

Effective Global Recruitment Strategy: Cultural Competence

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Abstract: In the current dynamic and growing global market, effective talent acquisition is essential to boost efficiency and growth of the company. However, many industries struggle with a shortage of skilled workforce. The post-pandemic world has made it possible to hire remote and distributed teams of qualified employees, but this requires cultural competence and cultural awareness of recruiters to succeed in recruiting in various countries making it an important aspect of the global talent acquisition strategy. This article analyzes global recruitment strategies based on cultural competence, exploring modern methods to find, hire, and retain appropriate talent. Scientific research methods, as well as methods of induction, comparison, and axiological method, were used in writing this article. The study's findings showcase the characteristics of contemporary recruitment approaches, examine the influence of cross-cultural competence (aspects of cultural competence) in creating a multinational team, and identify the nuances of work and communication in teams comprising workers from Ukraine, Spain, and Great Britain, drawing on Erin Meyer's cultural map. Incorporating cultural competence can help resolve conflicts, establish teamwork, and introduce innovation. In conclusion, practical recommendations are offered for recruiters to improve their cultural knowledge for effective recruitment in these three countries.

Keywords: Cultural competence, Mixed-cultural teams, Mixed culture, Corporations, Management, Recruiting, Global talent acquisition.

INTRODUCTION

According to researchers (Liao & Thomas, 2020), the recruitment field is increasingly promising due to the globalization of production and economic processes, which require searching for candidates from diverse religious, ethnic, and cultural backgrounds. Modern recruitment practices go beyond simply filling job vacancies; they also address economic concerns at various stages of the employee life cycle, technological requirements, managerial competencies, and other relevant issues.

Contemporary global trends have broadened the scope of personnel recruitment in the social field (Sabadash et al., 2020). As a result, modern recruitment strategies must consider the realities of globalization, the internationalization of production processes, the functioning of transcontinental businesses, the rapid advancement of digital technologies, and other related developments. Recruitment efforts must therefore adapt to meet the challenges posed by these trends. Consequently, a new type of team is increasingly prevalent

among company personnel – mixed cultural teams - which are replacing traditional international teams.

A mixed cultural team is a group of individuals who come from different cultural backgrounds, but who are all working together in the same organization or on the same project. These individuals may have different beliefs, values, and communication styles, which can lead to challenges in working together effectively.

On the other hand, an international team typically refers to a group of individuals who come from different countries, and who may also have different cultural backgrounds. While an international team may also be a mixed cultural team, not all mixed cultural teams are necessarily international teams.

For example, a mixed cultural team could be composed of individuals from different regions within the same country, while an international team could be composed of individuals from different countries who are all working together in the same organization or on the same project.

In general, both mixed cultural teams and international teams require strong communication skills, cultural awareness, and the ability to adapt to different working styles in order to work effectively and achieve common goals.

Working in a mixed cultural or an international team requires alignment not only with external work rules but must also

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conform to the cultural norms of behavior adopted by the team. This process requires an additional emphasis on cultural competence because it will act as a kind of bridge that will connect workers from different countries, who adhere to different traditions and belong to different religions, educational backgrounds, value systems. It is important to consider various aspects for companies operating in a global marketplace and recruiting workers in different countries, as several issues can arise. These include: 1) understanding the local nuances of the candidate market, 2) different interpretations of employer brand concepts in different countries, 3) navigating diverse communication styles, 4) building trust in various ways, 5) utilizing different methods of persuasion, 6) emphasizing the significance of talent retention, and 7) evaluating if an applicant aligns with the company's values. These challenges require careful consideration as they determine the purpose and characteristics of recruitment efforts.

As contemporary businesses and corporations operate on an international scale and cultural values evolve gradually, researching this topic is crucial to identify fundamental trends and practical recommendations to enhance the recruitment process. Therefore, conducting a scientific examination of how cultural competence and its constituents impact organizing recruitment activities remains a pertinent matter for further investigation.

