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Mechanism for the Formation and Implementation of HR Policy: The Global Experience

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Abstract: The formation of modern international HR policy practices faces a number of challenges caused by digitalisation and globalisation processes at the global level. The purpose of the proposed article is to study the mechanisms of creation and implementation of HR policy at the international level, to identify the experiences that can improve HR policy at the public and private levels in Ukraine. to achieve this goal, several scientific methods were used, primarily to study the scientific literature on the issue. This includes the use of content analysis, comparison, and systematisation methods, which allowed not only to summarise existing practices, but also to formulate certain recommendations for implementation in Ukrainian realities. The results show that modern HR policies, despite the impact of digitalisation and globalisation, retain some regional peculiarities. The American model is based on high-quality recruitment, elimination of any discrimination, consideration of the unique experience of any person, building mutual respect, education and lifelong development, and respect for each other at horizontal and vertical levels of interaction. The Japanese model is based on historical traditions, understanding of work as a second

family, and taking into account modern trends to find a balance between personal and professional environments. The European model takes into account the qualifications of employees, social security and gradual professional growth. For Ukrainian realities, it is important to plan the development of employees, train and upgrade relevant qualifications, prepare managers, and engage high-quality recruitment agencies. The conclusions note the importance of appropriate motivation, searching for opportunities to objectively assess the contribution of employees to the work process and its results.

Keywords: HR policy, experience, USA, Europe, Japan, digitalisation, development.

Introduction

Human resources policy in business, production, and administration reflects the specifics of the business and socio-cultural environments in which it operates, national labour markets, the mentality of multicultural staff, etc. In implementing their HR policies, foreign institutions combine the principles and structural elements that are most appropriate for establishing effective cooperation in a particular country and type of activity. Even taking into account their nationality, the world's most renowned enterprises pay attention to high-quality solutions in human resource management. Modern mechanisms of team building are evolving in line with social development and the integration of both new digital solutions and opportunities for cultural interaction (Yang et al., 2023). Current research has found a direct link between effective HR policy and innovation, as evidenced by recent studies, including Borysenko (2019), Koster (2024), and Tkachenko (2015). The globalised nature of the organisation and implementation of HR policy makes it possible to draw parallels between different countries and to derive certain universal concepts that can be used in different ways.

Research Problem

Hence, the implementing HR policy at enterprises, administrative institutions, etc. is a complex and sometimes controversial process. The effectiveness of management measures depends on the implementation of a number of requirements. In particular, we are talking about the conditions that involve taking into account scientific and methodological, legislative, political, organisational and managerial paradigms when establishing the functioning of the team. In addition, the HR process is seen as a whole set of measures for the implementation of professional training and specialised retraining of employees, as well as the specifics of recruitment and placement of personnel in relevant positions, which, on the one hand, corresponds to the development strategy of enterprises, and, on the other hand, provides the most favourable environment for the development and growth of personnel. The international experience of countries in organising a reliable HR policy will make it possible to make changes to the realities of Ukrainian reality in improving HR management systems, which will improve the functioning of this segment at both the local and national levels. Current research describes mainly individual mechanisms of HR policy formation (Biswas et al., 2022; Collings, 2012; Podger, 2017). However, previous attempts are not perfect. For example, the components of HR policy used in America and Asia (American and Asian models) are widely represented in the scientific literature. This study will try to approach this problem comprehensively and describe current strategies and mechanisms.

Research Focus

The article focuses on the international experience of forming and implementing personnel policy. This research issue is extremely relevant, since the efficiency of enterprises and organisations in many aspects is directly related to the style, forms and methods of personnel management in the civil service. For this reason, the processes of reforming the relevant services in Ukraine are directly related to similar processes taking place in foreign companies and the state apparatus. Research and prospective use of the best foreign practices for HR management will open up opportunities for further changes in HR management in Ukraine.

