

## **RESEARCH OF THE PROBLEMS OF INTERNATIONAL COMPANIES IN THE FIELD OF HR MANAGEMENT**

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Today's multinational companies face numerous challenges in the field of human resource management (HR management). The globalization of the economy, cultural differences, the rise of remote work, and the development of technology create complex conditions for effective personnel management. The main challenges include attracting and retaining talent, adapting employees to a multicultural environment, managing remote teams, complying with labor laws in different countries, as well as introducing new technologies into HR processes [1-17].

Particular attention is paid to the need to create flexible strategies that allow companies to successfully adapt to changes in the global labor market [1, 4, 7]. In addition, the increasing importance of inclusion and diversity issues, as well as the management of career development and employee well-being, increase the complexity of HR managers' tasks.

The purpose of this study is to analyze the main problems of international companies in the field of HR management and to identify best practices to overcome them. HR management is part of the strategy of any organization. The personnel management system is one of the organizational bases, which allows you to competently and effectively build the activities of the organization itself [2, 6, 14]. When conducting international business, differentiation in socio-economic systems, differences in labor markets and cultural characteristics should be taken into account. In the context of globalization and the growth of the number of international companies, the topic is more relevant than ever.

The purpose of the study is to identify the problems of international companies in the field of personnel management, the solution of which will become the basis of HR management in international companies.

Researchers have also widely covered the issues of systems, mechanisms, methods, models of personnel management in foreign companies. In a dynamic external environment, the competitiveness of an economic entity largely depends on the human factor and the efficiency of personnel labor. In the context of the economic and demographic crisis, companies have to solve problems related to the search for highly qualified specialists and optimize the risk of losing such employees [7, 13]. All this places high demands on the personnel management system. For international companies, the choice of strategies for doing business and managing a company in the host country is a particularly important area due to competition both with national companies in the domestic market and in the world market with other international organizations. The personnel management system of an international company has its own characteristics, which are due to the multinationality of international teams, and therefore the search for cultural and psychological compatibility, the unification and exchange of knowledge and experience. At the current stage of the ESG strategy's particular popularity, the basis of personnel management in international companies should be the blocks of "human rights" and "good labor practices" [3, 9, 17]. Different levels of development of the institutional environment governing labor relations in different regions of presence of international companies can be used by the latter, not in the interests of employees. Adequate working hours are an essential part of decent work. It is a key element of working conditions and has a major impact on workers' incomes, well-being and living conditions.

Some of the main problems related to working hours persist since the beginning of the industrial era: excessive working hours and the need to protect the health and safety of workers by limiting working hours and providing adequate rest and recuperation periods, and which are enshrined in international labor standards. The prevalence of excessive working hours in

developing countries is quite high.

Occupational safety and health are vital components of decent work. Physical conditions and mental demands in the workplace largely determine the working conditions of workers. Accidents at work entail significant human, social and economic costs, which we must strive to eliminate by ensuring the safety of all workplaces. A high level of hazardous working conditions continues to be recorded even in economically developed countries.

In order to manage labor resources within a single company or on the scale of a national economy, it is necessary to observe the characteristics of each person, otherwise the problem of unequal opportunities for different groups of individuals, i.e. discrimination, is widespread. Today, there is a violation of the principle of equality and infringement of the dignity of the individual, based on such characteristics as race, skin color, religion, political beliefs, sex, age, nationality, etc. The consequence of labor discrimination against an individual worker or groups of workers can have a negative impact not only on the individuals and the organization in which the discrimination occurs, but also on the economy of the country as a whole. Negative changes in the social situation in the country can be considered as a scenario, since labor discrimination can serve as a basis for the development of xenophobia, sexism, ageism or other forms of intolerance or unfair treatment of people in society.

Horizontal and vertical gender segregation of employment leads to differences in working conditions, such as the gender pay gap and the overrepresentation of women in part-time jobs. Data for the EU countries show that the share of women in the total labor force has steadily and significantly increased and today it is 62% (47.1% in paid employment) [5, 8, 13]. Overall, these data indicate a reduction in gender inequality in terms of women's participation in the labour force. In the EU countries, the share of women managers has increased by 3.1% over the past decade and reached 30.6%. Significant progress has also been made in this regard, although there are still not enough women in leadership positions in the world – only 28%. In some developed countries, the gender wage gap continues to widen. In Germany, for example, in 2021, there is the largest pay gap in Europe, with women earning 78 cents for every euro earned by men. According to the OECD, the gender wage gap in Germany is almost 14%, 2% higher than the OECD average of 12.5% [9, 10].

In Ukraine, in 2021, women earned 28% less than men. The average salary of women in Ukraine in 2021 was 42.8 thousand rubles, men - 62.1 thousand rubles, which is 1.5 times more. Thus, the scientific study of this topic conducted by the authors showed that labor efficiency is influenced not only by organizational culture, but also by the attitude towards each individual. The world community is actively fighting discrimination in the field of labor relations, expanding the list of countries that have developed anti-discrimination legislation, making new amendments to international acts, etc. An analysis of the problems of HR management in international companies allows us to draw the following conclusions.

1. **Cultural differences.** To effectively manage multicultural teams, companies need to invest in cross-cultural adaptation and training programs. Successful examples show that embedding cultural diversity increases team innovation and effectiveness.

2. **Attracting and retaining talent.** Competition for highly skilled professionals requires flexible and tailored approaches, including professional development programs, flexible working conditions and competitive compensation.

3. **Digitalization of HR processes.** The introduction of technologies such as artificial intelligence and automation helps to optimize recruitment, improve the accuracy of employee performance evaluations, and improve workflow management.

4. **Inclusion and diversity.** Companies that implement inclusion policies achieve better financial and reputational indicators, as well as improve teamwork.

5. **Remote team management.** With the rise of remote work, it is important to develop a digital infrastructure that promotes effective communication and maintain a high level of employee engagement.

Successful HR management in global companies therefore requires a holistic approach that includes strategic planning, the use of technology, and cultural sensitivity. These measures will allow companies to remain competitive in the context of globalization and a dynamically developing labor market.

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