LITERATURE REVIEW

Last few years researchers have repeatedly turned to the analysis of cultural competence in the recruitment of personnel in modern globalization. Allen & Vardaman (2017) identified characteristics of the influence of cross-cultural environments on the conduct of candidate selection for vacant positions, the importance of using cross-cultural competence for the recruiting process, and the talent search. Roach (2018) examined selected aspects of the use of contemporary recruiting strategies in the global marketplace. Bannikova & Mykhaylyova (2019) examined the phenomenon of mixed cultures and its impact on a company's personnel when recruiting new members. According to Bannikova & Mykhaylyova (2019) the human resources management system occupies one of the key places in the management of an international company, and management decisions in this area in international organizations have their own specifics. Bannikova (2022) investigated the effectiveness of a welfare program for multicultural teams.

Gajdosikova (2021) also noted the importance of proper communication with potential employees during interviews in various forms (both in person and using digital technology). Knights & Sumera (2022) conducted an analytical review of the development of current recruiting trends. Gianantonio & Hurley-Hanson (2022) also addressed similar issues but noted the importance of individual work to find needed workers; they considered the use of automated systems an auxiliary element that is not necessary in the search for workers, even though it has advantages. Liao & Thomas (2020) in a joint monograph analyzed the important elements of acquiring cultural and cross-cultural competencies, identified the current course of scientific debate on its implementation in the modern education system.

At the same time, the methodological basis of the article is the work of Meyer (2014), which contains important strategic concepts of working with partners in the new global market. Based on her work at INSEAD, the "Business School for the World" in Paris, Erin Meyer offers a proven model to decipher the importance of cultural differences in international business organization. The book combines a smart analytical system with practical advice for working in modern business (Meyer, 2014).

Important issues that the researchers resorted to analyzing were the possibilities of digital technology in personnel searches. For example, Hosain & Liu (2020) identified the opportunities and potential of the social network LinkedIn for employment. Koch, Gerber & De Klerk (2018) noted the individual challenges of social networking, adding their thoughts to the universal reflections on the challenges of digital recruitment. On the other hand, Landers & Schmidt (2018) noticed the promise of other ways to recruit search talent using other digital platforms. Chiu & Shi (2019) outlined several approaches to the interpretation of cultural competence. They explained it as a set of certain personal qualities or as an acquired experience (level of skill) that can be used in practical work or study. Also in their study, it is said about the formation of several hypotheses that substantiate the relationship between the acquisition of the necessary competencies and the formation of expert knowledge. Ployhart, Weekley & Dalzell (2018) noted the efficacy of using digitalization to find employees, engage in dialogue with them, and gather information about them from open sources. With the global labor market's multifaceted cultural diversity, cultural competence in recruiting has become increasingly crucial (Bannikova, 2022).

RESEARCH QUESTION

This article aims to emphasize the significance of cultural components in global competency-based recruitment strategies, and to outline key indicators for utilizing cultural knowledge to enhance recruitment effectiveness. Addressing this challenge requires an examination of modern recruitment strategies, identifying cultural distinctions in specific countries (e.g. Ukraine, Spain, and the UK), and assessing the impact of cultural and cross-cultural competencies in selecting organizational personnel.

RESEARCH METHODOLOGY

To achieve the stated objective, both general scientific and specialized methods were utilized. The method of synthesis was used to summarize the findings and highlight common features among European managers in solving recruitment-related issues within multinational teams. The inductive method was employed to describe the practices of leading companies in managing their personnel. Additionally, the method of comparison was utilized to identify differences in managerial approaches across various countries. In this article, an axiological research method was employed to analyze the value perspectives of recruitment from the viewpoints of employees and employers within the sociocultural field.

An important aspect of the methodology was the reference to the cultural map of Erin Meyer (Meyer, 2014). The cultural map is a product of the author's many years of research,

which she carried out while working at INSEAD, the “School of Business for the World”, headquartered in Paris. Erin Meyer presented helpful insights into understanding how cultural differences can affect international business operations, and she developed a useful framework that enables you to identify the nuances of how employees from different countries work. Meyer's approach utilizes an analytical framework and practical tips that are valuable for navigating a globalized world (Meyer, 2014). By examining how different cultures are situated in relation to each other, her model provides further context for interpreting the impact of culture on international collaboration. As a result, Meyer's theoretical contributions can be viewed as a robust methodological foundation.