Research Aim and Research Questions

The purpose of the article is to analyse the mechanisms of creation and implementation of HR policy at the international level. The realisation of this goal involves several important research questions:

1. What is the global state of scientific experience on the problem of personnel management?
2. What models of HR management are typical for the modern world?
3. How can global experience in HR management be adapted to Ukrainian realities?

Literature Review

Modern scholars have been interested in various aspects of HR policy formation, both at the national and global levels. For example, Benassi (2023) conducted a comparative analysis of enterprise management in Germany, England, and Italy. Botelho et al. (2023) describe the role of HRM mechanisms in the activities of modern organisations. The researchers conducted a small experiment based on a questionnaire and concluded that the HRM mechanism has a positive impact on the perception of organisational effectiveness. At the same time, the study by Chavan et al. (2023) describes the main trends in the formation of HR policy in the world, based on a research experiment, these scientists characterised the role of modern technologies in optimising HR policy. Do et al. (2018) identified a direct relationship between innovation and HR policy formation. Therefore, in general, modern researchers pay attention to the analysis of modern innovative tools that improve the process of implementing HR policy. In particular, Bobro (2024b) identifies the role of artificial intelligence in optimising management decisions. Uhrovetskyi et al. (2023) describe the experience of European countries in the HR management system. Modern researchers have also paid special attention not only to the theoretical but also to the practical aspects of implementing innovative management (Koster, 2024; Mudrak, et al., 2019). Aggarwal et al. (2020) explored the impact of Generation Z on the workforce and suggested restructured HR policies and practices to enhance task performance and organizational commitment. Biswas et al. (2019) investigated how employees' international experience influences their attitudes toward women and subsequently impacts the adoption of supportive HR practices. Dajnoki et al. (2023) investigated the impact of the COVID-19 pandemic on HR practices within Hungarian organizations. Debroux (2014) made a theoretical exploration of international human resource management (IHRM) policies and practices for multinational enterprises.

At the same time, the study by Frenkel et al. (2012) analyses employees' perceptions of the current human resource management policy. This study also belongs to the experimental ones, the authors conducted an experiment in modern organisations and generally described the positive impact of the perception of innovative human resource management mechanisms. Hakim et al. (2022) identified the role of human resources and their impact on organisational performance. At

the same time, Hill (2015) described some processes of organising and planning the process of implementing management strategies for new companies. Jirjahn (2022) examined the role of membership in an employers' organisation and its impact on the effectiveness of HR policy implementation in Germany.

At the same time, it should be acknowledged that the study of research on the formation of the HRM system demonstrates that there is no single accepted system of enterprise organisation. It is formed in different ways in each country, and therefore the system of civil service organisation is different. However, there are common trends that are worth identifying. Therefore, this is an important task for modern research, which this paper will try to solve.

Research Methodology

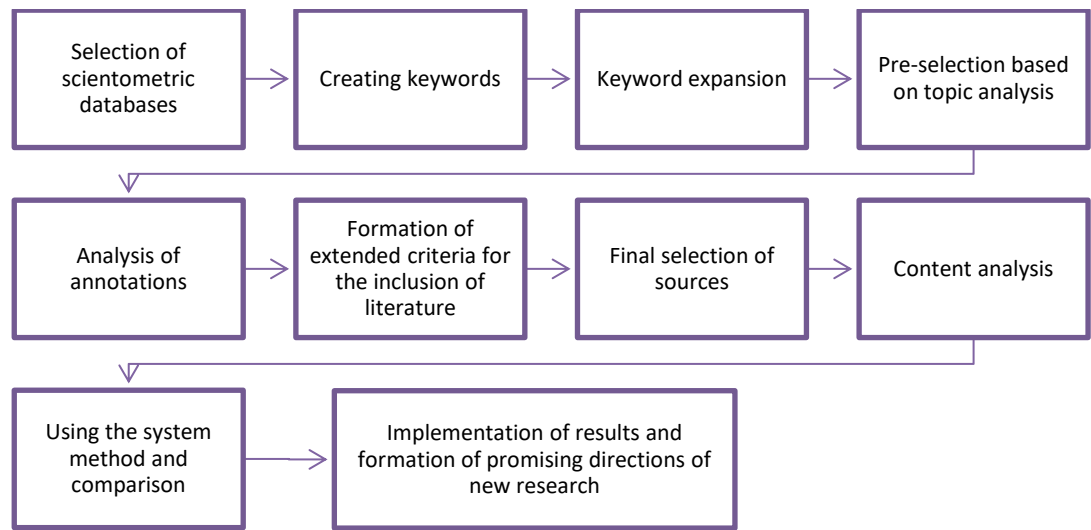
The study is based on a qualitative approach. This approach was chosen in order to comprehensively present the existing mechanisms of HR-policy formation in view of the existing trends. By delving deeply into qualitative data, the authors aim to capture the complexities inherent in HR-policy dynamics. Thus, this research paper is based on the meticulous collection of important scientific literature and rigorous analysis, fostering a exploration of the subject matter.

