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## STRATEGIES FOR PERSONNEL PROMOTION IN INTERNATIONAL BUSINESS (EXPERIENCE OF UKRAINIAN ENTERPRISES IN POLAND)

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motivational programs, corporate  
training.

The article discusses the strategies of personnel promotion in the context of international business on the example of the experience of Ukrainian enterprises operating in Poland after the outbreak of war in Ukraine. Attention is paid to the impact of digital technologies on human resources management and the use of multicultural approaches to adapt employees. Practical cases of leading Ukrainian companies, such as SoftServe, Nova Poshta, Lifecell, and their approaches to implementing adaptation, retraining, and employee motivation programs are studied. Particular emphasis is placed on the use of digital HRM systems to develop career prospects and reduce staff turnover. The role of intercultural trainings in increasing team productivity and adapting employees to new working conditions in Poland is considered. The article provides a detailed analysis of corporate training and coaching programs and assesses the impact of internal employee mobility on organizational performance.

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## СТРАТЕГІЇ ПРОСУВАННЯ ПЕРСОНАЛУ В УМОВАХ МІЖНАРОДНОГО БІЗНЕСУ (ДОСВІД УКРАЇНСЬКИХ ПІДПРИЄМСТВ У ПОЛЬЩІ)

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### **Ключові слова:**

просування персоналу, цифрові  
HRM-системи, мультикультурне  
управління, адаптація  
працівників, перекваліфікація,  
мотиваційні програми,  
корпоративне навчання.

У статті розглянуто стратегії просування персоналу в умовах міжнародного бізнесу на прикладі досвіду українських підприємств, що працюють у Польщі після початку війни в Україні. Увага приділяється впливу цифрових технологій на управління персоналом та використанню мультикультурних підходів для адаптації працівників. Досліджено практичні кейси провідних українських компаній, таких як «SoftServe», «Nova Poshta», «Lifecell», та їхні підходи до впровадження програм адаптації, перекваліфікації та мотивації працівників. Особливий акцент зроблено на використанні цифрових HRM-систем для розвитку кар'єрних перспектив і зниження плинності кадрів. Розглянуто роль міжкультурних тренінгів у підвищенні продуктивності команд та адаптації працівників до нових умов роботи в Польщі. Стаття містить детальний аналіз програм корпоративного навчання та коучингу, а також оцінює вплив внутрішньої мобільності працівників на ефективність організацій.

### Problem statement

Ukrainian enterprises operating in international business face numerous challenges in promoting personnel in new markets, particularly in Poland. The main problems include adapting employees to a new cultural environment, the need for workforce retraining, and the implementation of modern personnel management technologies. Limited opportunities for employee development and motivational programs hinder talent retention and career growth. Additionally, insufficient implementation of digital HRM systems complicates the adaptation and management processes of personnel in multicultural teams. These challenges highlight the importance of improving HR approaches, developing internal training programs, and introducing innovative technologies to enhance business efficiency.

### Analysis of recent research and publications

A significant number of studies in academic literature address the issues of personnel management and the adaptation of Ukrainian enterprises in international business, particularly in Poland. The themes of personnel development and promotion, the use of multicultural approaches, as well as the implementation of modern HRM systems, are actively researched at both national and international levels. Among the scholars who have studied these issues, the works of Lisovska I. (2022) [20], Mykolaychuk V. (2022) [22], Tarasova Yu. O. (2023) [31], and Horbunova O. (2022) [8] stand out, as they analyze the challenges of employee adaptation to new cultural environments and the implementation of motivational programs for talent retention. Significant contributions have also been made by researchers examining the impact of digital HRM systems on employee productivity and career growth, such as Aleksandrova M. (2023) [1] and Yermakova V. (2023) [13].

The adaptation of Ukrainian employees in multicultural teams has been explored in the works of Selezniova L. (2023) [28] and Semenyuk I. (2023) [29], which emphasize the importance of implementing intercultural training and mentoring. Issues of personnel mobility within companies and opportunities for retraining are thoroughly examined in the studies by Burlakov M. (2023) [3] and Kovalchuk O. (2023) [18].

Although these topics have been extensively researched, they remain relevant due to constant changes in the international market, challenges in adapting employees to new working conditions, and the need to improve personnel management tools in multicultural environments.