This article utilizes Erin Meyer's cultural mapping tool to compare the unique cultural characteristics of recruitment practices.

We also used World Values Survey in writing this article (World Values Survey, 2023). The primary focus of the World Values Survey (WVS) is the scholarly investigation of social, political, economic, religious, and cultural values prevalent among people worldwide. This research program aims to evaluate the influence of values on the social, political, and economic progress of nations and communities, and to determine whether values undergo change or remain stable over time.

RESULTS AND DISCUSSION

Contemporary Search Methods in Recruitment

Recruitment methods have changed significantly in recent decades. And one of the leading trends in them has become the use of digital technologies.

According to researchers, the rationale for using digital recruitment tools, at least initially, is that individuals who maintain a strong online presence are perceived as mature and presentable professionals. Consequently, various systems are utilized to search and select candidates for positions on a global scale, each with their unique benefits and drawbacks.

Today's professionals use several of the most common candidate search strategies for hiring, which in today's environment involves the use of digital technology (Carr, 2016). Digital applicant tracking systems are common. We are talking about specialized software (ATS - Applicant Tracking System), which professionals use to arrange the hiring process, search for relevant resumes or cover letters, and set up a filtering system to group search results according to specified parameters, keywords, etc. (Roach, 2018). The use of automated systems greatly simplifies and speeds up the organization of interviews. However, these technologies also have drawbacks for candidates. For instance, an applicant who is less qualified may appear higher in search engines than a more qualified one who did not submit their resume correctly. Therefore, candidates need to be aware of how to properly structure their resumes to highlight their skills and experience in order to be noticed by top companies. (Ployhart, Weekley & Dalzell, 2018).

A modern way to search for candidates, which continues and improves the use of specialized search programs, is to turn to artificial intelligence services (AI). Artificial Intelligence (AI) is just as useful as specialized programs in filtering candidates, but it can also enhance the search system by highlighting relevant requirements based on internal job descriptions. Additionally, it can optimize the communication process with applicants using chatbots or other software that utilizes machine learning and business communication techniques. (Knights and Sumera, 2022). Customizing the parameters of AI is an important aspect as it allows for clear definition of search criteria in the detailed hiring process.

Social networks have become crucial in recruitment, with most platforms providing a well-developed feature for advertising job opportunities and searching for candidates with the required skills and knowledge. (Giannantonio & Hurley-Hanson, 2022). According to researchers, utilizing social media for recruitment is effective due to two reasons. Firstly, social media platforms have a wide reach, allowing recruitment ads to be seen by a significant audience. Secondly, these ads may inadvertently attract the attention of individuals who are already employed and not actively seeking a new job, but who may still be interested in exploring potential job opportunities. This gives such candidates the chance to learn more about the job vacancy and its basic working conditions. Also, researchers note that the use of social networks has another aspect (Koch, Gerber & De Klerk (2018). Some recruiters have employed the tactic of pre-posting job openings within their private network before announcing them on the official company page. This strategy is utilized to create a preliminary list of potential candidates and start working with them before the job descriptions are published on other platforms.

In addition to the usual social networks (Facebook and Instagram), which contain a lot of various content, there are specialized platforms, such as LinkedIn or Xing (Landers & Schmidt (2018), where employers and recruiters can get information from profiles and resumes during the search, so LinkedIn is considered an auxiliary tool when recruiting (Hosain & Liu (2020)). Research has shown that candidates are adept at presenting themselves in their profiles to catch the attention of recruiters. In fact, personal branding has become an integral component of the job market. (Paramita, 2020).

