. The existence of differences in management practices and styles can be explained by national and historical and religious peculiarities. For example, some Asian countries may not accept the command-democratic style to which North American and Western European managers aspire. Or the Japanese approach to personnel management based on Buddhist culture may not work in Eastern and Central Europe if parent company executives want to apply it to their overseas offices. Moreover, knowledge of national specifics of human resource management will help managers of multinational companies to build an effective management system. Differences are usually caused by the different cultures and mentality of employees, which forms their focus on results, attitude, and loyalty to the company in which they work explains the effectiveness of certain methods of motivation and performance control.

In general, today, without understanding the essence of globalization, it is difficult to be an effective manager, to make strategic decisions, and to look for patterns of rational personnel management. The globalization of economic activity has a direct impact on the business sector, where there is now a complex process of the interpenetration of business cultures and training for work in international companies. Companies must take into account the attitudes, values, expectations, perceptions, and typical behavior of employees from different cultures. The success (or failure) of companies in the global marketplace is increasingly determined by whether they have succeeded in creating an effective human resource management system, eliminating friction in the relationship between employees (managers and subordinates) of different nationalities, with different cultural traditions.

Due to the fact that enterprise management takes place in the conditions of globalization of market relations, an increase of competition, and changes, enterprise development can be based only on strategic management. In this case, the personnel is considered as an object of strategic management, as human capital can create additional value for the company and competitive advantages [1].

The personnel of an organization can be measured by skills, employee competencies, and motivation to work. A personnel management strategy is developed taking into account the interests of the management of the organization, as well as the interests of its employees. Personnel management strategy involves: defining the objectives of personnel management, that is, when making decisions on personnel management should take into account both the economic aspects and the needs and interests of workers; the formation of the ideology and rules of the personnel. Therefore, it should not be forgotten that the personnel management strategy is effective as long as the workers of the organization successfully use their potential to achieve the goals and the measure of achieving these goals [2].

The role of personnel in the enterprise is crucial. Evaluating the exact contribution of both the individual worker and the team as a whole, the final result of economic activity of the economic system is a complex process, because, in addition to the direct contribution of labor, the product is also invested in fixed and current assets. The use of labor in economic activity has some branch

features: seasonality of production process; concentration of production; increased intensification, which reduces the need for personnel [3].

Personnel development policy is influenced by external and internal factors and should be guided by a number of requirements and principles, reflecting a systemic, procedural, and functional approach to personnel development. To support an appropriate personnel development policy, it is necessary to monitor and implement changes in a timely manner [4].

Studying the trends of business development in Ukraine and based on the results of expert research in the field of human resource management [5], we note the active development of new human resource technologies and their impact on the successful development of business. The role of HR specialists in the labor market is also increasing. This is evolving from the perception of HR as an ordinary HR department to a modern HR department, such as education and training, payroll, salaries, and benefits, in particular through an effective comparison with the labor market. The modern HR professional is able to meet the needs of employers in the context of such new professionals as a training manager, HR specialist, HR manager, HR director, team manager, sales trainer, headhunter, corporate culture manager, among others.

Among the most pressing problem trends in the world, HR managers noted that today’s managers are focused on cultivating leaders of the future, that is, there is a need to transfer experience to future leaders and ensure leadership continuity. Another challenge is keeping employees interested in their work, i.e., motivation. Also, attention was paid to such a part as the work of the management sphere in carrying out the most important business tasks and the change of the rules of the game by the management [6].

Scientist Koloberdianko I. I. [7] notes in his scientific work global changes and their consequences in the sphere of HR management (*Table*).

Table

**Global changes and their implications for HR management**

<b>Global changes</b>	<b>Implications for HR management</b>
Informatization, digitalization	Easier access to resources and the ability to work from anywhere in the world leads to increased productivity of one employee, the entire company respectively. Employment flexibility increases, the employee has freed from labor markets, technical and social mobility increases, and there is an opportunity to develop skills and increase productivity, which is a positive consequence not only of the individual but also of the company for which he works. New technologies, expressed in cell phones and modern computers, make it possible to share information with different people wherever they are. It is now possible to store and transmit information internationally in real-time.
Knowledge and technology aging	Attention was paid to new technologies and innovations that aim to find and recruit personnel, and sustainable personnel development, large investments in training and talent development, that is, the horizontal mobility of personnel with the offer of continuous development.
National demographic shifts, skills shortages	There is a shortage of highly qualified personnel in key positions, even with high unemployment, despite the level of development of the country. Emphasis is placed on human resource management, talent, creativity, and flexibility of the workforce, as well as different approaches to managing different generations of employees. Young professionals are demanding a vision of the social importance of work, as well as more rewarding and interesting work from management. Brand models, tech support, and human resources operations are connecting.
Individualization	Addresses positive individual traits, accepts negative individual traits, in particular, the devaluation of collective values and mass manifestations of social divisiveness.
Uncertainty in global, regional, and national markets	Development of new management strategies, programs, and management approaches. Emphasis is placed on the ability to manage risk. Powerful networks are created that can validate and disseminate their ideas, attitudes, and habits.
Emphasis on sciences such as psychology and sociology	Increasing the level of motivation, interest, and involvement of employees in creative work using social-psychological methods.

