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PECULIARITIES OF HUMAN RESOURCES MANAGEMENT IN UAE RECRUITING INTERNATIONAL CORPORATIONS

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ОСОБЛИВОСТІ УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ У МІЖНАРОДНИХ РЕКРУТИНГОВИХ КОРПОРАЦІЯХ ОАЕ

The management of labor (human) resources (HRM) in multinational companies (MNCs) acquires new functions in the context of globalization. In this regard, the study of HRM, recruitment and training of labor from among foreign citizens is of particular interest. Of particular interest is the successful experience of recruiting activities and HRM of UAE MNCs in Asia and in the Arab region. As an example, the characteristic features of HRM of MNC the Al Hawi Alalmya Facilities Management (AHAFM) L.L.C., Abu Dhabi, UAE is considered.

In this paper, the authors propose:

- *The permanent training and professional development for executive directors, top managers, the best employees and higher qualified workers of AHAFM by:*
 - ✓ *Inviting foreign and local professors, teachers, and professional specialists to train all employees directly in subsidiary companies.*
 - ✓ *The use of distance learning methods for all employees directly in subsidiaries.*
 - ✓ *Sending of key employees from subsidiaries – executive directors, top and middle level managers and highly qualified specialists for advanced training at AHAFM headquarters in the UAE or at well-known universities and colleges of the world.*
- *Personal promotion of the best workers – the organization for them of foreign tours, providing assistance to their families, financial bonuses.*
- *Organization of joint cultural-ethnic and moral-ethical events for employees of different nationalities and ethnic groups, organization of joint holidays and festivals, teaching foreign languages.*
- *The widespread use of IT and computer technologies for the management of human resources and production processes, continuous SWOT analysis of results and optimization of labor and material (and financial) costs.*

• *The wide informing of all employees on the performance of AHAFM and all subsidiaries, attracting all employees to make decisions and take actions to improve the efficiency of the company and its subsidiaries.*

Based on a thorough study of the theory and practice of modern human resources management, engineering and technical personnel, extensive use of SWOT analysis and study of the conditions of AHAFM activity using new IT, computer and other technologies, the authors achieved some positive and effective results.

Управління трудовими (людськими) ресурсами (HRM) в багатонаціональних компаніях (МНК) набуває нових функцій в контексті глобалізації. У зв'язку з цим особливий інтерес представляє вивчення управління персоналом, підбору та підготовки робочої сили з числа іноземних громадян. Особливий інтерес представляє успішний досвід роботи з підбору персоналу та управління людськими ресурсами МНК ОАЕ в Азії та в арабському регіоні. В якості прикладу розглянуто характерні особливості управління людськими ресурсами МНК Al Hawi Alalmya Services Management (AHAFM) L.L.C., Абу-Дабі, ОАЕ.

У даній роботі автори пропонують:

• *Постійне навчання та підвищення кваліфікації виконавчих директорів, топ-менеджерів, кращих співробітників та висококваліфікованих працівників AHAFM через:*

✓ *Залучення іноземних і місцевих професорів, викладачів і фахівців для підготовки всіх працівників безпосередньо в дочірніх компаніях.*

✓ *Використання методів дистанційного навчання для всіх працівників безпосередньо в дочірніх підприємствах.*

✓ *Відправлення ключових співробітників із дочірніх компаній – виконавчих директорів, керівників вищого та середнього рівня та висококваліфікованих фахівців для підвищення кваліфікації в штаб-квартирі AHAFM в ОАЕ або у відомих університетах та коледжах світу.*

• *Особисте просування кращих робітників – організація для них іноземних турів, надання допомоги їхнім сім'ям, фінансові бонуси.*

• *Організація спільних культурно-етнічних та морально-етичних заходів для працівників різних національностей та етнічних груп, організація спільних свят та фестивалів, викладання іноземних мов.*

• *Широке використання ІТ та комп'ютерних технологій для управління людськими ресурсами та виробничими процесами, безперервний SWOT-аналіз результатів та оптимізація трудових та матеріальних (і фінансових) витрат.*