The adoption of the latest digital technologies in recruitment aims to improve efficiency. However, digital recruiting has some drawbacks in a global context. These include imperfect segmentation of the labor market, absence of personal communication with candidates, excessive information about applicants on social networks (some of which may be false), privacy concerns, and segregation issues. This is because not all job seekers provide complete information about themselves on social networks or job sites.

The issue of integrating cultural competencies into digital recruitment systems remains unresolved. Despite the superiority of artificial intelligence over the average person, its practical application, which largely involves elements of culture, is still limited. As such, the parameters of cultural competence, referring to the ability to effectively engage with individuals from diverse cultures within various cultural

contexts, have yet to be fully integrated into digital recruitment technologies.

Cross-Cultural Aspects of Recruiting in Ukraine, Spain, and the UK: The Importance of Cultural Competence in Recruitment.

Mastering a system of information about cultural traits will enable understanding during business negotiations and symposia, to calm conflicts, and to prevent the emergence of new tensions in a multicultural environment (Gajdosikova, 2021). Understanding value systems, behavioral patterns, and stereotypes, as well as being aware of the national and interethnic characteristics of individuals' character or behavior from various countries, can significantly enhance the efficacy of the recruitment process.

Therefore, taking into account cultural competencies is fundamentally important in the global talent acquisition system.

Cultural competence is the knowledge and understanding of at least three key parameters of social subjects - their values, norms and patterns of behavior. It is the knowledge of these components that makes it possible to model the nature of the candidate's integration into the organizational culture, his creative or destructive influence on it. At the same time, such modeling should combine professional and cultural parameters, which becomes an additional issue when deciding on hiring a candidate.

The problem of cultural competence is also important in the context of communication interaction in a company - in the practice of using ideas about time, personal space, the meaning of various symbolic elements of communication interaction, etc. Their mismatch reduces the effectiveness of professional activity, even if an employee strives to comply with company standards (Buriak et al., 2022; Hrosul et al., 2021). After all, values are quite stable and even on a subconscious level determine human behavior.

The context of globality not only determines the importance of cultural competence, but also complicates it with the cross-cultural aspect necessary for effective recruiting (Bannikova & Mykhaylova, 2019). The context, in turn, must take into account both the cultural diversity of candidates, recruiting countries, but also the value-normative parameters of the company's organizational culture.

Therefore, cross-cultural competence is recognized as a distinct sphere within the recruiting system, as it acknowledges the significance of cultural interaction between individuals from different ethnic backgrounds (Allen & Vardaman, 2017). European and American researchers have proposed several concepts to justify the significance of cross-cultural competence in recruitment (Dooranov et al., 2022). These include developing models of consultants, the concept of cultural context, and the notion of culture as collective programming of the mind.

It can be argued that the cultural component plays an important role in the process of hiring employees, negotiating with them, analyzing information about them in open resources, etc. An original methodology for exploring these aspects was presented by Erin Meyer (Freitas, 2016). She identified 8 main criteria that, through the lens of cross-

culturalism, are important for interviewing in person or through the use of digital and video platforms. The effectiveness of her methodology can be seen by analyzing the hiring process of different nations, such as the British, Spanish, and Ukrainians.

1. Communicating: from low-context (good communication is precise, simple and clear; messages are expressed and understood at face value) to high-context (good communication is sophisticated, nuanced and layered; messages are both spoken and read between the lines) (Meyer, 2014).

2. Evaluating: from direct negative feedback level (negative feedback to a colleague is provided frankly, bluntly, honestly; negative messages stand alone, not softened by positive ones) to indirect negative feedback level (negative feedback to a colleague is provided softly, subtly, diplomatically; positive messages are used to wrap negative ones; criticism is given only in private) (Meyer, 2014).

3. Leading: from egalitarian (the ideal distance between a boss and a subordinate is low; the best boss is a facilitator among equals) to hierarchical (the ideal distance between a boss and a subordinate is high; the best boss is a string director who leads from the front; status is important) (Meyer, 2014).

4. Deciding: from consensual level (decisions are made in groups through unanimous agreement) to top-down level (decisions are made by individuals, usually the boss) (Meyer, 2014).

