

DOI 10.34132/pard2025.30.06

Отримано: 20 червня 2025

Змінено: 15 вересня 2025

Принято: 13 жовтня 2025

Опубліковано:

30 грудня 2025

Received: 20 June 2025

Revised: 15 September 2025

Accepted: 13 October 2025

Published:

30 December 2025

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INTERNATIONAL ASPECTS OF HUMAN RESOURCE MANAGEMENT OF TNCs IN THE CONDITIONS OF GLOBALIZATION

The article examines the international aspects of human resource management of transnational corporations (TNCs) in the context of globalization of the world economy. The impact of globalization processes on the formation of modern models of personnel management is considered, and the main trends in the development of international HR management are outlined. Particular attention is paid to a comparative analysis of approaches to human resource management in European, American and Chinese corporations.

It is determined that European TNCs are characterized by an orientation towards social responsibility of business, a high level of social partnership between the employer and employees, adherence to the principles of equality and inclusiveness, as well as the development of a system of professional education and advanced training. American corporations are characterized by pragmatism and a focus on results: the focus is on individual efficiency, a system of material incentives, talent management and a corporate culture of leadership and innovation. Instead, Chinese TNCs combine collectivist values with a centralized management model, where loyalty to the company, discipline, long-term labor relations and an emphasis on harmony between the employee and the team play a special role.

The challenges faced by TNCs in the process of harmonizing local and global approaches to personnel management are analyzed, in

particular the issues of cultural adaptation, communication, knowledge transfer and maintaining corporate unity. The role of digitalization and artificial intelligence in the formation of new human capital management strategies at the international level is considered.

The results of the study can be used to improve the international personnel policy of TNCs, develop strategies for developing intercultural competence of managers, as well as increase the competitiveness of companies in the global environment.

Keywords: *globalization, transnational corporations, human resource management, personnel policy, intercultural interaction, European approach, American approach, Chinese approach.*

Statement of the problem in a general form. In the conditions of modern global competition, the international competitiveness of each country depends less and less on traditional material factors – such as reserves of natural resources, the level of wages or the cost of production capacities. The world economy is gradually moving to a model centered on knowledge, intellectual capital and the ability of society to effectively use human potential. The fundamental basis of the long-term competitive advantages of any state is its human resources – people, their professional knowledge, value system, desire to achieve set goals, readiness for self-development, creativity and innovative thinking. It is these features that determine the country's ability to create new technologies, develop entrepreneurship, improve organizational structures and effectively respond to the challenges of the global market. Countries that invest in the development of human capital – education, science, professional training, culture and health of the nation – receive powerful advantages in the form of high labor productivity, sustainable economic growth and increased welfare of citizens. At the same time, those states that focus only on the use of natural or financial resources are gradually losing their positions in the world economic system. Decisions in the field of personnel management at enterprises are formed under the influence of a wide range of external and internal factors. These include the economic situation in the country, state policy in the field of labor, the level of

development of education, technological changes, the state of the labor market, as well as corporate culture and strategic goals of the organization itself. At the same time, many of these factors do not directly depend on personnel managers or other employees of the company, which often limits their ability to influence the results of management decisions.

Therefore, successful human resource management in modern conditions requires a systemic approach that takes into account not only the internal needs of the organization, but also external trends – socio-economic, technological and cultural [12]. Only under such conditions can human potential become a real source of competitive strength of the state and its enterprises. These factors can be formed both under the influence of internal processes of the organization itself and under the influence of the external environment. Most of the factors that determine the organization of work with personnel and methods of managing people at enterprises have a pronounced national character, that is, they reflect historically formed traditions, cultural features and social norms of a particular society. For example, the management style, the system of employee motivation, the approach to collective responsibility or the assessment of work results largely depend on the mentality, values and management customs inherent in a particular country.

At the same time, there are a significant number of factors whose influence is determined not so much by national specifics as by the features of the organizational culture of a particular enterprise, the level of technological development, the scale of production and the type of products produced. Thus, companies focused on innovative technologies and a high level of automation require a different personnel management system than enterprises in traditional industries, where physical labor or experience in working in a team plays an important role.