### Identification of unresolved aspects of the overall problem

Despite the substantial amount of research dedicated to personnel management in international business, there are aspects that remain unresolved. In particular, the effective adaptation of Ukrainian employees to multicultural environments has not been sufficiently studied. This issue is especially important for businesses integrating into European markets, particularly Poland. Challenges related to language and cultural barriers, as well as motivation and retention of employees in such conditions, require further research and the development of new approaches.

Additionally, the implementation of digital HRM systems in multicultural teams, which should facilitate staff adaptation, retraining, and development, remains underexplored. Innovative strategies need to be developed to enhance personnel mobility within companies and to create transparent career paths. Special attention should also be given to the lack of a comprehensive strategy for the development of corporate mentoring and intercultural coaching, which could help employees adapt more effectively and advance in their careers under new market conditions.

### Formulation of article objectives (task setting)

The purpose of this article is to study the experience of Ukrainian enterprises in personnel promotion within the context of international business, particularly in Poland, and to analyze the main strategies that foster human resource development in new market conditions. The task is to examine the current state of personnel management in Ukrainian companies abroad, including the implementation of digital HRM systems, intercultural adaptation programs, motivational schemes, and internal staff mobility. The main focus of the article is to analyze the impact of these tools on employee productivity, career growth, and effective integration into a multicultural environment, as well as to explore the role of corporate mentoring and coaching in the development of the enterprises' human resources.

### Presentation of the main study material

The war in Ukraine, which began in February 2022, triggered one of the largest migration waves in modern Europe. According to the United Nations High Commissioner for Refugees (UNHCR, 2023) [34], more than 7 million Ukrainians were forced to leave their homes, seeking safety in neighboring countries such as Poland, Germany, and others in Europe. Poland received the largest influx of labor migrants, becoming a major center of employment for Ukrainians. According to the Polish Ministry of Internal Affairs (2023) [23], over 3 million Ukrainians crossed the Polish border during the early months of the war, with approximately 50% remaining in the country on either a permanent or temporary basis.

The 2022 migration wave became the largest for Poland since World War II. This created significant pressure on the labor market and social institutions, while also helping to fill labor shortages. Prior to this, Poland had experienced a lack of workers in many sectors, particularly in construction and manufacturing. According to a study by the European Migration Institute (2022) [12], the influx of Ukrainian workers made a significant contribution to restoring economic balance in Poland's labor market, increasing productivity across several sectors.

Mass migration has introduced new challenges for Europe's labor market. Ukrainian workers have become a key labor force across various industries, from manufacturing to services and the IT sector. According to the European Economic Commission (2022) [10], Ukrainians quickly adapted to new working conditions, which led to increased labor market competition and fostered entrepreneurial initiatives among Ukrainians in Poland.

The adaptation of Ukrainian workers to new market conditions in Poland had its own specificities. Poland has a developed labor market with a high demand for workers in various sectors. According to the Polish Ministry of Labor (2023) [24], many Ukrainians found employment in industries such as manufacturing, construction, IT, and services. However, adapting to a new work environment required not only professional skills but also cultural integration, language proficiency, and the ability to quickly learn new standards.

Research by Babenko O. M. (2022) [2] highlights that most Ukrainian workers in Poland face language barriers and challenges in adapting to Polish corporate cultural norms. Nevertheless, despite these difficulties, many businesses, particularly in the IT and technology sectors, actively developed programs to support the adaptation of new employees. For instance, SoftServe, a major Ukrainian IT company that expanded its operations in Poland, introduced a system of corporate training and mentoring for its Ukrainian employees, allowing them to integrate into the work process more quickly.

In addition, training programs for employees of Ukrainian enterprises in Poland have become an essential aspect of their successful functioning. Internal training and retraining programs, such as those implemented by companies like «Nova Poshta» [39, 40] and «GlobalLogic» [5], helped employees adapt to new market demands and supported their professional development.

One of the key challenges faced by Ukrainian businesses in Poland is working in a multicultural environment. Multicultural teams, consisting of Ukrainians, Poles, and representatives of other nationalities, require a specific approach to personnel management to ensure effective communication and productivity.

Research by Tarasova Yu. O. (2023) [31, 32] emphasizes the importance of adapting HR strategies in international teams. Multicultural workgroups require a higher level of emotional intelligence among managers, as well as the implementation of intercultural training for employees. For example, SoftServe [43] in Poland successfully introduced an intercultural training system for its employees, which significantly improved interaction between workers from different countries.