Data Collection

Data collection was carried out in stages. The process of collecting materials is described in detail in Figure 1.

Figure 1

Stages of Data Collection



Source: Author's development.

Therefore, as can be seen from Figure 1, the main scientific and metric databases containing materials on public administration, economics and management were initially selected. Thus, we selected Scopus, Ebsco, ERIH+, Crossref, ResearchBib, and Worldcat. The following keywords were entered into these search databases: HR policy, foreign experience, Ukraine. However, a small number of sources were found. Accordingly, these keywords were expanded to include specific country names, including Germany, the United Kingdom, the United States, Ukraine, and Italy. Other keywords were also added: governance, economy, management, innovation, human resource, training, skills. As a result, more than 235 relevant results were found, which were pre-sorted based

on the analysis of topics. After that, a critical analysis of the abstracts was carried out: those papers that did not mention HR policy, management mechanisms and certain innovative technologies or solutions in the field of economics and management were rejected. Thus, 84 literature items were selected.

Based on the previously formed inclusion criteria, another stage of literature selection was carried out.

Inclusion criteria:

1. The study provides relevant information
2. The study describes the current state of HR policy development
3. The work describes innovative technologies in the field of management
4. The study describes foreign experience
5. The work relates to Ukrainian realities
6. The study mentions methodological tools.

Thus, based on this critical approach, 50 literature items were selected.

The range of dates of inclusion of scientific literature is from 2012 to 2024. Only two theoretical studies were written in 2003, as it represents an important theoretical and methodological basis for the formation of personnel policy.

Data Analysis

The paper conducts a content analysis of the literature, which is used to systematise the main approaches to human resource management in individual countries. Using the method of comparison, the article demonstrates the aspects of HR policy implementation in Poland, Latvia, France, Germany, Spain, the USA and Japan. Using the systemic method, the article considers the personnel policy as one that is in constant development and requires constant updating. Using the prognostic method, the author outlines certain directions of development of HR policy in Ukraine.

Results

The American model of HR management and implementation of HR policy and internationalisation of management has its roots and specific features. The main elements of the HR policy of leading American companies (PepsiCo, Ford Motor Company and others) are diversification and integration, which are priority manifestations of their business strategies (Siagian & Sitorus, 2024). To implement such development and take into account all possible risks and develop ways to overcome them, companies are actively focusing on several strategic aspects, some of which are directly related to human resources.

First of all, it is about using diversity in recruiting and working with the workforce. For example, Tessema et al. (2022) found that human resources performance depends not so much on race, ethnicity, age, or gender, but on a number of other characteristics that stem from the unique experiences of each individual. It is primarily about taking into account such aspects as attitudes, practical experience, attitudes, learning ability, education, etc. For this reason, taking into account the heterogeneous composition of the staff of an international corporation, HR policy is based on nurturing and inclusive organisational layers that establish a corporate culture free of barriers, in which any employee feels included, respected and valued (Tessema et al., 2022; Dluhopolskyi et al., 2023). Another important element is to create a work environment that is based on respect between

employees at both horizontal and vertical levels. In addition, according to American researchers, it is important to find a balance between the performance of one's official duties and personal life in the current environment. In this regard, American researchers note the relevance of the recommendations of the International Labour Organization as important components of a balanced work and personal life, which are necessary indicators of decent work in the modern world.