In the context of the transformation of the national economy and the transition to market relations, the task of creating effective, competitive organizational structures focused on market needs is of particular importance. This, in turn, necessitates the study and creative use of the experience of leading foreign companies in the field of human resources management. However, borrowing foreign management models cannot be a direct copy. Successful use of practices developed in developed

countries requires deep adaptation to the realities of the domestic economy, legal framework, social conditions and mental characteristics of employees. Only taking into account these factors will allow the formation of an effective personnel management system that will not only meet market requirements, but also contribute to the sustainable development of enterprises and increase their competitiveness.

Results and Discussion. Today, all organizations, without exception, regardless of the form of ownership, size or field of activity, have a constant need for qualified personnel and effective management of them. Important components of this activity are the attraction of new employees, their professional adaptation, motivation for productive work, assessment of competencies and control over the performance of job duties. It is these processes that determine the level of productivity of the organization, its competitiveness and ability to develop. At the same time, the practice of human resource management (HRM) in different countries has its own characteristics and differs significantly depending on socio-economic, cultural and legal conditions. Each country has its own approaches to personnel selection, motivation systems, personnel development, assessment of work results and building labor relations between the employer and employee [12]. Such differences in approaches to HRM are due to a number of factors, among which we can distinguish:

- economic conditions – the level of development of the national economy, the structure of the labor market, the level of wages and unemployment;
- legal environment – labor legislation, state employment standards, social protection system for employees;
- cultural and national characteristics – traditions, values, attitude to work, hierarchy and collective responsibility;
- educational level of the population – system of training and retraining of personnel, development of vocational education;
- technological level of development – degree of automation, digitalization and innovation of production processes;
- organizational culture – management style, internal communications, system of corporate values [6; 15].

Thus, although the basic tasks of HRM – attraction, development and retention of personnel – are universal for all organizations in the world, the methods of their implementation largely depend on the national context, cultural traditions and strategic priorities of a particular country or company. That is why an effective human resources management system must be flexible, take into account the external environment and adapt to the socio-economic conditions in which the organization operates [5].

First of all, it is necessary to take into account the existing cultural features, since they significantly affect the features of labor organization and personnel management. The following features can also be attributed to the above-mentioned features: people's attitude to their professional activities; the formation and stability of ideas about the interaction of employees with the team; the presence or absence of the concept of justice and honesty in various work situations; the amount of wages and other material rewards as a significant motivating factor. For example, in Japan, special attention and importance have become attached to teamwork and collective responsibility, while in the USA, individual initiative and personal achievements are mostly valued. As for European countries, for example, in Sweden, social justice and equality are considered an important aspect of motivation, while in countries with a developed market economy (for example, in Singapore), material incentives and career advancement are considered the main aspect. At the same time, most modern researchers emphasize the special importance of cultural factors in business, which are gradually changing under the influence of global changes [14]. This is because globalization and the unification of business processes contribute to the harmonization of business methods. Increasingly, successful company management depends on technical and professional aspects – process optimization, the introduction of modern technologies, analytics and effective management – which are less influenced by national culture. For example, the introduction of automated personnel management systems or the use of global performance assessment standards allows companies to work equally effectively in different countries, regardless of local cultural characteristics.

Secondly, the legislative aspects of personnel management vary significantly across countries. The norms and provisions of most laws and regulations governing employment, dismissal procedures, occupational health and safety requirements, protection of the rights of temporary and part-time workers, as well as a number of key provisions governing labor relations can vary significantly across countries. For example, the United States has fairly strict laws on equal opportunities and the prohibition of discrimination in the workplace. In contrast, EU countries focus on labor protection, social guarantees, and protection of employees' working hours. It is worth mentioning the experience of France and Germany, which have fairly strict dismissal procedures and a high level of social protection. European countries with less developed labor law systems use these norms less formally. That is why the legislative environment directly affects labor organization, personnel management policies, and motivation methods, forcing companies to adapt their own approaches to specific national conditions and legal requirements [1].

