SELECTION OF INDICATORS FOR ASSESSING THE MANAGEMENT OF CROSS-CULTURAL PERSONNEL OF AN ENTERPRISE

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Summary. The article explores the pressing issue of developing a comprehensive system for assessing the management of cross-cultural personnel within enterprises, in light of the increasing globalization, international integration, and expanding intercultural interaction in the business environment. The study justifies the necessity of forming quantitative indicators that allow for the objective evaluation of management decisions, which are traditionally described in qualitative terms. The research focuses on constructing a unified methodology for evaluating key HR processes—recruitment, adaptation, training, and motivation — taking into account national and cultural diversity among employees. The authors propose a system of performance indicators based on a combination of two evaluative components: the actual usage of certain methods (measured on a scale) and expert assessments of their effectiveness or importance. For each HR process block, specific formulas are presented to calculate integral indicators reflecting the current state and development level of managerial actions in a cross-cultural context. This method enables organizations to diagnose both strengths and weaknesses in HR practices and identify areas for improvement, ultimately enhancing the quality of managerial decision-making. In addition, the article presents a correlation and regression analysis to evaluate the impact of specific HR indicators on enterprise performance outcomes. This statistical approach reveals the quantitative relationships between the level of cross-cultural personnel management and such performance indicators as return on sales, labor productivity, pre-tax profit per employee, and others. Special attention is devoted to evaluating the effectiveness of both material and non-material incentives for multinational staff, as well as to the development of tolerant internal communication systems and adaptive mechanisms within diverse teams. The methodology combines expert interviews and survey techniques to transform traditionally qualitative evaluations into actionable quantitative metrics. The results of this study can serve as a foundation for building a monitoring and control system for managing cross-cultural human resources, optimizing HR policies, enhancing cross-cultural training programs, and strengthening enterprise competitiveness in multicultural environments. The scientific novelty of the article lies in the creation of an integrated, indicator-based approach for quantitatively assessing the effectiveness of cross-cultural human resource management.

Keywords: cross-cultural personnel, human resource management, intercultural interaction, system of indicators, management effectiveness.

Formulation of the problem. In today's context of globalisation, international integration and the expansion of intercultural interaction, the importance of effective management of cross-cultural personnel in enterprises is growing. The diversity of cultural values, behavioural norms, communication styles and management practices creates both new opportunities for organisational development and numerous challenges for management. At the same time, insufficient attention to the peculiarities of cross-cultural interaction can lead to conflicts, reduced motivation, and deterioration in teamwork and productivity. Despite the growing interest of scholars and practitioners in intercultural management, there is no unified approach to the development

of a system for assessing the effectiveness of cross-cultural personnel management. Existing studies are often fragmented, do not take into account the specifics of particular enterprises or industries, and do not offer clear and adaptive indicators for practical use. Thus, there is a need for scientific substantiation of approaches to the selection of relevant indicators that would allow an objective assessment of the effectiveness of management decisions in the field of cross-cultural personnel, ensure adaptability to changes in the external environment and promote sustainable development of enterprises in a multicultural environment.

Analysis of recent achievements and publications. The issues of managing cross-cultural personnel are increasingly being studied in the context of globalisation, transnationalisation of business and the expansion of intercultural interaction [1-8]. In the works of foreign scholars, in particular G. Hofstede, F. Trompenaars, Ch. Hampden-Turner, S. Schneider and J. Barsoux, theoretical foundations of intercultural management are formed, typologies of cultures are proposed and approaches to adaptation of management decisions in accordance with the cultural context are developed. Modern research, such as the works of A. Bird and M. Mendenhall (2020), focus on the development of intercultural competence of managers and staff, which is a critical factor in effective communication and management in multicultural organisations. Also in the works of M. Stahl and I. Björkman (2021) analyse the impact of cultural diversity on team performance, integration strategies, and the effectiveness of HR policies. In the Ukrainian scientific discourse, the issue of intercultural management is only gaining relevance. In particular, the works of O. A. Belyaeva, N. V. Kuznetsova, and L. V. Ivanova consider aspects of HR management in the context of intercultural interaction, focusing on the importance of creating a tolerant environment and adapting management approaches. However, much of the research is general in nature and does not sufficiently specify the tools for assessing the effectiveness of managing cross-cultural personnel.