In addition, the US HR policy system operates with a complex interweaving of social support programmes and a reward system that establishes a flexible balance between professional activities and personal life rules through the use of remote work, partial involvement in work processes, part-time employment, flexible work schedules and redistribution of job responsibilities.

An important element of the HR policy is the provision of training opportunities for managers and other employees, which will help to improve their professional competences, theoretical knowledge, etc.

In fact, through the training process organised for employees, American companies try to optimise production, achieve the lowest possible costs while maintaining the high quality of the final product (Shpykuliak & Mazur, 2014; Zayukov et al., 2024). Additional requirements include the participation of employees in training sessions where they are taught interpersonal communication. This means additional development of communication skills, empathy, multiculturalism and respect for others during the work process. For this reason, the team in American companies is viewed as an important component that provides ongoing support and development.

An important process in the US is recruiting the right employees. Along with the relevant government employment services, there are separate intermediary structures that operate to find the necessary employees to fill current vacancies. The cost of operating such private structures is quite high. However, focusing on employees (actual and potential) allows for the consideration of individual values and results, as employees are the main source of performance (Krzywdzinski et al., 2022). Such a system is quite attractive for the Ukrainian market, as it involves an improved remuneration system and motivation. Certain elements of private experience are also used in the United States when hiring for the civil service. The civil service in the United States is divided into competitive and exclusive. The name 'competitive' means that all appointments to this service are made as a result of the selection of candidates for positions on a competitive basis. As a result of this procedure, more than 90% of all civil servants are hired through the competitive system. The name 'exclusive' reflects the provision that positions in this service are excluded from the scope of the Civil Service Reform Law. These include positions in the National Security Agency, the CIA, the FBI, the State Department, and the US Mission to International Organisations. The United States also has a system of political appointments, where senior administrative positions are appointed on the basis of political merit and senior officials are periodically rotated depending on the length of time a representative of the party they support stays in the White House. There are also a number of positions that the president can appoint without the consent of the Senate: heads of government programmes, advisers, assistants and private secretaries. The procedure for dismissing a civil servant is also defined in law. If there are any comments on his or her performance, the head of the institution must inform him or her, clearly stating the criteria for evaluating his or her work. Before taking any action related to demotion due to unsatisfactory performance, the employee must be notified in writing.

As part of their HR policies, Asian (Japanese) companies focus on the need to respect fundamental human rights, ensure respect for the dignity of employees, have zero tolerance for discrimination and human rights violations, provide real opportunities for professional growth, and

try to take into account individual talents and characteristics of employees to achieve better results. It is also about maintaining a healthy balance between professional and personal life, and striving to create a workplace environment that provides employees with the best possible conditions for mental and physical well-being. The Japanese approach to human resources takes into account the mentality of employees, the principle that establishes work as a second family (Tkachenko, 2015). For such organisations, a high level of social guarantees is important, which encourages employees to be committed to their work and the employing organisation. At the same time, the application of some existing Japanese practices and social guarantees (e.g., lifetime employment guarantees) seem ineffective in the Ukrainian context, due to the rapid development of modern digitalisation and scientific and technological progress. Changes in the restructuring of private structures have also had a significant impact on the recruitment of employees for the public sector. In the process of creating a new public management, Asian countries have developed their own 'hybrid' model, characterised by a strong state element and a significant presence of bureaucracy, but also by decentralisation, privatisation and deregulation. Public sector reforms in Asian countries were based not only on the principles of the new public management concept (application of market strategies to solve public administration problems), but also on the ideas of the good governance concept (key emphasis on the tandem of equality and development). Reform of public administration systems was necessary to address the pressing problems of the late twentieth century, namely: excessive centralisation; weak administration; inflexible regulation; nepotism in appointments.