5. Trusting: from task-based (trust is built through business-related activities; work relationships are built and dropped easily, based on the practicality of the situation) to relationship-based level (trust is built through sharing emails, evening drinks, and visits at the coffee machine; work relationships build up slowly over the long term) (Meyer, 2014).

6. Disagreeing: from confrontational level (disagreement and debate are positive for the team or organization; open confrontation is appropriate and will not negatively impact the relationship) to avoiding confrontation level (disagreement and debate are negative for the team or organization; open confrontation is inappropriate and will break group harmony or negatively impact the relationship) (Meyer, 2014).

7. Scheduling: from linear-time (project steps are approached in a sequential fashion, completing one task before beginning the next) to flexible-time (project steps are approached in a fluid manner, changing tasks as opportunities arrive) (Meyer, 2014).

8. Persuading: from Principles First level (individuals have been trained to first develop the theory or complex concept before presenting a fact, statement, or opinion) to Applications First level (individuals are trained to begin with a fact, statement or opinion and later add concepts to back up or explain the conclusion as necessary) (Meyer, 2014).

The efficacy of Meyer's approach becomes apparent when scrutinizing the recruitment practices of various countries, including those of the British, Spanish, and Ukrainians. Using Erin Meyer's concise summaries can assist recruiters in pinpointing particular areas that require clarification before reaching a final decision on whether to hire a job candidate or not (refer to Fig. 1).

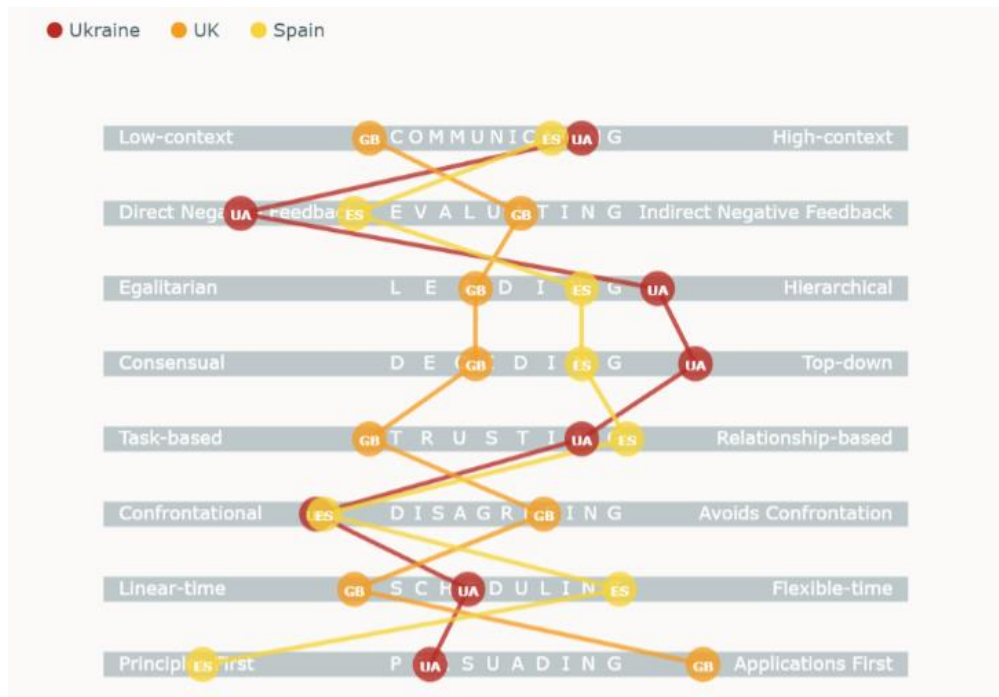


Fig. (1). Cultures aspects of recruiting according to E. Meyer.

(Source: Country Mapping Tool, 2023).

