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RECRUITMENT OF PERSONNEL FROM THE POSITION OF CROSS-CULTURAL COMMUNICATION

Cross-cultural communication in the process of recruitment significantly contributes to the development of the organization, improving the style of negotiation, perception and implementation of laws, planning, forms and methods of control, personal and group relationships of people. In order for the company to move effectively to international markets, it needs additional training, especially in the field of human resources.

Therefore it is essential to establish communication with people who have different cultural differences, mentality, etc. The acquired skills and experience should be extended to the organizational culture of the company, transforming and preparing it in this way. It is easier for the parent company, unlike its subsidiaries or branches, to recruit the required personnel, because it accumulates the necessary resources (primarily intangible, such as reputation or brand). This makes it possible to conduct interviews, attract advertising or recruiting agencies more efficiently.

Adaptation management consists of the procedure for selecting candidates for employment abroad. It is advisable to determine the purpose of the assignment, the duration of the stay and to scale the cultural parameters of the host country. To recruit personnel from other countries, the following principles should be taken into account:

- Ethnocentric principle. For example, it is about recruiting employees from the country of origin for activities in the host country, only representatives of the parent company are appointed to senior positions.

- Polycentric approach. Here the company usually specializes in hiring employees from the host country, which allows minimizing losses, and local employees are familiar with local people, language, market, political and legal atmosphere.

- Geocentric approach. It is assumed that the organization hires workers who are the best candidates for the position, regardless of nationality, this is the approach used by international organizations. At the same time, it is extremely important to understand the need and availability of labor force [2].

Modern international management considers culture through organizational potential, and intercultural differences – as a kind of organizational knowledge that can encourage overcoming interethnic cultural problems. Accordingly, the development of cross-cultural recruiting involves addressing key issues, including:

- formation of procedural competence;
- organization of effective interactive broadcasting;
- creation of perfect cross-cultural technologies.

Cross-cultural communications in the process of strategic management contribute to the effective combination of knowledge and experience of employees and thus form the basis for the development of powerful human resources of the enterprise [1].

This practice involves the penetration into the collective management of such components as the specifics of communication, cross-cultural competencies and collective culture, through the use of which the enterprise provides professional realization for each of the team members involved in the production and commercial process.

Trompenaars defines seven components of culture, five of which belong to the business sphere. Thanks to them, managers are able to independently assess the extent to which cultural differences affect their organization, field of activity or individual project decisions. We are talking about the following five criteria:

1. Generality/detail: public versus personal commitments.
2. Individualism/collectivism: personal goals versus group goals.
3. Neutral/emotional cultures: emotional state in relationships.

4. Targeted/extensive relationships: level of involvement in the relationship.

5. Achievement/social origin: awareness of authority and status [3].

As for the mutual penetration of cultures, in the cross-cultural recruiting system, special attention is paid to the indicators of adaptation which are divided into objective and subjective. Directly to the objective indicators of staff adaptation in multicultural relationships should be attributed: performance, professional place in the team, the value of the employee for the organization. Among the subjective indicators of adaptation are: satisfaction of the individual with his own production activity in the organization, the attitude of the individual-to-individual organizational processes, the attitude of the individual to himself as a subject of these organizational processes.

Another area of cross-cultural communication is the skills and competencies of representatives which they use and offer to the organization. Successful skills and abilities include the following indicators: professional abilities and competencies, organizational (socio-cultural) achievements, cultural skills, empathy, civic engagement, communication, stability, tolerance, language skills, orientation to knowledge.

It should be emphasized that today the formation of cross-cultural capital remains extremely important for companies. The structural elements of cross-cultural capital are:

- cross-cultural communication skills (awareness of culture, peculiarities of national character and their manifestation in everyday and business spheres of life);
- language trainings;
- means of perception of cultural expressions;
- development of skills necessary for communication in intercultural interaction [4].

Conclusions. Thus, in the framework of global transformations there is a need to expand the scope of international cooperation, there is a tendency to increase the number of companies operating in a multinational environment. Accordingly, forms of communication are changing, management principles are developing, new requirements for the formation of organizational culture of the enterprise are appearing. Thus, in order to strengthen the competitive advantages of the organization in the current course of globalization and internationalization of business, it is necessary to take into account the specifics of the personal values management system and the correlation direction of the processes of cross-cultural interaction which, in turn, is an important component of creating an effective cross-cultural model of recruiting personnel.

The creation of an effective model of cross-cultural communications will contribute to the formation of active players in the market environment with sustainable competitive advantages in multicultural interaction. The introduction of the experience of employees with representatives of different cultures improves labor productivity, promoting creativity, flexibility, reducing staff turnover, activating employees and creating a sense of belonging to the team [5].

The presence among the staff or employees of representatives of different cultures in any areas or departments and at all levels of the organization serves to strengthen the reputation on a global scale, which, in turn, will ensure the creation of a high reputation in the market, will attract more potential customers, and, accordingly, will contribute to additional profits. The use of cross-cultural recruiting is effective both for the organization and for individual specialists, but in some cases, it is accompanied by problems and challenges that need to be settled in a timely manner so that the company can effectively achieve its goals and objectives.

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