The HR policy and its implementation in leading European companies usually also applies to those branches located outside the European Union, but which are part of a single structure and management. The basis of the HR policy of many European companies is the principle of creating a decent place and decent working conditions for employees. It is a reliable approach to creating, maintaining and further developing professional environments that are most attractive to both current and potential employees in the future (Tkachenko, 2015). Among the key requirements for employees is the necessary level of qualification required to regulate activities in the present and in the future, which will ensure the implementation of the tasks that are on the list of current goals of a particular company. At the same time, all employees' needs for active assistance in the area of professional development are usually met.

European companies focus on clear planning of their development. That is why they also take into account various aspects of training and cooperation with teams. In particular, they provide opportunities to organise permanent and reliable jobs that are provided with appropriate remuneration conditions, taking into account personal achievements, results and volumes of work performed, bonuses, etc. (Van Beurden et al., 2020). For example, the LEGO Group makes every effort to ensure that its HR policy is planned and implemented in accordance with the principles of close partnership between the company's management and employees. To optimise these processes, special programmes are in place to continuously assess the indicators and reasons for staff turnover, monitor staff development and skills, and provide training at the company's expense, which also takes into account the modern requirements of digitalisation and remote work. A fairly effective solution is to cooperate with staff through clear explanations of the company's requirements and needs, and the implementation of strategic goals and priorities. The system of formation and development of the necessary professional competences among employees, which is necessary for further growth of the company's economic performance, is relevant for HR policy.

Certain peculiarities of HR policy can be identified in Poland. It is about setting management standards, forming and implementing a unified strategy for HR administration in the civil service. Providing up-to-date information on vacancies and planning for further training of employees is also

a priority for local employers. Among the clear requirements are knowledge and strict implementation of legislation. An important point in the formation of the civil services corps in Poland is the involvement of graduates of the National School of Public Administration in the performance of official duties in various positions in public authorities. Graduates of the school are automatically enrolled in the civil service. They can choose a position freely from among those provided by the Prime Minister for graduates. The training programme is interdisciplinary. The programme offers all the necessary training for those who plan to take up a leadership, expert or administrative position in the Polish civil service at the central and regional levels. The National School of Public Administration also provides training for people already working in public administration. Training courses are addressed to carefully selected groups of students. The National School for Public Administration organises various seminars and training courses that include foreign language, law, international and European relations, economics, etc.

In Germany, the implementation of HR policy has historically been based on existing traditions. Employees in Germany have one of three available legal statuses (Jirjahn, 2022). First of all, we are talking about the preparatory service, in which the employee is not as securely protected and can be dismissed for administrative offences. Probationary service begins with the appointment to a position, which means the direct performance of job duties. Employees who have successfully completed probationary service can be appointed for life in public service. Appointment to lower-level positions requires: successful completion of basic secondary school or an equivalent level of education; middle-level positions require graduation from a real school, a one-year preparatory internship and a successful examination; advanced positions require a bachelor's degree, a three-year preparatory internship and a successful examination. Finally, the following qualifications are required for the senior level: a master's degree (preferably in public administration); a minimum of two years of preparatory practice; and an examination. The German career advancement system is regulated by law and is based solely on the principles of professional development and gradual advancement. Exceptions to these rules are allowed only with the special permission by the Federal Personnel Commission.

In the Spanish context, the civil service is quite closed and hierarchical. This type of personnel policy is formed in accordance with the system of career accessibility, according to the education and training received (Benassi, 2023). Private structures are guided by different norms, more democratic in nature. In fact, the terms of cooperation with employees are implemented in separate contracts and are individual. Similar private practices are known in France. However, the civil service in this country is extremely regulated, hierarchical and loyal to the state. Under such conditions, the personnel policy selects less proactive executives who constitute the mechanisms of public administration (Tkachenko, 2015). In France, the civil service competition is conducted by an independent collegial body – the jury – established by the public authority with the power to appoint. The jury ranks the candidates on the basis of their merits and makes a recommendation for a particular position, and the final decision is made by the public authority. The person who has been appointed is given a trainee position, and after the probationary period, he or she acquires the status of a civil servant. It should be noted that participation in the competition for a class A position requires specialised education, general and technical knowledge, intellectual abilities, strategic thinking and leadership skills; class B – a high level of general and professional knowledge and the ability to evaluate and direct the activities of persons under their supervision; class C – performance skills and mastery of modern technical means; class D – knowledge of the general education curriculum. France also uses other recruitment procedures, such as the use of eligibility lists, professional examinations and even free selection. In addition, there is a list of senior positions that