In addition to intercultural communication, motivational policies within companies are also crucial. In many cases, Ukrainian enterprises in Poland employ motivational schemes that take into account the individual needs of employees. For instance, Lifecell introduced flexible work schedules and opportunities for internal staff mobility, allowing employees to change roles and departments within the company, thus enhancing their qualifications and expanding their professional competencies.

These data reflect the diversity of employment of Ukrainian migrants across various sectors of Poland's economy, highlighting their ability to quickly adapt and contribute to the development of the Polish labor market. Poland rapidly adjusted its system of state support to accommodate the new conditions of mass migration, introducing several programs aimed at Ukrainian labor migrants. These programs are designed not only to ensure

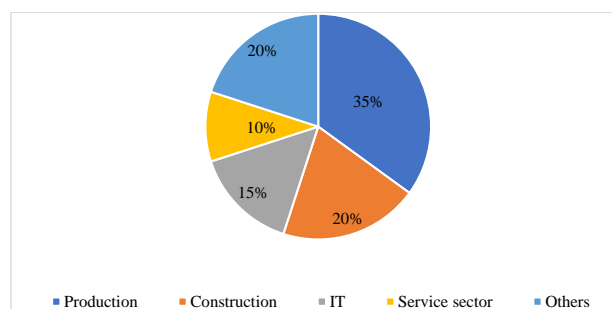


Fig. 1 – Employment Statistics of Ukrainians in Poland by Sector (2023) [26]

employment but also to promote professional growth and the integration of migrants into Polish society.

One of the key programs is «Tarcza Antykryzysowa» («Anti-Crisis Shield»), initially developed to combat the economic consequences of the COVID-19 pandemic. However, after the outbreak of the war in Ukraine, its provisions were adapted to support Ukrainian workers. The program offers subsidies to Polish companies for employing Ukrainian migrants, covering part of the costs for training and adapting new employees. According to the Polish Ministry of Development (2023) [27], approximately 200,000 Ukrainian migrants benefited from this program between 2022 and 2023, gaining opportunities for professional growth and retraining.

Another important initiative is the «Aktywizacja zawodowa dla uchodźców» («Professional Activation for Refugees») program, aimed at promoting labor migrants by offering free Polish language courses and vocational training. The goal of this program is to improve the communication and professional skills of Ukrainians, which, in turn, helps them advance in their careers. By the end of 2023, over 150,000 Ukrainians had taken advantage of this initiative, with 40% receiving promotions or switching to more qualified jobs [24].

The war in Ukraine forced many Ukrainian entrepreneurs to shift their operations to the European market, particularly to Poland, where there was already a significant Ukrainian diaspora and strong economic ties. One of the key challenges for Ukrainian businesses in Poland was the adaptation of their personnel to new working conditions. Successful company examples demonstrate how the use of modern HR strategies contributes to the development and promotion of employees in new markets.

One such example is SoftServe, a major IT company that expanded its presence in the Polish market in 2022. With the onset of the war, the company developed a comprehensive support strategy for its employees, which included not only material assistance for relocated staff but also expanded internal training programs. In his research, Zakharchenko O. (2023) emphasizes that the main success of companies like SoftServe was the implementation of adaptation programs for employees facing challenges in new markets, including language and cultural barriers [14].

The development of human capital through training and retraining is an important tool for adapting employees to new conditions. In a new working environment, where

qualification requirements frequently change, it is essential to ensure continuous updating of knowledge and skills. According to the European Commission on Education and Training (2023) [11], over 60% of Ukrainian workers in Poland participate in upskilling programs, which not only help them retain their jobs but also allow them to qualify for higher positions.

Shevchenko Yu. (2022) emphasizes that successful retraining of personnel significantly enhances a company's competitiveness, as employees with current knowledge and skills are key to business resilience in a volatile market. This is particularly crucial during times of crisis, when a company's flexibility determines its survival and growth [35].

To ensure effective personnel promotion, many Ukrainian companies operating in the Polish market are implementing modern personnel management techniques. One such method is flexible work schedules, which allow employees to adjust their working hours according to personal circumstances, especially for those who have recently relocated and need time to adapt.