Thirdly, modern economic conditions in most countries significantly affect the peculiarities of labor organization and personnel management. Key indicators that determine these conditions include the unemployment rate, economic growth rates, and the degree of competition in the market. For example, in countries with high unemployment, companies have a greater choice of employees, but at the same time they are faced with the need to maintain motivation and retain key personnel. Intense competition in the market forces enterprises to implement flexible approaches to personnel management – to use adaptive work schedules, professional development programs, motivation and reward systems that correspond to market dynamics. Modern companies are constantly searching for new methods of human resource management, which allows them to strengthen their competitive advantages, increase the productivity and efficiency of personnel work. For example, in most Asian countries, given the rapid development of the economy, most companies resort to active implementation of training and advanced training programs in order to quickly adapt their own personnel to new technologies. In European countries and the USA, attention is focused on flexible working conditions, remote work and innovative motivational

systems that contribute to the active attraction and retention of highly qualified specialists [3].

Fourth, it is worth eliminating the significant influence of the traditional system of labor relations in the country on the practice of personnel management. In particular, it covers almost all the interaction of the state with regard to labor disputes and conflicts, the degree of development of the trade union movement, as well as the nature of relations between trade unions and employers. For example, in countries such as Germany or Sweden, the state plays a key role in monitoring compliance with labor legislation, and trade unions take an active part in the processes of forming working conditions and social guarantees. With this approach, cooperation between employers and employees is often of a partnership nature, and conflicts are resolved exclusively through negotiations and collective agreements [10]. In countries where trade unions are less organized or the state does not play an active role in resolving labor disputes, the relationship between employers and employees is more conflictual and unstable. This state of affairs forces us to look for our own mechanisms for resolving conflicts, systems of internal motivation and methods of supporting productive labor relations. In other words, effective organization of personnel management is impossible without due consideration of the peculiarities of the national system of labor relations, the level of influence of trade unions and the role of the state in protecting the rights of employees [13].

Fifth, the role of the state in the field of vocational and technical education has a significant impact on the development of human resources and the effectiveness of personnel management. If the state does not pay enough attention to the training of qualified personnel, companies have to independently invest significant resources in the training and advanced training of their employees. This may include the organization of internal training, internships, mentoring programs and certification courses. On the contrary, in countries with a developed state system of vocational and technical education, enterprises receive already trained specialists, which significantly reduces the costs of their training and allows for faster integration of new employees into production processes. For example, in Germany, a dual education system is known,

where students combine training in vocational institutions with practice at enterprises, which provides companies with highly qualified workers ready for professional activity from day one [2]. Thus, the active role of the state in the training of qualified personnel not only reduces the costs of companies for training, but also increases the overall level of productivity and competitiveness of business in the country [4].

The existing experience of European, American and Chinese firms allows us to track current trends and the introduction of innovations in the principles and methods of human resource management. It should be noted that the Western European HRM model is similar to the American one in many aspects. The main difference is that in the EU countries there is a stricter regulation of labor relations: hiring and firing procedures, social security, workplace safety, working hours, trade union activities and other key aspects of labor relations are controlled by law in more detail and strictly than in the USA [16].

Today, European states are increasingly seeking to harmonize existing employment practices between all member states of the European Union, and the concept of joint decision-making has already become familiar to most of them. At the same time, despite the adoption of a significant number of legislative acts regulating personnel and human resources management (in particular, norms on occupational health and safety, ensuring equal opportunities for women in the field of employment, as well as minimum employment guarantees), labor legislation and business practices in different EU countries remain somewhat different. The greatest discrepancies are observed in the procedures for hiring and firing employees, conditions of employment, rules for providing temporary work, opportunities for obtaining leave in connection with pregnancy and childbirth, family circumstances or training, as well as in the procedure for hiring and firing personnel [18]. For example, in France and Belgium it is prohibited to use job advertisements in the media as hidden advertising of the company – that is, when in fact there are no jobs, and the purpose is only to promote the employer's brand. In France, it is also not allowed to indicate the maximum age of the candidate in advertisements – this is considered a manifestation of age discrimination. Violation of this requirement may result in a fine being

imposed on the employer [11]. In addition, French labor law prohibits the inclusion in questionnaires or forms for candidates of questions concerning their political views, religion, union membership, or marital status, as this information is not relevant to the employee's professional qualifications.