• *Широке інформування всіх працівників про роботу AHAFM та всіх дочірніх підприємств, залучення всіх працівників до прийняття рішень та вжиття заходів для підвищення ефективності діяльності компанії та її дочірніх компаній.*

На основі ретельного вивчення теорії та практики сучасного управління персоналом, інженерно-технічного персоналу, широкого використання SWOT-аналізу та вивчення умов діяльності AHAFM з використанням нових ІТ, комп'ютерних та інших технологій автори пропонують шляхи досягнення позитивної діяльності та ефективних результатів

Ключові слова: *управління персоналом; управління людськими ресурсами; мультинаціональні компанії; транснаціональні корпорації; міжнародний бізнес; дочірні підприємства; робоча сила; навчання (тренування) персоналу (робочої сили).*

Keywords: *personnel management; human resources management; multinational companies; transnational corporations; international business; subsidiaries; workforce; training (personnel training) (workforce).*

Problem statement.

The characteristics of some UAE multinational companies (MNCs) / transnational corporations (TCs) are active

recruitment activities. This activity relates to the recruitment and management of personnel sphere, as well as the management of human resources (HRM). The peculiarities of such MNCs are the presence of headquarters in a country where personnel (or human resources) recruited from foreigners is used to perform various jobs [2], as well as foreign subsidiaries, where personnel or human resources are recruited and trained [3; 7].

Subsidiaries are hired by local workers of different professions and different training [4-6]. Personnel recruitment and human resources managers should choose the necessary staff for work in the country of headquarters placement.

These recruited staff must meet the following requirements:

- a). To be physically ready to work in the climatic zone of the country where the headquarters is located;
- b). Have the necessary professions or be ready to learn the necessary professions;
- c). To be tolerant to workers-colleagues of different nationalities, different ethnic groups, different religions, skin color, speaking different languages;
- d). To be executive, ready to work in difficult climatic conditions, be able to obey managers, think creatively and constantly learn and improve their professional skills.

Recruitment MNCs of the UAE, as a rule, create fairly good conditions for earning, eating, living and cultural life for employees from different countries.

As an example, the characteristic features of HRM of MNC the *Al Hawi Alalmya Facilities Management (AHAFM) L.L.C., Abu Dhabi, UAE* [1] is considered.

HRM of MNC/TC acquires new features in the context of globalization. In this regard, the study of HRM, and recruiting of labor and employees in the MNCs/TC experience in Asia and Arab Region is extremely **important and actual**.

The object of research is a process or phenomenon of staffing, which is an important aspect of HRM, especially in Multinational Corporations/Companies (or MNCs). The staffing policies of MNCs are determined by their approach to globalization and are the one of the most important problem of success, efficient and competitiveness, success in international markets and even the question of the existence (viability) of MNCs.

The **subject** of the research is the question of effective work in recruiting, educating, training and raising the level of skill of international human labor resources in the countries where the subsidiaries are located, problems of securing the best foreign workers, creating comfortable working conditions for them in the subsidiaries, and also the influence of cross-cultural factor in the formation of effective human resource management activities in international companies.

The **purpose and tasks** that need to be addressed to achieve the goal:

- To analyze theoretical and practical bases, the essence and practical experience of human resources management in companies / corporations of developed countries of the world (USA, Great Britain);
- To analyze theoretical and practical bases, the essence and practical experience of human resources management in multinational companies / transnational corporations in the developed countries of the world (USA, UK);
- To analyze the practical experience of human resources management in multinational companies/transnational corporations of the United Arab Emirates;
- To analyze the practical experience of the human resources and human resources management in the UAE International Companies and Private Institutions Al Hawi Alalmya Facilities Management (AHAFM) UAE and to develop innovative recommendations for improving the AHAFM multinational company in the area of HRM;
- To submit the conclusions about the results of this master's study.

In the opinion of the author, it is necessary to develop and supplement research on the creation and management of effective groups of employees in subsidiaries in multinational companies, increasing the motivation of foreign workers, creating friendly and moral and ethical relations of multinational human resources and labor personnel in MNCs – using, as example, specifically selected real transnational companies from the UAE.