Thus, despite the existence of theoretical models and practical cases, the issue of developing a coherent system of indicators for assessing the effectiveness of cross-cultural personnel management that would take into account the specifics of the national context, industry features and current challenges remains relevant.

The article is aimed at scientific substantiation and development of a system of indicators for assessing the effectiveness of management of cross-cultural personnel of an enterprise, which will improve the quality of management decisions in a multicultural environment, promote organisational adaptability and ensure effective implementation of intercultural interaction in the context of globalisation.

Presentation of the main material. In order to make optimal managerial decisions in relation to the multinational personnel of the organisation, we have developed a methodology for quantitative assessment of specific management processes, which in practice are represented, more often than not, by qualitative characteristics.

Qualitative assessment of the state of various management processes of multinational personnel at the enterprise is of great importance, but it is often subjective, and, therefore, it is difficult to make optimal decisions on the basis of such information. It is important to express it in quantitative form, which will make it possible to assess the state and level of development of certain processes in the personnel management system, as well as to identify development reserves. The following principles are important for the formation of a set of indicators for assessing the processes of multinational personnel management in an organisation:

– each block of human resource management processes should be comprehensively covered by a system of indicators;

– within one block (subsystem), indicators reflecting the sequence of management actions should be calculated;

– when calculating indicators, several analytical techniques should be combined (if possible) to help reflect the actual and desired state of a particular management action;

– indicators of the performance of various human resources management processes should be calculated with the highest possible reliability.

Block of recruitment of multinational staff.

At the stage of personnel recruitment it is necessary to focus on national and cultural peculiarities of the team in order to create a favourable image of the organisation.

Performance indicator of the use of methods of searching for employees. Based on the analysis of the use of candidate search methods. Calculated by the formula:

$$Mp = \Sigma(IP \bullet Ep), \qquad (1)$$

where IP – actual use of each method (on an evaluative scale);

Ep – expert assessment of the effectiveness of each method (on an evaluative scale).

Performance indicator of the use of criteria for the selection of specialists and workers. Based on the analysis of the application of selection criteria for candidates. Calculated by the formula:

$$Kotb = \Sigma(Iotb \bullet Eotb), \tag{2}$$

where Iotb is the actual use of each criterion (on an evaluative scale);

Eotb is an expert assessment of the importance of each criterion (on an evaluative scale).

Performance indicator on the use of methods for selecting applicants. Based on the analysis of the use of methods of candidate selection.

Calculated by the formula:

$$Motb = \Sigma (Imo \bullet Emo), \tag{3}$$

where Imo – actual use of each method (on an evaluative scale);

Emo – expert assessment of the effectiveness of each method (on an evaluation scale).

Performance indicator for the use of candidate recruitment schemes. The basic schemes for calculating this indicator are as follows: replacement by experienced employees selected outside the organisation; replacement by experienced employees selected inside the organisation; promotion to a higher position by own employees; replacement by own employees without promotion in status (linearly). The indicator is determined by the formula:

$$Sn = \Sigma (Ish \bullet Esch), \tag{4}$$

where Ish – actual utilisation of each recruitment scheme (on an evaluation scale);

Esch – expert assessment of the performance of each scheme (on a rating scale).

Multinational staff development block (adaptation and training)

Adaptation

We believe that managers of organisations with multinational staff should introduce a universal, flexible communication mechanism for all adaptation issues, from setting tasks and defining the functions of a new employee to reporting forms and methods for assessing the results of his/her work.

It is also necessary to monitor the moral and psychological climate in the team and the relationship of a new foreign or local employee in the unit.