Similar restrictions exist in other European countries. For example:

- in Germany, employers are not allowed to ask candidates about their pregnancy or plans to start a family, as this violates the principle of equal opportunities;

- in the UK, any form of discrimination based on age, gender, nationality or religious beliefs during personnel selection is considered a violation of the Equality Act;

- in Sweden, employers are obliged to ensure full transparency in the selection of candidates, and all tests or interviews must be impartial and justified by the requirements of the position;

- in the Netherlands, the applicant has the right to refuse to answer questions that are not related to professional activities, in particular regarding health or sexual orientation [8].

Thus, in most EU countries there is a clear trend towards raising ethical standards in the recruitment process and protecting the privacy of candidates. In Germany, in particular, the methods of personnel selection used in enterprises must be agreed with the works councils (Betriebsrat) and comply with federal law [9]. Candidates for vacant positions have a number of legally enshrined rights – in particular, the right to protection of private life, guaranteed respectful treatment during selection, reimbursement of interview expenses, and protection from inappropriate or personal questions concerning, for example, political beliefs, marital status or religious affiliation.

In Italy, all job advertisements must comply with the requirements of the State Labor Statute (Statuto dei Lavoratori), which prohibits any mention of political or religious beliefs, trade union membership, ethnic origin or other characteristics that could be grounds for discrimination [26].

In Spain, a 1982 law guarantees candidates the right to privacy during employment. In addition, the public employment service has

the power to prohibit the publication of advertisements that potentially contain elements of discrimination based on sex, age or nationality, although in practice such controls are rare.

In Belgium, job applicants enjoy the right to protection of personal information under the national collective labour agreement concluded between trade unions and employers' associations. During interviews, it is prohibited to ask questions about marital status, family plans or pregnancy. In addition, the employer is obliged to return all documents submitted by the applicant if he/she is not hired.

The notice periods for dismissal and the procedure for paying compensation in the event of unfair or unjustified dismissal also vary across the European Union. For example, in Germany this period can be up to seven months depending on the length of service, while in France it is usually between one and three months. In the United Kingdom, an employee is entitled to compensation, the amount of which is determined depending on age, earnings and the length of the employment relationship. Thus, despite the common goal of ensuring fairness and non-discrimination in the workplace, national employment systems in Europe retain their own characteristics, reflecting the social traditions and level of development of labor legislation in each state [20].

In most Western European countries, a legally established system of industrial democracy operates, which involves the participation of employees in making decisions related to the management of the enterprise. This approach helps to increase the level of trust between employers and employees, and also strengthens social partnership in enterprises.

Researchers often take the German model of industrial democracy as a benchmark, since it is one of the most developed and systematic in Europe. Its structure includes:

- works councils (Betriebsräte), which are elected by employees and have the right to participate in resolving issues related to working conditions, schedules, advanced training, etc.;
- representation of employees in the supervisory board of the enterprise (Aufsichtsrat), where they have the right to vote along with the owners or shareholders;

– participation of personnel representatives in executive committees, which allows influencing the company's strategic decisions [19].

Similar elements of industrial democracy exist in other European countries, in particular:

– in Sweden, employee representatives are mandatory members of the boards of directors of large companies, and trade unions actively participate in negotiations on collective agreements;

– in Denmark, employees have the right to elect up to a third of the board of directors, which ensures equal discussion of issues related to personnel policy or working conditions;

– in France, there are company committees (Comités sociaux et économiques) that deal with issues of labor protection, social security and staff training;

– in the Netherlands, works councils have broad consultative powers: without their consent, it is impossible to make a decision to dismiss employees or change working conditions [19].