Corporate training has also become an important element of personnel promotion strategies. Many companies introduce internal training programs that allow employees to develop new skills and increase their qualifications directly within the company. According to a study by Lisovska I. (2023) [19], over 40% of Ukrainian companies in Poland have implemented corporate training systems, which contribute to increased employee productivity and engagement.

Motivational programs aimed at employee development also play a crucial role in personnel promotion. Mykolaychuk V. (2022) [22] notes that the introduction of bonus systems, opportunities for internal career growth, and individual development plans help companies retain top talent, especially in highly competitive labor markets.

«Nova Poshta,» one of Ukraine's leading logistics operators, expanded its operations to the Polish market after the war began. The company's primary focus was on ensuring the adaptation and development of its employees in the new environment. According to the company's internal report for 2023 [39], «Nova Poshta» implemented several programs aimed at upskilling and adapting employees to the realities of the Polish market.

One of the key initiatives was the organization of management skills and logistics process training, which enabled employees to develop their competencies in the face of new challenges. According to the company's report [39], over 80% of employees participated in these training sessions between 2022 and 2023, significantly boosting their efficiency and productivity.

The company also supported its employees in learning the Polish language by organizing language courses and seminars. This helped reduce cultural and language barriers, facilitated employee integration into local teams, and improved customer service quality.

A modern trend in personnel promotion is the use of IT platforms for organizing internal training and certification programs. These platforms allow companies to quickly adapt their employees to new conditions and provide constant access to educational materials. For example,

«GlobalLogic,» an IT consulting firm, uses an internal platform to train its employees in new technologies and methodologies. According to the company's report (2023) [5], around 60% of employees participated in certification programs via this platform. This not only enhances the qualifications of personnel but also provides opportunities for career growth, which is a crucial aspect of staff promotion.

Lugovsky I. (2023) [21] emphasizes that using IT platforms for training not only saves time and resources for the company but also ensures an individual approach to each employee, allowing them to learn at a convenient time.

Ukrainian entrepreneurs in Poland actively implement multicultural management strategies to ease employee adaptation and create effective communication. One key aspect is organizing intercultural communication training, which helps employees understand cultural differences and promotes tolerance within the team. According to the study by Semenyuk I. (2023) [29], such training significantly improves interaction between employees of different nationalities, which is especially important for the successful integration of Ukrainians into Polish work teams.

Most Ukrainian entrepreneurs in Poland adopt an «open-door» approach, meaning a willingness to engage in dialogue and offer continuous support to employees during the adaptation process. For example, «Fozzy Group,» which relocated part of its operations to Poland, actively involves employees from different nationalities, forming multicultural teams. They organized Polish language courses and intercultural events, allowing new employees to integrate into the team.

Multicultural teams have a positive impact on company productivity by fostering the exchange of diverse experiences and knowledge. According to research by Tarasova Yu. O. (2023) [32], cultural diversity within a team contributes to the development of innovative solutions and creates a favorable decision-making environment. Furthermore, multicultural teams enhance the flexibility of enterprises, enabling them to adapt more effectively to changing market conditions.

However, multicultural teams also require additional attention in terms of management and communication processes. Lack of proper coordination can lead to conflicts due to differences in cultural approaches to problem-solving. This is especially important in the context of international teams, where employees may have varying views on leadership, work structure, and conflict resolution.

A positive example of the impact of multicultural teams is the experience of «Epicentr K,» which opened several branches in Poland after the war began. By creating multicultural teams that include both Ukrainians and Poles, the company was able not only to integrate new employees but also to improve its productivity through the exchange of different approaches to problem-solving. Research by Selezniova L. (2023) [28] showed that the multicultural team at «Epicentr K» worked more productively and demonstrated higher engagement levels compared to homogeneous teams.

Corporate culture undergoes significant changes in multicultural teams. According to research by Ivanova K. (2023) [16], corporate culture in such teams becomes more



open and inclusive, fostering trust and mutual respect among employees. A key aspect is the increased level of emotional intelligence among managers who lead multicultural teams. This enables them to resolve conflicts effectively and ensure a positive work environment.

According to the Polish Ministry of Labor (2023) [26], over 200,000 Ukrainian workers successfully integrated into Polish companies between 2022 and 2023. One of the key factors in this successful integration was the implementation of intercultural adaptation programs, which helped reduce cultural barriers and improve interaction among employees.