The author uses following **methods of research**:

- A dialectical approach to analyze and comprehend the content and specific characteristics of innovative development of human resources management and the development and improvement of international multinational companies / transnational corporations as economic categories in the system of socio-economic relations and relations of a holistic economic system of modern society;
- Methods of abstraction, system-structural and theoretical-informational methods are used in the research of the conditions of formation MNCs, international business, globalization and future development of international cooperation in multinational companies;
- Methods of analysis of general, partial generalization for forming a coherent final picture of the positive and negative features of development of transnational businesses and the use of cheap human resources in subsidiaries.

Analysis of recent research and publications.

Theoretical and practical aspects of human resources and personnel management in companies, international and transnational corporations are considered in publications: [8; 10-14]. The theory and practice of organizing and promoting multinational companies and transnational corporations are analyzed in publications: [15-21].

Scientific novelty. The author proposes personally:

1. The permanent training and professional development for executive directors, top managers, the best employees and higher qualified workers of AHAFM by:
 - a). Inviting foreign and local professors, teachers, and professional specialists to train all employees directly in subsidiary companies.
 - b). The use of distance learning methods for all employees directly in subsidiaries.

c). Sending of key employees from subsidiaries – executive directors, top and middle level managers and highly qualified specialists for advanced training at AHAFM headquarters in the UAE or at well-known universities and colleges of the world.

2. Personal promotion of the best workers – the organization for them of foreign tours, providing assistance to their families, financial bonuses.

3. Organization of joint cultural-ethnic and moral-ethical events for employees of different nationalities and ethnic groups, organization of joint holidays and festivals, teaching foreign languages.

4. The widespread use of IT and computer technologies for the management of human resources and production processes, continuous SWOT analysis of results and optimization of labor and material (and financial) costs.

5. The wide informing of all employees on the performance of AHAFM and all subsidiaries, attracting all employees to make decisions and take actions to improve the efficiency of the company and its subsidiaries.

Some **practical values of the results**, obtained by authors, are given below.

Presenting of the main material.

1. AHAFM SWOT analysis

SWOT analysis (2017-2018) is a method of evaluating internal and external factors that influence the development of a company or project. This technique will help the owners and top managers to assess the strengths and weaknesses of their business, find new opportunities and identify possible threats.

SWOT analysis of the AHAFM Company divides the factors of influence on the company into four categories, which helps to evaluate it from all sides:

- *S-strengths (strengths)*. These are: high quality of work performed; profit is greater than that of competitors; customer service is one of the best in the UAE market; friendly attitude of employees of the corporation to customers; common cultural and religious values of customers and employees of the corporation; high salary at corporation employees; good human resource management in a corporation and its subsidiaries.

- *W-weaknesses (weaknesses)*. This is an insufficient number of consumers of services and partners of the corporation; insufficiently ineffective advertising and a relatively small target audience; insufficient qualification of foreign employees of the corporation; insufficiently effective training of labor in subsidiaries.

- *O-opportunities (opportunities)*. Improving marketing and expanding corporate advertising in the UAE and other countries: potential customers should learn everything they need about corporate services from advertising and the Internet; round-the-clock activities of the corporation in the UAE and in other countries; fundamental training of foreign workers in the subsidiaries of the corporation; expanding the scope of the corporation in the UAE and in other countries.

- *T-threats (threats)*. The brand of its competitors is better known in the market, and the quality of services provided by competitors is higher; tightening of tax and immigration policies in the UAE; increase in the corporation's competitors in the market of services in the UAE.

Among the **internal factors** affecting the success of the AHAFM Corporation, as a rule, are taken into account:

- *Financial resources*: sufficient funding, income generation opportunities are quite high;
- *Physical resources*. The equipment is new and its enough; there are necessary buildings, the location is quite good;
- *Human resources*. There are enough staff and they have sufficient qualifications; Target audience – companies and municipal structures of the UAE;
- *Access to natural resources* is not required; copyrights are protected, patents are filed in accordance with the law;
- *Current processes*: The AHAFM Company is developing, expanding the scope of activities, increasing the number of local and foreign employees, creating new projects and programs. Motivational programs, training programs for personnel, workers (foreign workers and employees) are systematically introduced; the system of departmental hierarchy is being improved, etc.