The Word Value Survey can be utilized as a tool to compare the candidate pools of different countries in terms of their values. The World Values Survey (WVS) is an international research initiative that investigates the values and beliefs of people worldwide, examining their constancy or evolution over time and their influence on the social and political progress of societies in diverse countries across the globe. A significant portion of the diversity in human values across societies can be attributed to two primary dimensions: the first dimension being "traditional versus secular-rational values," while the second dimension pertains to "survival versus self-expression values."

By examining Ukraine, Spain and the UK through the lens of cultural competency, we can place their identity on the "Traditional-Secular" scale based on the World Value Survey of 2022. The survey indicates that the population of these countries does not place high priority on traditional values such as family, religion, and authority. This commonality among these countries, combined with practical experience of working in them, enables us to compare their recruitment characteristics.

It is crucial to note that, based on the same study, these countries are situated at three distinct points on the "Survival-Self-expression" scale. Ukraine falls at -0.50 on this scale, indicating a strong emphasis on economic and physical security, an ethnocentric outlook, and low levels of trust and tolerance. On the other hand, Spain scores +1.50, placing a high value on tolerance, gender equality, and demands for participation in economic and political decision-making. These characteristics are even more pronounced in the UK, which scores +2.50. Therefore, when placed on the value matrix, these countries have only one comparable line out of the two.

In a previous analysis, we explored how the value system impacts migration patterns in modern Europe and highlighted the emergence of cultural gaps (Bannikova, 2022). Our current hypothesis is that the second line on the value matrix - the line of differences - reflects varying values, including those related to work. These differences are crucial to consider in cross-cultural recruiting. For instance, the importance of work (measured by the total ratings of "very important" and "rather important") in the UK is 79.2%, 95.6% in Spain, and 80.9% in Ukraine. However, the distribution of the importance of cultivating a strong work ethic in children reveals significant cultural differences across these countries: Great Britain - 46.6%, Spain - 23.7%, Ukraine - 78.9%. While this distribution is not directly linked to the Survival-Self-expression scale, it does illustrate significant cultural differences that affect at least two generations. Accounting for such differences in recruiting requires cross-cultural competence, which involves developing qualities such as tolerance and respect for others. The importance of these qualities can also be attributed to this zone (Great Britain - 80.4%, Spain - 82.5%, Ukraine - 54.6%).

Broadly speaking, examining cultural differences in the selected countries will help explain various aspects of cross-cultural competence in global recruiting using E. Meyer's model. One area of cross-cultural competence in recruiting is the ability to provide concise summaries. According to Erin Meyer, this enables recruiters to concentrate on specific elements that require clarification before deciding whether to hire a prospective candidate or not. An analysis of recruitment practices reveals that in terms of communication, British employees express their opinions clearly without implying a double meaning. Ukrainian and especially Spanish candidates often express themselves in a veiled way, their

words are nuanced, textual meanings are both announced directly and can be read between the lines. Accordingly, Ukrainians and Spaniards must be handled more thoroughly during the interview process, and the recruiter should clarify details of interest. The evaluation item found that Ukrainians and Spaniards are generally more direct in their evaluations of others' performance. However, the directness of the Ukrainians' evaluative judgments is unquestionable; the criticism is not embellished by references to positivity. The British are more moderate in their assessments than the Spaniards and Ukrainians - they use diplomatic language. However, it is also affected by the directness of the British in their words - they are far from the ideal standards of diplomacy when criticizing.

In terms of leadership, the British are moderately egalitarian but adhere to vertical lines of authority. Whereas Spaniards and especially Ukrainians tend to have a clear hierarchy of contacts, and key decisions go through all hierarchical lines. The recruiter must immediately demonstrate his or her authority over the situation and avoid losing control (especially when working with British professionals).

British workers make decisions at the same level: both through collective discussion and collegial decision-making, and through individual initiatives (mostly by superiors). Spaniards tend to focus more on individual initiative, while Ukrainian workers rely predominantly on decisions made by superiors. This characteristic is important to consider when hiring - the recruiter must select the employee who best fits the company structure and its internal way of working. The following point about trust is also important from this point of view. Trust in cooperation for the British is primarily about sharing tasks and doing business together, while Ukrainians and Spaniards have informal contacts - through joint parties, breaks, etc. Ukrainians and Spaniards are almost as slow to establish cooperation and trust among themselves. This information is critical in determining whether or not an applicant will fit into a company with ease.