«Danone Polska» is an example of the successful integration of Ukrainians into an international team. After the war began, the company actively started employing Ukrainian workers, particularly in its production and logistics units. Research by Kovalska A. (2023) [17] shows that «Danone» created separate departments to coordinate cultural adaptation, providing language support and organizing intercultural training for both Polish and Ukrainian employees.

Another example is «AmRest Holdings,» which operates in the food service industry. «AmRest» actively recruits Ukrainians into its restaurants, particularly in cities like Warsaw and Krakow. To facilitate employee integration, the company introduced flexible work schedules and intercultural communication training. According to the company's internal report (2023) [4], about 75% of Ukrainian employees completed language courses and training sessions, significantly improving their effectiveness and comfort at work.

«SoftServe,» one of the largest IT companies in Ukraine, also developed an effective strategy for managing multicultural teams in Poland. After opening new offices in Krakow and Wroclaw, the company actively recruited employees from both Ukraine and Poland. According to the company's internal report (2023) [43], «SoftServe» implemented a mentorship program where experienced employees help new hires integrate into the team and adapt to working in a new country. A key component of this program is intercultural communication training, conducted for both Ukrainian and Polish employees. These training sessions help overcome language and cultural barriers and foster a supportive work environment.

According to Tymchenko D. (2023) [33], such training significantly enhances team productivity and helps create a more comfortable work environment for employees. The company's internal studies also showed that the mentorship program reduced the adaptation time for new employees by 30%, positively impacting overall company efficiency.

In modern international business, retaining talented employees is a critical task for companies aiming to maintain competitiveness and high productivity levels. Recent research, such as the work of Kovalchuk O. (2023) [18], highlights the importance of individual development plans, which allow employees to see clear career prospects within the company. Such approaches boost motivation, as employees feel that the company invests in their professional growth and provides opportunities for advancement.

Individual development plans, as noted by Lisovska I. (2022) [20], include regular performance evaluations,

the setting of personal goals, and the creation of learning paths for each employee. This enables companies to offer tailored upskilling programs based on the needs of the employee and adapt career paths to specific conditions and market challenges.

Companies like «Grupa Żywiec»—one of the largest brewing groups in Poland—have implemented individual development programs that help employees build long-term careers within the company. According to Grupa Żywiec's report (2023) [15], about 30% of staff participate in these programs, which helps reduce employee turnover and increase engagement.

Internal mobility is one of the key elements of talent retention strategies. The ability to change roles or departments within a company allows employees to develop new skills and test themselves in different areas without leaving the organization. As Burlakov M. (2023) [3] states, internal mobility enhances organizational flexibility, enabling companies to better respond to market changes and internal needs.

«Lifecell,» a leading mobile operator in Ukraine, introduced effective internal mobility programs after expanding its operations in Poland. In a market with a labor shortage and growing demand for highly skilled employees, the company offered its staff the opportunity to switch roles and departments, enabling them to develop new competencies.

According to Lifecell's internal report (2023) [6], approximately 20% of employees working in the company's Polish branches took advantage of the mobility program. These programs include training in new technical skills and offer employees the chance to work temporarily in other departments or divisions to gain new experience. This helps not only to retain talent within the company but also to create additional opportunities for employees' career advancement.

Mentorship and corporate coaching have become important tools for developing talented employees in modern companies. They help young specialists adapt more quickly to corporate culture and work processes, as well as develop key competencies for career growth.

Horokhova O. (2022) [9] emphasizes that coaching not only helps solve immediate tasks but also assists employees in setting and achieving long-term goals. At the same time, mentors, who are experienced employees, can pass on their knowledge and experience to younger colleagues, facilitating their faster advancement up the career ladder.

The case of «Polpharma»—the largest pharmaceutical manufacturer in Poland—is an example of the successful use of mentorship programs. The company has formal mentorship programs in place, where young specialists receive support from experienced employees. According to Polpharma (2023) [42], about 40% of employees who participated in the mentorship program received promotions within the first two years of working at the company.

Corporate leadership schools are becoming increasingly popular among companies looking to develop managerial talent within their workforce. Such programs not only enhance management skills but also help identify potential leaders who can take on executive positions in the future.

One successful example is «PKO Bank Polski,» which introduced its own corporate leadership school to develop

internal managerial talent. According to PKO Bank Polski's report (2023) [41], employees in the leadership program receive training in strategic management, teamwork, and emotional intelligence development. Around 25% of the program's graduates were promoted to management positions within two years of completing the training.