External factors

The impact of external circumstances on the AHAFM Company and each individual employee of the Company and consumers of their services is very strong. They tend to affect the business directly or indirectly. It is important to know and take into account each of them. External factors are, as a rule, those circumstances that the AHAFM Company and its managers cannot control at will. They must, of course, adapt and take advantage of new opportunities.

The activities of the AHAFM Corporation are affected by:

- *Market trends*. These include new services and products of the Company, technologies, changes in the needs of the target audience and the orientation of the Company to new challenges;

- *Economic trends*. The corporation should make maximum use of local, national, international financial areas;

- *Financing*. A corporation must attract private investment, donations, use government influence, take taxes into account, etc .;

- *Demographic information*. The corporation is obliged to take into account the age, gender, race, nationality, cultural values of the target audience and hired foreign labor;

- *The corporation must constantly maintain good and friendly relations with suppliers and partners;*

- *The activities of the Corporation directly depend on the political, environmental and economic situation in the home country (the place of registration and location of the headquarters) and the countries of the subsidiaries.*

2. The results of the research

As a result of study authors proposes:

• The permanent training and professional development for executive directors, top managers, the best employees and higher qualified workers of AHAFM by:

✓ Inviting foreign and local professors, teachers, and professional specialists to train all employees directly in subsidiary companies.

✓ The use of distance learning methods for all employees directly in subsidiaries.

✓ Sending of key employees from subsidiaries – executive directors, top and middle level managers and highly qualified specialists for advanced training at AHAFM headquarters in the UAE or at well-known universities and colleges of the world.

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• The wide informing of all employees on the performance of AHAFM and all subsidiaries, attracting all employees to make decisions and take actions to improve the efficiency of the company and its subsidiaries.

The practical value of the results obtained by author:

Based on a thorough study of the theory and practice of modern human resources management, engineering and technical personnel, extensive use of SWOT analysis and study of the conditions of AHAFM activity using new IT, computer and other technologies, the author achieved the following results:

• Optimization of the arrangement and use of human and labor resources was made, which made it possible to achieve a saving of capital investments by 4,5% (or 450 thousand US dollars) with an increase in the volume of work performed by 1-1,5%;

• 5% of the key personnel were trained and 25% of managers improved their qualifications (expected economic growth in 2019-2020 – up to 150-200 thousand US dollars per year);

• The design of a new AHAFM subsidiary in Iraq has begun on August, 2018.

• Five new business units (3 units in Abu Dhabi and 2 units in Dubai) of AHAFM from employees of subsidiaries (from Iraq and other countries) were created to carry out the service works offered by the multinational company AHAFM. The total number of new foreign employees amounted to more than 300 people.

• Together with the local government of Abu Dhabi and Dubai, new long-term partnership agreements have been concluded on the use of AHAFM structural units, consisting of local managers and foreign employees of subsidiaries. The total funding of the AHAFM (investments from the local government) increased by 5,4%.

The results of the study were testing on the conferences, seminars, round tables and public speeches of the author in universities and scientific institutions of Ukraine, the UAE, and Iraq. The results of the Omar Khaled Hussein Al-Hawi Master graduate work (thesis) were discussed and approved by the AHAFM Body of Directors.

Conclusions.

The main characteristics of multinational companies are:

• In general, there is a national strength of large companies as the main body, in the way of foreign direct investment or acquire local enterprises, established subsidiaries or branches in many countries;

• It usually has a complete decision-making system and the highest decision-making center, each subsidiary or branch has its own decision-making body, according to their different features and operations to make decisions, but its decision must be subordinated to the highest decision-making center;

• MNCs seek markets in worldwide and rational production layout, professional fixed-point production, fixed-point sales products, in order to achieve maximum profit;

• Due to strong economic and technical strength, with fast information transmission, as well as funding for rapid cross-border transfers, the multinational has stronger competitiveness in the world;

• Many large multinational companies have varying degrees of monopoly in some area, due to economic and technical strength or production advantages.