are appointed by the government. At the same time, an important aspect of the civil service in France is continuity, i.e. employees will work in the chosen field throughout their lives, gradually moving up the career ladder.

The fundamentals of HR policy based on the American, Japanese and European experience point to certain differences and similarities (see Table 1).

Table 1

Aspects of HR Policy Implementation

Country	Aspects
Poland	• Developing clear standards for human resource management • Creation and implementation of a unified human resources management strategy • Development of international cooperation on civil service issues • Dissemination of information on vacant positions • Organisation of training and professional development of personnel
Germany	• Based on the principles of public service and national law • Implementation of the tariff right of supply • Management, modernisation of public administrations and • Reduction of bureaucracy and red tape • Reducing corruption • International cooperation • Civil servants are divided into three types of legal status: preparatory, probationary and lifetime service
Spain	• Availability of a closed personnel management system • Recruitment for a basic level position with a possibility of career growth • Hierarchical structure based on educational level
France	• Regulated management system with a hierarchical structure • Career development oriented towards long-term service • Regulation of legal status by administrative law rather than labour law
USA	• Intermediary systems for recruitment • Focus on individual values and results • Remuneration and motivation system is attractive to employees
Japan	• Taking into account the fundamentals of the employee mentality, where work is a second family • High level of social guarantees • Employee commitment to the organisation

Source: Author’s own development.

American institutions that apply national recruitment principles to hiring place a high value on the availability of specialised knowledge and skills. Applicants for a vacancy must pass special tests to determine the level of professional skills. At the same time, it should be recognised that each business entity develops individual selection criteria for hiring employees. At the same time, Japanese firms believe that a manager should be a specialist who can work at any level of work, and not only perform managerial functions, so during the professional development process, the manager should choose to study different areas of activity (Hill, 2015; Kormyshkin & Umanska, 2021). In European countries, HR management is based on improving employees' skills, knowledge and motivational attitudes (Frenkel et al., 2013; Kang & Shen, 2017). The development of the management system that was formed in the early stages of Ukraine's economic reforms took place in the characteristic conditions of the transition phase. Important characteristics of this are the instability of links between enterprises and the insufficient level of coordination of their activities; freedom of economic activity, determined by the national legal system; instability of the regulatory field and the implementation of economic policy. At the same time, the current educational services in Ukraine are unbalanced in accordance with the real needs of the market. The quality level of employees is inferior to the requirements of the European market. Similarly, modern scholars argue that the current practice of work in the field of personnel development in Ukraine does not contribute to its qualitative renewal.

Therefore, it is important to significantly adjust the economic strategy of HR policy formation. To address the aforementioned shortcomings, it is necessary to implement personnel development planning(Engle & Crowne, 2013). First of all, it is about planning the natural movement of personnel, i.e. retirement, dismissal due to illness, study, etc. However, in this context, it is important to prepare an equivalent replacement. On the other hand, an important step is to continuously train and upgrade the management and HR skills of the management corps, taking into account the key aspects of the Ukrainian economic market. It should also be recognised that the creation of an effective business services industry should be one of the factors in the development of structural and investment policy (Tkachenko, 2015; Lutsiak et al., 2022). The set of current programmes used in the training process should meet innovative European requirements for managers. On the other hand, as the Japanese experience of organising HR policy shows, it is important that current corporate goals and values are perceived by the Ukrainian workforce as their own. For this reason, motivational propaganda and ongoing work with the workforce is required.