Indicator of the effectiveness of adaptation measures for employees of different nationalities at the enterprise. The indicator is determined by the formula:

$$As = \Sigma (IAM \bullet EAM), \tag{5}$$

IAM – actual use of each type of adaptation measures (on an evaluation scale);

EAM – expert assessment of the importance of each method (on an evaluation scale).

Training

Corporate training of personnel, representatives of different nationalities in the organisation is a process of mastering competences, as a result of which it is possible to improve the performance of both the trainee and the enterprise as a whole.

Performance indicator of the use of corporate training methods for employees of different nationalities. The indicator is determined by the formula:

$$Op = \Sigma (IPO \bullet EPO), \tag{6}$$

where IPO – actual use of each corporate training method (on an evaluation scale);

EPO – expert assessment of the importance of each corporate training method (on an evaluation scale).

We believe that each enterprise with multinational personnel should develop a unified motivation system that would be as effective as possible for representatives of different nationalities.

It is possible to assess the motivation of multinational personnel in an organisation using both qualitative and quantitative indicators.

Qualitative indicators are determined by sociological surveys (questionnaire on satisfaction with the nature of work, salary level, moral and material forms of incentives). The analysis of surveys makes it possible to draw conclusions about the qualitative level of effectiveness of incentives for personnel of different nationalities in the organisation, as well as the opportunity to get an answer to the question: whether the incentive programmes for multinational personnel available at enterprises are effective or not.

Quantitative indicators:

Performance indicator of the use of material incentives for multinational staff of an enterprise

The indicator is calculated using the following expression:

$$Ms = \Sigma (Ims \bullet Ems), \tag{7}$$

where Ims – actual use of each of the ways of material motivation (on an evaluation scale);

Ems – expert assessment of the importance of each way of material motivation (on an evaluation scale).

Performance indicator of the use of non-material incentives for employees of different nationalities at the enterprise. Calculated by the formula:

$$Ns = \Sigma (Ins \bullet Ens), \tag{8}$$

where Ins – actual use of each method of non-material motivation (on an evaluation scale);

Ens – expert assessment of the importance of each method of non-material motivation (on an evaluation scale).

In principle, for each indicator it is possible to calculate a certain limit value, which is theoretically achieved with the constant use of those methods, criteria, forms and directions that are used in its calculation. By comparing the limit level of a particular indicator with its actual value

calculated on the basis of information on certain activities of the enterprise, it is possible to draw conclusions about the level of development of managerial activity in relation to various processes of multinational personnel management in the organisation.

Due to the fact that the calculated indicators reflect the quantitative values of assessment of various processes of human resource management, there is a probability of determining the most significant management activities to improve the performance of organisations with multinational staff.

The article analyses the impact of various human resource management processes on some of the performance of an enterprise (with a multinational workforce) using the correlation and regression method of analysis.

In addition, on the basis of statistical calculations (regression analysis) there is a possibility of predicting the performance of the enterprise depending on the level of human resources management.

In such calculations, some performance indicators of organisations with multinational staff are used.

These include indicators that characterise the final results of the activities of organisations with multinational staff, determined on the basis of the balance sheets of organisations and annexes to it.

Thus, the author's methodology includes the calculation of the performance indicator of each factor that potentially affects the activities of organisations with multinational staff. The peculiarity of the methodology is that due to the combination of expert survey and questionnaire methods it is possible to obtain quantitative assessments of indicators traditionally expressed by qualitative characteristics.

The following indicators can be selected for evaluation: return on sales, return on assets, return on equity, output per 1 worker, pre-tax profit per 1 employee, turnover ratio of current assets, costs per 1 UAH of sold products.

Thus, the author's methodology includes the calculation of the performance indicator of each factor that potentially affects the activities of organisations with multinational staff. The peculiarity of the methodology is that due to the combination of expert survey and questionnaire methods it is possible to obtain quantitative assessments of indicators traditionally expressed by qualitative characteristics.