One of the samples of MNCs confirming this theory is the AHAFM.

Human resource management in international companies and MNCs is characterized by the consideration of personnel and human resources as one of the most important resources of an organization, which is necessary to achieve all of its goals, including strategic ones. Employees of an international company – the most important asset of the organization, which must be preserved, developed and used for success in competition. The nature of the staff directly depends on the economic and other capabilities of the organization. Therefore, an integrated approach to staff is necessary from the point of view of the whole organization as a system. Integrating human resources management into the overall strategy of an international company is the most important difference between human resources management and human resources management. In this case, any management decisions must take into account the human aspect, that is, the capabilities of people and the impact on personnel.

Human resource management is most fully and widely used in the commercial sector. International companies practicing human resource management, as a rule, are distinguished by higher efficiency, proximity to the market, and a

greater degree of satisfaction of consumer needs. In such organizations, a better system of motivation and career prospects, fewer accidents, absenteeism, lower staff turnover, higher job satisfaction.

Due to the paramount importance of staff in international companies, human resource management usually falls under the purview of the president of the company or his first deputy. Top management and line managers at all levels are directly involved in human resource management, directly connecting this function with the entire organization's strategy. This means that the efforts of managers acting in unity with the service staff, focus on attracting, selecting, promoting, encouraging, rational use, development and preservation of employees in the organization that meet its needs and strategic goals.

The most important elements of real human resource management in international companies, and in AHAFM also, are:

- focus on the quality of attraction, recruitment and development of employees;
- the use of collective, group methods of work organization in order to create a favorable climate for delegating competence and responsibility, as well as cooperation of employees.

Based on empirical studies of several hundred companies cultivating human resource management, it is possible to identify the following list of priorities for MNCs and AHAFM activities:

- ✓ occupying management positions primarily by employees of their company;
- ✓ care about quality and pride in the results achieved;
- ✓ elimination of the status gap between managers and subordinates;
- ✓ ensuring favorable working conditions and the environment;
- ✓ encouragement of open business communication, reasonableness and evidence of decisions, employee participation in decision making;
- ✓ linking the dismissal with attempts to find another job for the employee;
- ✓ training in teamwork and the formation of an appropriate culture;
- ✓ employee participation in the company's profits;
- ✓ professional development of workers.

Summarizing the above, it can be noted that the essence of the modern stage in human resource management is:

- ✓ the presentation of human resource management at the highest level of management of the organization;
- ✓ his involvement in the definition of the strategy and organizational structure of the company;
- ✓ the participation of all line managers in the implementation of a common policy and solving problems in the field of human resource management;
- ✓ integration of the activities of human resources managers and line managers, the continued participation of the former as second advisers in addressing issues related to human resources in all divisions and at all levels of the corporation;
- ✓ systematic, integrated solution of personnel management issues, as well as all other strategic tasks on the basis of a single program of the organization's activities.

It should be noted that the movement from personnel management to human resource management is quite a long process. For example, researchers distinguish various stages in the development of human resource management of a corporation from personnel management to human resource management and link this with the overall evolution of an organization. They divide the company's development into five main stages, which correspond to the characteristics of human resource management.

According to experts, modern Western companies correspond approximately to the third, Eastern European – the second stage of development. Most effective western firms are between the third and fifth stages.

The process of transformation of human resources management functions continues today. Scientists, researchers and practitioners identifies a number of trends in the evolution of human resources management, which partly repeat some of the features of the current stage of human resources management that have already been considered. Most of them are inherent and for AHAFM.