Today, the countries of the European Union continue to actively harmonize human resource management systems, striving to create common standards of corporate governance based on partnership, equality and social responsibility of business.

The American system of personnel management emphasizes the initiative and responsibility of employees, selects and promotes personnel, focusing on their strengths. It is believed that the employee has the desire and ability to be loyal to the company, and those who do not meet the established standards can be fired. Motivation in American companies is often based on a system of incentives and punishments. Unlike many other countries, in the USA there is open communication both vertically (manager-subordinate) and horizontally (between colleagues), and working relationships are often informal [23].

Economic activity in the USA is determined by market forces. Fierce competition and constant change of business entities contribute to high mobility of the workforce: employees are ready to move quickly to where there are jobs. Another important factor is the constant influx of immigrants, which ensures the replenishment of qualified personnel even

in conditions of declining birth rates. Because of this, the workforce in the USA is younger than in most European countries or in the countries of the East. Human resource management in American companies is based on scientific research, advisory support and a developed management infrastructure. The human resource management function is one of the most centralized in US companies, second only to the financial department in terms of centralization [21].

Leading American corporations strive to use the psychological characteristics of employees as effectively as possible, forming in them a «sense of victory» familiar and close to Americans. American companies are characterized by a complex, comprehensive and continuous impact on personnel that goes beyond production activities and covers all areas of an employee's life – from family and everyday life to culture, education and recreation. This contributes to the employee's identification with the company's organizational system and increases the effectiveness of human resource management. American organizations are also characterized by a special spirit of competition, more pronounced than in companies in other countries. In advanced American companies, emphasis is placed on the development of informal competition among creators of new products, innovative forms of service and other areas where individual achievements are important.

American companies pay significant attention to work with personnel. Of particular importance in their personnel policy are the principles and requirements for employees who are hired. Traditional methods of personnel selection involve an emphasis on specialized knowledge and professional skills. American specialists are usually deeply professionalized in a narrow field, which limits their opportunities for advancement through management levels and causes high staff turnover. However, recently, American companies have been actively adopting the experience of Eastern countries, combining professional skills with teamwork and awareness of the importance of personal contribution to the common result [22].

Today, in many industries in Europe and the United States, there is a desire to review and improve traditional principles of personnel management to increase productivity. This desire is largely due to the

concern of managers about the successes of Eastern companies in the competitive struggle. In particular, to increase labor efficiency, group forms of work organization are widely introduced – partially autonomous groups and quality groups. A similar goal is achieved through the creation of flat management hierarchies, when the coordination functions previously performed by managers are transferred directly to groups (the «lean organization» method) [24]. Active involvement of employees in planning and improvement processes is implemented, for example, through Japanese programs of continuous improvement, which sometimes gives impressive results.

Today, an administrative model of personnel management is widespread in China, which is based on a clear hierarchy, strict adherence to rules and centralized decision-making. At each level of management, there is a strict definition of the function, and managers exercise control over the implementation of the tasks at each stage in order to ensure and maintain discipline and stability in work. A feature of Chinese management technologies is the fact that they are necessarily formed under the influence of Confucian values, which are deeply integrated into the national psychology in China. Among such values, we can include respect for elders, loyalty to the leader, the priority of collective interests over individual ones, and an emphasis on social harmony. Under the conditions of such a cultural tradition, the manifestations of initiative by an individual employee are perceived as inappropriate or even devoid of respect, which naturally leads to a slowdown in the implementation of new management approaches that are focused on project work by middle managers and specialists. For example, in most Chinese companies, employees are quite reluctant to offer new ideas or non-standard solutions without direct approval from management. This approach can somewhat slow down the speed of decision-making and the flexibility of the organization, making it difficult to introduce innovations and modernize production and service processes. However, it is the establishment and adherence to this approach that ensures the stability and predictability of the campaign, reduces conflicts within the team and helps maintain discipline at all levels of management. Another manifestation of the influence of Confucian values can be considered the emphasis on mentoring and transferring knowledge

from experienced managers to junior employees. This ensures the gradual accumulation of corporate experience and the stability of professional development, but at the same time can limit creativity and rapid response to market changes [22].