Conclusions. The article substantiates the need for a systematic approach to assessing the effectiveness of cross-cultural personnel management in enterprises in the context of increasing globalisation and the multinational environment of organisations. It is noted that traditional approaches to the analysis of management processes are often based on qualitative assessments, which are subjective and insufficiently suitable for making informed management decisions. In this regard, a methodology is proposed that allows qualitative characteristics to be converted into quantitative indicators, thereby enabling formalised analysis and forecasting. The developed system of indicators covers the key blocks of personnel management processes in a cross-cultural environment: selection, adaptation, training and motivation. For each of the blocks, indicators are proposed that are calculated using formulas that take into account expert assessments of the effectiveness and frequency of application of methods, criteria, and schemes for working with personnel. This allows not only to diagnose the state of each management process, but also to identify reserves for improving its effectiveness. Particular attention is paid to the adaptation and training block, which emphasises the importance of creating a universal communication system and a tolerant working environment that takes into account the national and cultural characteristics of employees. In the area of motivation, a distinction is proposed between material and non-material incentives, which allows for a more accurate assessment of the effectiveness of the incentives used. The integration of expert assessments, survey techniques and economic and mathematical tools allows for a correlation-regression analysis of the relationship between the quality of cross-cultural personnel management and the performance of the enterprise, in particular indicators of profitability, labour productivity and financial efficiency.

Thus, the author's methodology for selecting indicators is an effective tool for enterprises operating in a multicultural environment. It allows for systematic diagnosis of the state of personnel management, making informed decisions on its improvement, predicting the results of management influences and increasing the overall competitiveness of the enterprise. The proposed approach can be adapted to industry, national and organisational characteristics, which determines its applied versatility and scientific novelty.

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ПІДБІР ПОКАЗНИКІВ ОЦІНЮВАННЯ УПРАВЛІННЯ КРОС-КУЛЬТУРНИМ ПЕРСОНАЛОМ ПІДПРИЄМСТВА

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Анотація. У статті розглянуто актуальні питання розроблення системи оцінювання управління крос-культурним персоналом підприємства в умовах посилення глобалізаційних процесів, міжнародної інтеграції та зростання міжкультурної взаємодії в бізнес-середовищі. Обґрунтовано необхідність формування кількісних показників, які б дозволили об'єктивно оцінити ефективність управлінських дій, що традиційно описуються якісними характеристиками. Увага зосереджена на розробці уніфікованої методики, яка дозволяє оцінювати процеси підбору, адаптації, навчання та мотивації працівників з урахуванням національно-культурних відмінностей. Запропоновано систему індикаторів, розрахованих на основі комбінації оцінних шкал фактичного використання методів та експертних оцінок їх ефективності. Для кожного блоку управління персоналом визначено формули для обчислення інтегральних показників, що характеризують стан управлінських процесів у крос-культурному контексті. Методика забезпечує можливість діагностики сильних і слабких сторін управлінських дій, виявлення резервів розвитку та підвищення якості прийняття управлінських рішень. Також проаналізовано вплив окремих показників управління людськими ресурсами на фінансово-економічні результати діяльності підприємства з використанням кореляційно-регресійного аналізу. Це дозволяє встановити кількісні залежності між рівнем управлінської діяльності в крос-культурному середовищі та такими результативними показниками, як рентабельність продажів, продуктивність праці, прибуток на одного працівника тощо. Окрему увагу приділено питанням ефективності матеріального та нематеріального стимулювання працівників різних національностей, формуванню толерантного мікроклімату та комунікаційних механізмів адаптації. Отримані результати можуть бути використані як основа для формування системи моніторингу управління крос-культурним персоналом, оптимізації HR-політики, вдосконалення програм міжкультурної адаптації та підвищення конкурентоспроможності підприємств у мультикультурному середовищі. Наукова новизна статті полягає у розробці комплексного індикативного підходу до кількісного оцінювання ефективності управління персоналом із врахуванням міжкультурних факторів.

Ключові слова: крос-культурний персонал, управління персоналом, міжкультурна взаємодія, система показників, ефективність управління.