An objective assessment of each employee's performance and recognition of his or her merits are the conditions for motivation and interest in the firm's activities. Such a personality-based approach, which is used in most EU countries and the United States, will help to develop employee motivation to work. Table 2 shows potential solutions for optimising HR policy based on international experience.

Table 2

Key Potential Solutions for Optimising Ukraine's HR Policy

Area for improvement	Potential solutions
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Staff development planning	Effective planning for natural staff turnover (retirement, sickness, training, etc.) = Preparing an equivalent replacement for employees who leave the organisation (Drok, 2022).
Training and professional development	Continuous training and professional development of management and HR staff = Taking into account key aspects of the Ukrainian economic market when preparing training programmes = Compliance of training programmes with innovative European requirements for managers (Goncharuk et al., 2021).
Development of the business services industry	Creating an effective business services industry as a factor in the development of structural and investment policy.
Corporate goals and values	Ensuring that the Ukrainian workforce understands the corporate goals and values = Conducting motivational outreach and ongoing work with the workforce.
Motivation and evaluation of employees	Objective assessment of the performance of each employee = Recognition of employees' merits to stimulate motivation and interest in the activities of the state institution = Use of a personality-based approach that will promote motivation to work

Source: Author's own development.

Thus, in order to implement an effective HR policy in modern Ukrainian organisations, it is necessary to combine innovative aspirations for improvement and American individualism. This will contribute to the formation of more efficient mechanisms and, in general, will contribute to greater economic development.

Discussion

The article demonstrates that modern practices of forming and implementing HR policy play a significant role in the functioning of both powerful international corporations and private companies, as well as the public sector. The principles on which the HR policy is based can be conditionally grouped into the American, Japanese and European models of HR. The proposed results confirm the conclusions of Benassi (2023) that, despite the globalisation of modern business and production processes, the existing division takes into account national, traditional features that are valid in the modern world. The findings confirm the opinion of Botelho et al. (2023) that American companies are focused not only on cooperation with the public employment service, but also with private recruitment agencies, which makes it possible to find the necessary employees. The conclusions of other researchers that the Japanese (Asian) model of HR policy has historical roots and traditionally relies on loyalty to the employing organisation, which, at the same time, provides proper working conditions and career growth, are also valid (Do et al., 2018; Haque et al., 2023). The results also support the view that labour traditions have a significant impact on the modern HR policy of European countries, which is only gradually unifying under the influence of common practices and globalization (Suutari et al., 2013; Widen-Wulff & Suomi, 2003). Obviously, the gradual unification will cover all models of HR policy, and relying on the recommendations of international institutions will allow legalising and taking into account the current requirements for recruitment and employment.

The findings demonstrate that in order to bring the civil service in Ukraine and the Ukrainian human resources system closer to European and American models, the main focus should be on ensuring the formation of effective mechanisms for the separation of political power and administration, including the creation of a single civil service corps. In addition, the main focus should also be on a clear solution to the issue of political servants in the administration. In particular, according to modern studies, the range of positions to which political authorities should make appointments and dismissals should be clearly formulated and defined (Palamarchuk & Mironenko, 2019; Gigauri, 2020). In addition, modern researchers also agree that the practice of assigning categories of civil servants to persons in political positions cannot be so widely used.