These trends are:

- The transition from personnel management to human resource management, that is, from vertical management, centralized personnel functions and traditional human resources to horizontal management, decentralized human resources management, involving linear management; from personnel planning as a response to production plans to human resources planning, fully integrated into corporate planning;
- The transformation of human resource management from the instrumental personnel functions in the strategic component of the corporation. The main emphasis of the personnel policy is shifted from the selection and placement of personnel to participation in the formation and implementation of the organization's strategy;
- The transition from fragmented, personnel service activities to the integration of management functions and personnel functions. In this case, line management is involved in the management of human resources, especially in the development of the future human potential of the organization, and at the same time receives assistance from the personnel services. Keeping a number of former personnel functions, human resource management has added a new important function to itself – assisting line management in the development and better use of employees subordinate to it. Specialists in the field of human resource management are increasingly becoming highly qualified advisers and consultants to managers at various levels who help them solve common problems in selecting employees, their motivation, career development and the implementation of various organizational and cultural changes;
- Professionalization of the human resource management function. The strategic and integrative nature of the human resource management function, the wider involvement of linear management in its implementation, as well as the enhancement

of its advisory nature, make it necessary to professionalize human resource management. If earlier the head of the personnel department could be almost any responsible person (often from the military - retirees), able to manage a small staff of low qualifications, then today the growing proactive and integrating role of human resources management, raising its status to the highest management level, complicating the selection technique, placement, development, motivation, promotion and use of human potential make this profession one of the most important for the survival and success of the company;

- Increasing the importance of managing change among human resource management functions. Since flexibility and the ability to change are the key success factors today, and the main obstacle (as well as the engine of change) is the human resources of the company, active change management and organizational development become one of the most important functions of human resource management. The ability to change usually requires both ordinary employees and, first of all, managers and specialists of personnel services of a higher level of education, creativity and inclination to innovations, wider qualifications, the ability to retrain;

- Internationalization of the human resource management function. The globalization of production, the development of international relations, cooperation and integration make it necessary to develop multinational teams with different values and cultures. This requires the formation of a small but dynamic elite group of cosmopolitan specialists with developed communication and linguistic abilities, able to work in international teams and in different countries;

- An increase in the human resources management of the share of the functions of deepening social partnership and regulating labor relations. Social partnership means, first of all, recognition of the difference and interdependence of the interests of entrepreneurs, on the one hand, and hired workers, on the other, the need for solidarity of all participants in production to achieve common corporate goals. Human resource management plays a crucial role in the development of this process and in its use as a tool to improve the efficiency of human resource management;

- Change of principles and system of motivation. The most important principles of motivation today are: creating an atmosphere of mutual trust, convincing decisions and feedback; preservation of employment, which is incorporated in the system of motivation for high-performance labor; equal opportunities for employment, promotion and remuneration depending on the results achieved; protection of health, ensuring normal working conditions; equitable distribution of productivity gains between employees and entrepreneurs. The system of motivation evolves from the principles of egalitarianism, payment for the position and for attendance to the principle of payment for the result, for a concrete contribution to the achievement of the goals of the organization. Effective use of new principles of motivation implies a higher level of human resource management;

- The transition from advanced training to the development of human resources. Traditional training or such fragmentary function as advanced training is no longer able to solve new tasks in the field of training competent employees; therefore the development of employees is becoming an increasingly important task of human resource management.

Thus, the main impetus to the emergence of human resources management was the need of many international companies to increase their competitiveness. At the same time, the best use of human resources through the use of systems and methods of human resource management was considered as the main means to achieve this goal. Despite the fact that human resource management has much in common with traditional personnel management, this approach addresses some of the drawbacks inherent in personnel management used in the past. In particular, this relates to the strategic approach used in the management of human resources. These trends indicate an enrichment of the human resource management function in the foreseeable future and an increase in its importance in management as a whole, which in turn determines the increasing role of science, which studies and constructs this most important area of management.

In our opinion, honesty, truthfulness, decency and respect, as well as modern principles, trends and methods of management of MNCs and friendly management of human resources allow AHAFM to be among the leaders of international corporate in the UAE. Our future development of the AHAFM is the expansion of subsidiaries to other countries: India, Pakistan, Bangladesh, and Indonesia.

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