In addition, most modern Chinese companies are increasingly focused on activating human resources and effective positioning in the labor market. To do this, companies are developing comprehensive motivation systems that include not only material incentives in the form of various bonuses, premiums, allowances, etc., but also social benefits, including: health insurance, wellness programs, flexible work schedules, and support for family values. Most companies are also actively implementing professional development and training programs aimed at improving the competencies and competitiveness of personnel in the domestic and international markets. For example, large Chinese corporations are actively investing in internal training and internships for young specialists. Such companies are actively developing their own educational platforms and training centers, where young specialists have the opportunity to gain the necessary knowledge in the field of digital technologies, project management, and innovation management. Chinese companies are also actively implementing mentoring and experience exchange programs between different divisions, trying to combine traditional Chinese values (discipline, collectivism, loyalty) with modern management approaches focused on innovation and creativity. These actions allow most Chinese companies to retain talented specialists, increase labor productivity, and gradually integrate strategic approaches to personnel management, while preserving traditional cultural values and meeting modern requirements of the global market [7].

We can predict that the next stage in the development of the HR system in Chinese companies will be a new strategic model, which will involve close integration of personnel policy with the company's long-term business goals. This approach will allow not only to optimize the use of human resources, but also to plan the company's strategic development, harmonizing the competencies and motivation of employees with the overall business strategy. Similar models are quite actively implemented in the activities of international corporations,

which enhances their versatility and effectiveness in various cultural and economic contexts. A significant part of advanced Chinese companies has already successfully combined traditional values with a strategic approach: they form mentoring systems, encourage the exchange of ideas within teams, and introduce project groups, where middle managers receive more freedom to make decisions. The spread of these practices gradually forms a culture in which strategic HR management becomes more dynamic, and employees are more involved in the implementation of the company's long-term goals [17].

Thus, the existing international aspects of human resources management in TNCs under the conditions of increasing globalization processes cover an increasingly wide range of tasks related to the effective functioning of personnel in different countries and cultural environments. The main areas include:

- management of international mobility of employees, including planning and organizing business trips, transfers and work abroad;
- adaptation of management policies and practices to different cultural, economic and legal conditions;
- development of unified standards of personnel management that ensure consistency of processes on a global scale;
- as well as coordination of the activities of divisions in different countries to achieve the strategic goals of the corporation [25].

Key tasks in this context are the attraction, retention and development of high-level professionals from different countries, the formation of a global personnel strategy that takes into account the needs of both the parent company and local markets [27]. This involves ensuring that management practices comply with local legislation, cultural and social characteristics, as well as implementing training, motivation and staff development programs that stimulate professional growth and employee loyalty. In the context of global competition for highly skilled employees, strategic human resource management is becoming not only a tool to support business processes, but also a key factor in the competitiveness of a transnational corporation.

Conclusions. Thus, the key aspects of international human resource management in TNCs today are:

– international employee mobility: which includes a number of measures for hiring, moving, adapting and supporting employees working in different countries; planning international business trips, organizing the work of expatriates and ensuring their social and professional adaptation. For managers working abroad, special training programs are developed, including foreign language learning, intercultural communication courses, adaptation to new cultural and social conditions, as well as stress management associated with working in another country. These measures help reduce the risk of professional burnout and improve global efficiency;

– cultural integration and management: adapting personnel policies to local cultural norms and values is crucial for preventing conflicts and improving efficiency. This includes developing procedures that take into account different traditions, religious holidays, communication styles and management practices that differ in different countries. It is also important to develop intercultural communication and cooperation between employees from different regions, which contributes to the formation of effective global teams and improves mutual understanding between employees;