Source: [7].

The last major challenge for the entire human capital management sector was the year of the pandemic, when the work environment, the workforce, and the responsibilities themselves changed

significantly. Last year showed that in a crisis the organizations and employees themselves can show stability and loyalty, can adapt, change the vector of development, and be extremely flexible in decision-making. At the same time, challenges to the mental health of employees increased, the boundaries between work and personal life almost disappeared, autonomy and scattered concentration increased [8]. The dominant form of team interaction was the virtual-digital community. However, this has increased the burden on the HR department, and there comes a time when beginners in human capital will not be able to optimize the old ways of working but will look for new directions of its development.

Globalization means that the boundaries between different cultures must gradually blur, they must adapt to each other. In practice, however, it is not so simple: there are serious obstacles related to specific legislation, traditions, customs, and, finally, climatic conditions. Managers of the next generation must have much more international experience than managers at the beginning of the XXI century. Cultural diversity requires managers to have a deeper understanding of ethnic and religious backgrounds, family values, and national subcultures. New demands on managers relate to global strategies and approaches to managing a diverse workforce. The evolution of business from predominantly internally oriented to globally oriented requires new thinking and management skills.

Experience shows that it is necessary to make conditions in which people naturally unleash their creative potential. In practice, to be successful in human resource management, companies must make significant efforts to organize activities that promote creativity: attracting creative people, creating creative teams, constant monitoring of scientific and technological progress, intellectual property market, anticipating changes in values, tracking sources of innovation opportunities in the country, industry, corporation (unexpected success, the urgent need for modernization, changes in the structure of industry) and beyond its borders. That is, it is necessary to organize an active corporate innovation system, which IBM, Microsoft, Apple, etc. do.

Cultural, economic, social and political differences of the international company have a significant impact on the formation of management styles and adaptation of staff and functioning in the host country. The use of foreign qualified personnel of their country (the parent company) and nationality, on the one hand, is more reliable for the effective functioning of the enterprise, because employees know the peculiarities of their nationality better and it is easier for them to find common ground with the top management. However, it is not always possible and profitable.

Consequently, to the problems of personnel management strategies of international companies in Ukrainian business practice it is necessary to include (Fig. 1):



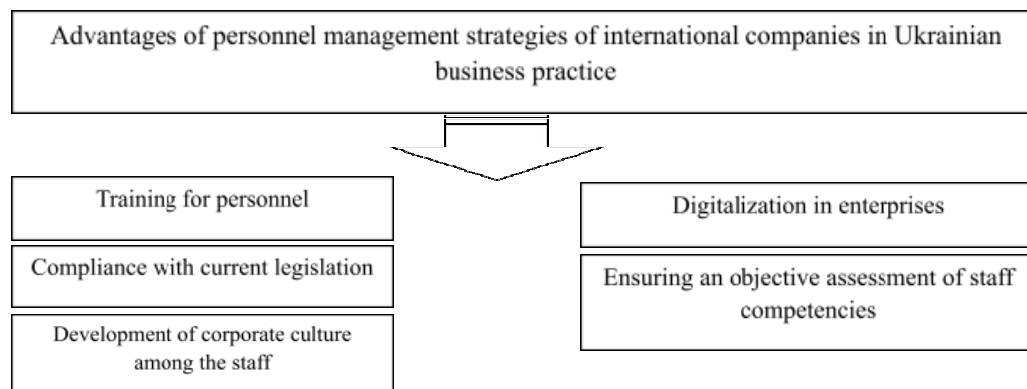
**Fig. 1. Problems of personnel management strategies of international companies in Ukrainian business practice**

Source: based on data [9].

