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## PERSONNEL SELECTION SYSTEM IN INTERNATIONAL CORPORATIONS

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Personnel management is becoming increasingly important as a factor in increasing the competitiveness of the enterprise, achieving success in implementing its development strategy (Abchuk, 2018; Chakrawal & Goyal, 2018).

Personnel management can be defined as activities aimed at achieving the most effective use of employees to achieve business goals and personal goals. The first, traditionally, are associated with ensuring the efficiency of the enterprise. And efficiency is sometimes understood in a narrow sense - as obtaining maximum profit. However, more and more often efficiency is considered not only in economic terms - as efficiency, quality, productivity, innovation, profit, but also in a broader context and is associated with such concepts of personal, psychological plan as employee satisfaction with their work, participation in the workforce. enterprises, a high level of self-esteem of the team, motivation of staff to work effectively (Alkubaisy, 2020; Barhaq & Radchenko, 2018; Bubyk et al., 2017; Dagmara, 2020).

The personnel policy is important in the process of human resource management of international corporations, which is a system of views, requirements, principles that determine the main directions, forms and methods of working with staff.

When filling personnel vacancies in the established foreign branch of TNC, external and internal recruiting technologies can be used.

External recruiting as a personnel selection and selection system is focused on the resources of the labor market, and internal recruiting - on the capabilities (qualification, adaptation, motivational) of its own personnel.

The dominants of one form or another of recruiting characterize the personnel system either as open (in the case of the prevalence of the external form), or as closed (in the case of the prevalence of the internal form).

The use of the first source of personnel is associated with internal recruiting technologies. The use of the second and third source is entirely determined by recruiting technologies.

The optimal combination of external and internal recruiting technologies is the most relevant for TNCs (Abchuk, 2018).

All TNC employees are divided into expatriates and local citizens.

Expatriates are considered to be posted workers who leave their country for long-term work abroad. Expatriates are divided into nationals of the countries where the parent company or its headquarters is located and citizens of third countries (all

other countries except the home country and the one where the branch is located).

Expatriates have the following strengths (Delanoy & Kasztelnik, 2020; Hanić & Jevtić, 2020; Iqbal, 2018; Karaoulanis & Karaoulanis, 2020):

- technical competence;
- high qualification;
- control over corporate strategy.

The benefits of local staff are:

- adaptability to local conditions;
- high incentives to work;
- mobility;
- lower personnel costs.

Problems of repatriation of expatriates (Kasztelnik & Gaines, 2019; Kendiukhov & Tvaronavičienė, 2017; Levchenko et al., 2018):

- readaptation to life in the "home country".
- Personal financial problems.
- Promotion.
- Relationships with former colleagues (Abchuk, 2018; Vladimirova, 2019).

When dealing with the selection system in international corporations, first of all should be based on:

1. Criteria for selection of personnel for international appointments (Vladimirova, 2019):

- a) general criteria:
  1. Technical skills.
  2. Human skills.

Managing subsidiaries: communications; managerial talent; emotional stability; ability to adapt to a new environment.

Functional managers: maturity; emotional stability; technical ability to perform official duties.

Operations managers: maturity; emotional stability; knowledge of local laws; knowledge of the people of the host country.

The American approach is an emphasis on technical skills.

Japanese approach - emphasis on behavioral skills (customers, consumers, subordinates, etc.)

b) Adaptation to cultural change: ability to integrate with staff of another culture, ability to understand development in the host country, ability to solve problems with different networks and perspectives, feeling better in another culture, politics, religion and ethics in adapting to individual differences, flexibility in operational matters in the absence of assistants and information.

c) Independence and self-sufficiency: the need for assistants and installations, experience of independent work (domestic or foreign), experience of project management, hobbies, activity at the enterprise, public activity.

d) Physical and emotional health: the ratio of health and working conditions, the psychological ability to adapt to another culture, the ability to cope with culture shock.

e) Age, experience, education: balancing between age and experience, level of education, preferably after university, the critical importance of international experience.

f) Language training: knowledge of English, knowledge of other languages.

g) Motivation for a foreign destination: belief in the possibility of working abroad, anticipation of adventure and interesting activities, career opportunities, increased rewards.

h) Marital status and dependence: satisfaction with family life, the family's ability to reduce stress, the family's ability to adapt to a new culture.

i) Abilities of the leader: opportunities to continue "home leadership" in foreign activities, specific traits of a leader necessary for successful activity in the destination country.

Factors affecting the salary for foreign appointments, we can identify the following (Lyulyov & Pimonenko, 2017; Medvedev, 2014; Moskovicz, 2018; Saima, 2019; Srivastava, 2018; Tommaso, 2018; Vasylieva et al., 2018):

- Personality.
- Country.
- Cost of living.
- Improving official status.
- Compensation for complications of a business trip abroad.
- Currency.
- Remoteness of the district.

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