– talent management and their development requires a systematic approach to identifying promising employees and creating conditions for their professional growth. Multinational corporations develop global training and career development programs, standardized for all divisions, but adapted to the specifics of a particular market and culture. This allows for the simultaneous development of a talent pool and leadership competencies in different countries;

– remuneration and motivation through the development of reward systems and motivation programs in an international context should take into account both global standards and local conditions. It is important to create fair and competitive compensation systems that take into account the standard of living, tax policies and social expectations in different countries. In addition, motivation programs should combine international elements, such as bonuses for achieving corporate goals, with local incentive measures, including social benefits and recognition of achievements at the national level;

– performance management by establishing uniform performance indicators and labor standards, which will ensure the consistency of employee performance in all countries where the corporation operates. Developing a performance evaluation and feedback system that applies to all employees, regardless of their location, promotes transparency, develops professional skills and maintains high standards of performance worldwide;

– compliance with regulatory acts and requirements, which is mandatory for all multinational corporations. In this context, it is important to develop a comprehensive HR strategy that simultaneously takes into account the company's global goals and the specifics of the local labor market. Such an approach will ensure compliance with legislation, support corporate culture and ensure effective personnel management in many countries.

МІЖНАРОДНІ АСПЕКТИ УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ ТНК В УМОВАХ ГЛОБАЛІЗАЦІЇ

У статті досліджено міжнародні аспекти управління людськими ресурсами транснаціональних корпорацій (ТНК) в умовах глобалізації світової економіки. Розглянуто вплив глобалізаційних процесів на формування сучасних моделей управління персоналом, а також окреслено основні тенденції розвитку міжнародного HR-менеджменту. Особливу увагу приділено порівняльному аналізу підходів до управління людськими ресурсами в європейських, американських та китайських корпораціях.

Визначено, що для європейських ТНК характерною є орієнтація на соціальну відповідальність бізнесу, високий рівень соціального партнерства між роботодавцем і працівниками, дотримання принципів рівності та інклюзивності, а також розвиток системи професійної освіти і підвищення кваліфікації. Американські корпорації відзначаються прагматичністю та орієнтацією на результат: у центрі уваги – індивідуальна ефективність, система матеріального стимулювання, управління талантами та корпоративна культура лідерства й інновацій. Натомість китайські ТНК

поєднують колективістські цінності з централізованою моделлю управління, де особливу роль відіграє лояльність до компанії, дисципліна, довгострокові трудові відносини та акцент на гармонії між працівником і колективом.

Проаналізовано виклики, з якими стикаються ТНК у процесі гармонізації локальних і глобальних підходів до управління персоналом, зокрема питання культурної адаптації, комунікації, трансферу знань і підтримання корпоративної єдності. Розглянуто роль цифровізації та штучного інтелекту у формуванні нових стратегій управління людським капіталом на міжнародному рівні.

Результати дослідження можуть бути використані для вдосконалення міжнародної кадрової політики ТНК, розроблення стратегій розвитку міжкультурної компетентності менеджерів, а також підвищення конкурентоспроможності компаній у глобальному середовищі.

Ключові слова: глобалізація, транснаціональні корпорації, управління людськими ресурсами, кадрова політика, міжкультурна взаємодія, європейський підхід, американський підхід, китайський підхід.

Author Contributions: Conceptualization, W.H.; Writing – original draft, W.H.; Writing – review & editing, W.H. Author has read and agreed to the published version of the manuscript.

Funding: This research received no external funding.

Institutional Review Board Statement: Not applicable as study did not include human subjects.

Informed Consent Statement: Not applicable.

Data Availability Statement: Data is contained within the article.

Conflicts of Interest: The author declares no conflict of interest.

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Hongyan, W. (2025). International aspects of human resource management of TNCs in the conditions of globalization. *Public Administration and Regional Development*, 30, 1234-1255. <https://doi.org/10.34132/pard2025.30.06>