1. Company management styles and practices. Existing cultural and ethnic differences create problems with the effective communication of MNC workers.
2. Sociocultural factors. Different views on management styles in different countries can lead to conflicts between employees at the MNC headquarters and its foreign branches. In addition, knowledge of the national characteristics of human resource management allows the management of an international company to transfer positive experience to other countries and vice versa.
3. Differences in wages and working conditions. Each country has its own labor laws, a specific structure of the workforce, and the current level of wages, which can be a source of constant conflict or, conversely, give advantages on a global scale.
4. Difficulties in the movement of labor. People face legal, economic, and cultural barriers when they move their workforce to other countries. To overcome them, multinational companies must create their own methods of recruiting, managing and incentivizing workers.
5. Relationship Factor. The relationship between workers, unions, and employers varies greatly from country to country and has a strong influence on the MNC’s human resource management system.
6. Control and inconsistency factor. Territorial remoteness and specificity of external activities complicate the control of MNC personnel. There is a tendency towards the autonomy of MNC branches, accompanied by a constant complication of conditions of production and commercial activity of the international concern and non-transparency of national policies of the host countries.

The most important aspect of optimization of strategic personnel management is the system of motivation and stimulation of employees. Building an effective subsystem remains quite important for the vast majority of companies. In solving this problem, we should turn to the experience of American companies. Yes, today in the U.S. there are effective employee incentive systems, aimed at evaluating the personal merits of managers and specialists, there are more than 80% of the total number of companies. In the U.S., the main methods of motivation are financial incentives for employees. As a rule, they are implemented with the payment of basic salaries, bonuses, and established allowances, for example, by key performance indicators (KPIs). KPIs are a system of indicators used to evaluate employee performance. Non-traditional methods of non-material motivation of employees, which are used abroad and begin to spread at international enterprises operating in Ukraine: flexible work schedule; the opportunity to work at home; corporate career planning; availability of training programs; providing employees with extra days off; gifts for employees on various holidays; application of paternalistic policy. According to the research of consulting agency Watson Wyatt Heissmann, it was found that the first two positions stimulate Europeans by 75%, the third by 60%, and the fourth by 20% [9].

It is necessary to note the advantages of personnel management strategies of international companies in Ukrainian business practice (*Fig. 2*).



**Fig. 2. Advantages of personnel management strategies of international companies in Ukrainian business practice**

Source: based on data [10—13].

1. Personnel training. Training, characterized by a minimal amount of theory and «resistance» to practice, «working off» specific skills; professional counseling, if it is necessary to solve specific problems, but the staff lacks special knowledge; mentoring is the promotion of knowledge or professional skills, as well as training opportunities in the workplace, coaching, helping to understand the goals of the employee, the reasons for success and failure, as well as to determine the direction of behavior change [10; 11].

2. Digitalization in enterprises. The global COVID-19 pandemic has significantly intensified the digitalization processes in the world, along with the development of continuous staff development processes, through online courses that the enterprise implements, this helps employees to constantly improve their skills, as well as encouraging the continuous implementation of digital processes in work processes [12; 13].

3. Compliance with working legislation. Employees clearly receive their transparent salary and pay benefits to the budget, also employees have a full social package, and the management of the enterprise fulfills all obligations to them.

4. Providing an objective assessment of personnel competencies: introduction of models of professional competencies and mechanisms of their use in selection, assessment, and promotion of personnel; introduction of dependence of employee's assessment results and remuneration system; updating the content of professional activity for effective interaction with consumers.

5. Development of corporate culture among the company's personnel. Selection of personnel according to professional, business, moral and ethical characteristics; constant attention to the development of employees; optimization and planning of age structure, gender, and qualification of personnel; training of management personnel on a practical basis.

In modern conditions, there is a process of developing and updating the concept of personnel management, improvement of both management systems, and used methods and means. The effect of the introduction of an effective concept of personnel management is to increase the effectiveness of motivation of employees of an international company to continuous professional development, as well as maintaining the core staff of the company while respecting the optimal age proportions through the employment of young people.

**Conclusions.** Consequently, in the context of labor market globalization changes in the approach to personnel management and competition for personnel in the world markets force the formation of a new model of development of international enterprises, the uniqueness of which lies in ensuring a high level of personnel competitiveness through the introduction of corporate training, innovation and creativity and general intellectualization of human capital. The main changes in production relations should take place in the sphere of the formation of new models of interaction between job owners and proprietors by providing competitiveness of enterprise personnel through cooperation with market participants and introduction of new forms of personnel work.

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