

ABSCHNITT V. MANAGEMENT, ÖFFENTLICHE VERWALTUNG UND ADMINISTRATION

DOI 10.36074/logos-12.08.2022.15

FEATURES OF PERSONNEL MANAGEMENT IN INTERNATIONAL COMPANIES

ORCID ID: 0000-0003-2027-946X

Iryna Tarnovska

Candidate of Sciences in Economics, Associate Professor,
Associate Professor of Department of Management and Public Administration
State University of Infrastructure and Technologies

UKRAINE

Personnel management in international companies is a special type of management activity, a set of principles, norms and methods of management of an international team of organizations operating on a global scale.

Personnel management in international companies is characterized by such features as: cultural factors and ethical issues that affect the actions of personnel of an international firm; different human resource management practices in different branches; differences in labor markets in different countries; the need to move employees between divisions of the company located in different countries; relations between workers, trade unions and entrepreneurs; national orientation of staff and complexity of performance monitoring [1].

Significant acceleration of the development of advanced technologies contributes to a significant increase in their penetration into all spheres of economic and social life, in particular in the processes of managing organizations and doing business.

At the same time, digital transformations change the ways of performing management activities, transform change management processes, lead to the emergence of digital thinking and revolutionize the experience of employees, requiring the actualization of existing HR-technologies [2]. Digitalization of personnel management involves changes that occur in three directions: digital workforce, digital workplace, digital HR [3, 4].

With this in mind, the results of a survey conducted by Deloitte Consulting among HR managers, which aimed to identify priority areas for the development of personnel management today and in five years, are interesting. Analysis of these data shows that even in the short term, the field of personnel management is facing major changes, and this despite the fact that today there are many serious problems: yes, 31% of employees of international companies say they do not have a clear career strategy at work, and 76% of companies have already begun to review their career models [5].

Another key feature in the management of personnel of international companies is the humanization of labor, which involves the *concept of well-being*, which is based on creating an environment for achieving satisfaction that allows the employee to achieve well-being and to reach their full potential and the benefit of themselves and their company.

The key features of personnel management in international companies are:

1. The cosmopolitan nature of employees, i.e. the existence of employees who are usually members of the high-level elite, constantly moving from one country to another.
2. The presence of great differences in the cultural background of workers.
3. The existence of differences in wages and other benefits between foreign and local staff.
4. Extensive use of IT-technologies to maintain communication with staff.
5. The presence of a strategy of convergence and close management of various functions of the personnel through borders [5, 6, 7].

International companies face the need to have a flexible approach that will allow them to monitor the balance between integration and localization in each situation. The relationship between a headquarters and its representative offices in different countries can be resolved in different ways depending on the area of disagreement. The COVID-19 pandemic has posed new challenges for international companies, including the use of a *hybrid work format* in which workers work partly from home and partly from the office.

Conclusions. Consequently, with the further rapid development of globalization processes, international human resource management is becoming increasingly important. The growing internationalization of business makes it increasingly important to understand how to create human resource management procedures that can accommodate significant cultural and national differences. Human resource management in an international company enables a business to compete more successfully in the global marketplace and is an important tool for developing its employees.

References:

- [1] Stalins'ka O.V. (2018) Osoblyvosti upravlinnya personalom na bahatonatsional'nomu pidpryemstvi. *Ekonomika i suspil'stvo*, (14), 2018, 735-739.
- [2] Bey H.V., Sereda H.V. (2019) Transformatsiya HR-tekhnohohiy pid vplyvom tsyvrovizatsiyi biznes-protsesiv. *Ekonomika i orhanizatsiya upravlinnya*, 2 (34), 93-101. Retrieved from: http://nbuv.gov.ua/UJRN/eiou_2019_2_12.
- [3] Kozak T.M., Kopytova I.V. (2021) Osoblyvosti upravlinnya personalom na pidpryemstvakh v umovakh didzhytalizatsiyi ekonomiky. Retrieved from: <https://conf.ztu.edu.ua/wp-content/uploads/2021/01/136.pdf>.
- [4] Koreyba V.D., Nahorna I.I. (2021) Upravlinnya personalom v umovakh vsesvitn'oyi pandemiyi: novi vyklyky ta mozhlyvosti. Retrieved from: <http://confmanagement.kpi.ua/proc/article/view/230473>.
- [5] International trends in human resource management - 2021. Socially responsible business in the new reality: from survival strategy to prosperity. Deloitte Insights Special Report (2021) Retrieved from: <https://www2.deloitte.com/en/en/pages/human-capital/articles/2021/human-capital-trends.html>.
- [6] Human Resources Professional Competency Framework. Human Resources Professionals Association (2016) Retrieved from: https://www.hrpa.ca/Documents/Designations/HRPA_Professional_Compentency_Framework_Final-2016.pdf.
- [7] Subban, L., Singh Sh. (2017) A Year of Disruption & Change. *HR Voice*, 7-8.