A positive feature of workers in Ukraine or Spain is conflict, which, however, does not escalate into prolonged confrontation and does not lead to permanent tension: conflicts arise and subside quickly. The British have a long time to worry about conflicts, so offensive things are remembered by British workers for a longer time. This is important during recruitment because Ukrainians or Spaniards can be provoked into conflict to test their stress tolerance and other personal characteristics.

In projects, the British implement project phases sequentially, completing one task before starting the next, smoothly and without interruptions. Their focus is on deadlines and adherence to schedules. The emphasis is on responsiveness and good organization rather than flexibility. Spaniards are more impulsive; project phases, although smooth, decide many things at once, and interruptions are accepted. The focus is on adaptability, and resiliency is valued over the organization. Ukrainian workers are proficient in both sequential and undulating work. When recruiting, one should determine what kind of candidate is trying to get a job and match his or her behavior to the company's requirements. This suggests that Spaniards may have a tendency to speak spontaneously and incompletely during conversations, which

is important to keep in mind and may require additional questioning to clarify their meaning if necessary.

In the area of hypothesis and belief construction, Spaniards, Britons, and Ukrainians do not agree. The British usually construct a story from a fact, statement, or thought and then resort to constructing concepts to confirm or explain conclusions. They resort to discussions practically and concretely. In business conversations, the British avoid theoretical and philosophical arguments. Spaniards and Ukrainians tend to develop a theory or complex concept first before moving on to specific facts, statements, and opinions. During the interviewing process, it is essential to consider this fact to maintain objectivity. To ensure a comprehensive assessment, the selection of candidates should consider various aspects and provide multiple options for conducting the interview.

Recruiting individuals from different cultures such as Spaniards, Ukrainians, and Britons necessitates the use of cultural competence to ensure an objective assessment of their abilities. Erin Meyer's methodology considers various aspects such as manners, character, and psychological traits. However, her recommendations are general, and it is the responsibility of the recruiter or hiring manager to successfully evaluate the strengths and weaknesses of applicants during the interview. The recruiter's cultural competence can significantly impact the process.

CONCLUSIONS

Currently, the emergence of a worldwide labor market has resulted in the prevalence of various global recruitment approaches that rely on E-recruiting. Although each of these methods presents its own benefits and drawbacks, the aspect of cultural competence is often disregarded. The ultimate objective of cultural competence is to enhance team dynamics, facilitate efficient recruitment procedures, and foster a positive working environment. Given the multicultural context of contemporary organizations - so called "mixed cultures" - cross-cultural competence constitutes a crucial aspect of cultural competence. At the same time, the main task of cultural competence is to streamline relations within the team, competent organization of recruitment, and support the working atmosphere.

Recruitment strategies that prove effective rely on the utilization of intercultural competence, which involves preserving one's cultural identity while simultaneously integrating with other cultural attributes. This process can be referred to as cross-cultural literacy or receptiveness and is characterized by an accepting attitude towards different people, beliefs, and cultural traditions, as well as an awareness of one's cultural place among other cultures and global society as a whole. According to research, significant variations can be observed within European nations in regards to their values and culture.

Erin Meyer's methodology reveals significant differences that must be considered in recruitment processes. These include:

1. Communication style.
2. Status distance.
3. Recognition of individual uniqueness.

4. Behavioral model.
5. Placement on the "personal-business" scale.
6. Perception of conflicts.
7. Placement on the "rationalism - irrationalism" scale.
8. Level of concreteness/abstractness of thinking.

By accounting for these factors in a global talent acquisition strategy, cultural (and cross-cultural) competence can be maximized, thus becoming a crucial tool for effective recruitment and the development of a company's human capital.

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