The results also demonstrate the important role of developing relevant competencies and skills for future human resource managers. In particular, the article highlights the main potential solutions for optimising HR policy: an effective mechanism for planning personnel development, training and skills development, ensuring the perception of corporate goals and values by the workforce, and an objective assessment of the performance of each employee. Other modern researchers also emphasise the importance of using innovative technologies in training specialists (Bobro, 2024a; Kuzheliev et al., 2023; Levchenko & Nemchenko, 2020). At the same time, some authors also emphasise that when implementing certain innovative technologies and solutions, special attention should be paid to the development of cybersecurity (Lysenko et al., 2024). It is also worth agreeing with the considerations made in the article by Palamarchuk and Mironenko (2019) that when studying the peculiarities of civil service personnel management abroad, it should be borne in mind that they should not be directly copied. In particular, foreign experience should be treated with due regard to their mistakes and national traditions (Palamarchuk & Mironenko, 2019; Lavrov et al., 2022), including the peculiarities of Ukraine's economic life, which is associated with the significant development of agriculture and the need for employees and specialists of the relevant profile (Kozlovskiy et al., 2020; Mudrak et al., 2019). At the same time, the psychology of the national workforce should also be taken into account, as some studies have shown that modern workers may not be ready to accept dramatic changes at the psychological level (Krzywdzinski et al., 2022; Liang et al., 2023). Therefore, it is necessary to develop the skills of adaptation to changing conditions in the workforce. This aspect is also emphasised by some contemporary scholars (Searle & Ball, 2003; Stroiko et al., 2024). Lifelong learning, its provision and implementation at both the public and private levels should play a special role in supporting HR policy.

At the same time, the study has certain limitations. First of all, we are talking about the selection of literature, which primarily covered English-language publications. The further use of scientific literature written in other languages will improve the process of searching and generating results in the future.

Conclusions and Implications

Therefore, modern HR policies in both the public and private sectors, despite the impact of digitalisation and globalisation, retain certain regional peculiarities. In particular, the American model is based on high-quality recruitment, elimination of any discrimination, consideration of the unique experience of any person, building mutual respect, education and lifelong development. Another important element is the observance of mutual respect at horizontal and vertical levels of interaction. The Japanese model is based on historical traditions and the understanding of work as a second family, however, taking into account modern trends towards finding a balance between personal and professional environments. The European model of HR policy is quite varied,

depending on the country, but it takes into account employee qualifications, social security and gradual professional growth.

In the Ukrainian context, a certain symbiosis of existing HR policies may be important. It is important to plan the development of employees, i.e. to arrange for an efficient movement of personnel. To this end, it is imperative to train and upgrade relevant qualifications, update relevant curricula and train managers to meet modern challenges in the global space. The American experience makes it possible to establish the effectiveness of the development of the business services industry, which, in addition to public services, will involve motivated private contractors who will be interested in finding the right employees and meeting existing demand. Respect for and fulfilment of corporate goals may also become extremely important in the Ukrainian context, including through appropriate advocacy and ongoing work with the workforce by the relevant managers. Modern HR policy experience also draws attention to the importance of appropriate motivation and the search for an objective assessment of employees' contribution to the work process and its results.

Suggestions for Future Research

The summarised global experience of HR policy management has made it possible to identify positive and negative elements in existing systems, and to recommend certain elements for more active implementation in the Ukrainian context, taking into account local specifics. Undoubtedly, the proposed results may face additional difficulties in the context of war and Russian aggression, but the recommendations made allow us to improve our understanding of modern HR policy now. At the same time, the devastating impact of Russian aggression is not yet fully over. European countries, the United States or Japan have not faced such challenges for a long time, so Ukraine's experience in regulating HR policy in the post-war period is turning into a relevant topic for future research, which will take into account HR management in times of crisis, integration of digital technologies, development of distance learning for staff, the possibility of using remote work to continue performing professional duties, etc.

For the further development of the stated topic at the international level, it is important to study specific examples of the implementation of HR policy in practice. We are talking about examples of successful companies, enterprises, corporations or government agencies that use innovative methods of recruitment and adaptation of personnel. It is obvious that the current pace of globalisation points to further intertwining and interactions between the most obvious models of HR policy organisation. In practice, this may lead to the emergence of new, more universal solutions that still need to be researched and further evaluated. Together with the impact of innovative technologies, this may lead to a qualitative combination of the most effective HR policy models while reducing negative manifestations. Future studies of these manifestations will help determine the optimal levels of borrowing from several models, as well as take into account the existing historical and mental traditions, which will turn the team into a working mechanism capable of both effective work and appropriate rest.

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