Another example is «IKEA Polska,» which launched a leadership school aimed at developing future managers. The program includes both theoretical courses and practical tasks that allow employees to develop key management skills such as delegation, decision-making, and team leadership. According to IKEA's internal report (2023) [37], about 60% of participants received new managerial roles after completing the program.

In today's world, digital technologies play a key role in transforming personnel management processes. The use of digital HRM systems (Human Resource Management Systems) allows companies to effectively manage human resources, including tracking employee performance, planning career paths, conducting competency evaluations, and developing staff. According to Aleksandrova M. (2023) [1], over 70% of European companies have already implemented various HRM systems to manage their employees.

Digital HRM systems have become a primary tool for automating and optimizing many aspects of human resource management. Systems like SAP SuccessFactors and Workday allow companies not only to track employee information but also to analyze their performance, plan career growth, and provide feedback. According to research by Horbunova O. (2022) [8], companies that have implemented such systems have seen a 15-20% increase in employee productivity due to more efficient use of resources and time.

HRM systems enable companies to create individualized career plans for employees, automatically tracking their achievements, training needs, and opportunities for growth. This not only promotes more transparent communication between managers and employees but also boosts motivation and engagement with corporate goals. For instance, Workday, a widely used system in international companies, tracks key employee performance indicators and provides automatic recommendations for training programs and development opportunities based on performance analysis.

Additionally, electronic platforms for performance evaluation, such as Kronos or Oracle HCM Cloud, are used to monitor work in real-time. According to research by Yermakova V. (2023) [13], such systems reduce employee turnover by 10-15% as they offer greater transparency regarding career prospects and help employees see how their work impacts the company's overall success.

GlobalLogic, a leading global player in IT consulting and engineering services, actively implements digital solutions for personnel management. One of the main directions is tracking employee performance and developing their professional potential through specialized platforms.

According to the company's internal report (2023) [5], GlobalLogic uses integrated HRM systems such as Workday and SuccessFactors to automate the performance evaluation and talent management process. These systems

allow company managers to access real-time data on key employee performance indicators, enabling them to make well-informed decisions regarding employees' career development.

A key component of GlobalLogic's digital strategy is the use of artificial intelligence algorithms to analyze employee performance data. These tools track each employee's progress and provide recommendations for further training based on their achievements and potential. As noted by Tarasova O. (2023), this approach not only improves employee productivity but also ensures they receive timely feedback, fostering their professional growth [30].

GlobalLogic has also implemented an automated system for planning employee learning paths based on their individual needs and achievements. This allows each employee to develop the skills required for their career advancement within the company. According to internal company surveys, 85% of employees report that this system helps them clearly see their career prospects and reduces uncertainty regarding their future professional development [5].

Table 1 – Impact of Digital HRM Systems on Performance and Employee Retention Metrics

Metric	Before Implementing HRM Systems (%)	After Implementing HRM Systems (%)
Employee turnover	20	12
Employee productivity	100	120
Participation in training programs	45	75
Average tenure in position	2 years	3 years

## Conclusions

Ukrainian enterprises operating in the Polish market within the context of international business face numerous challenges in human resource management, particularly in adapting employees to new cultural environments, implementing modern HRM systems, and developing human capital. The study of successful cases such as «SoftServe,» «Lifecell,» «Nova Poshta,» and others demonstrates that the implementation of innovative personnel management strategies significantly enhances their competitiveness in the European market.

The main strategies that have proven effective include the active use of digital HRM systems for performance evaluation and career development planning, retraining programs and internal mobility initiatives, as well as intercultural training and mentoring to integrate employees into multicultural teams. These tools not only reduce employee turnover but also increase motivation and productivity, creating conditions for their professional growth.

An important aspect for the successful development of Ukrainian businesses in Europe is the creation of tailored

training and coaching programs that help employees acquire new skills and integrate effectively into new work environments. Intercultural training and flexible work schedules help overcome cultural barriers and improve communication in international teams.

Based on the conducted research, it can be concluded that the future growth of Ukrainian enterprises in the

European market largely depends on their ability to implement innovative HR strategies and adapt to multicultural environments. The productivity and competitiveness of these companies will improve through continuous human capital development, the implementation of modern HR technologies, and the provision of support for employees at all stages of their careers.

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