WAYS TO SOLVE HUMAN RESOURCE PROBLEMS IN GLOBAL COMPANIES

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Abstract. *This article analyses the major human resource problems faced by global companies, including talent attraction and retention, cross-cultural workforce management, reskilling under digital transformation, productivity pressures, and employee well-being. Drawing on recent international labour and skills reports, the paper proposes practical and innovation-oriented solutions for building resilient and competitive workforce systems in multinational business environments.*

Keywords. *global company, HR challenges, talent retention, reskilling, digital transformation, corporate culture, international labour market*

Introduction

Human resource management has moved from a support function to a strategic capability in global business. Multinational companies now operate in labour markets shaped by digital transformation, demographic change, geopolitical uncertainty, new employee expectations, and the rapid spread of generative artificial intelligence. Under these conditions, HR problems are no longer limited to recruitment administration or payroll discipline. They include systemic questions: how to secure scarce skills, how to integrate geographically dispersed teams, how to maintain trust across cultures, and how to redesign work without undermining employee engagement.

Recent international evidence confirms that the labour market context has become more complex. The World Economic Forum identifies skills gaps as one of the main barriers to business transformation, while the ILO and OECD point to slower productivity growth, persistent mismatches between available skills and employer needs, and the growing pressure of ageing populations in many economies. For global companies, these trends mean that HR issues must be approached as part of long-term competitiveness, not only short-term staffing.

The purpose of this article is to identify the major HR problems that appear in global companies and to develop a system of solutions that combines strategic workforce planning, digital tools, ethical leadership, continuous learning, and cross-cultural management. The paper is based on analytical synthesis, comparative interpretation of international reports, and practical generalization of modern HR management approaches.

1. Theoretical foundations of HR problems in global companies

In the classical administrative model, personnel management focused on staffing, control, and formal labour relations. In contemporary global business, however, human resources are interpreted as a dynamic source of value creation. This shift means that HR problems must be studied at three interconnected levels: the institutional level of labour market conditions, the organizational level of management systems, and the individual level of employee motivation and capability.

From a strategic management perspective, HR problems emerge when the company cannot align business goals with workforce capacity. This misalignment may appear as talent shortages, weak leadership pipelines, high turnover, poor collaboration between headquarters and local branches, unequal access to development opportunities, or reduced psychological safety. From an innovation perspective, the problem becomes even deeper: a company may possess technology, capital, and market access, but still fail if it lacks adaptable people and trust-based organizational routines.

Thus, solving HR problems in global companies requires an integrated approach that treats human capital, organizational culture, and learning systems as mutually reinforcing elements.

2. Main HR problems observed in global companies

The first major problem is talent scarcity. Global companies increasingly compete for digital, analytical, managerial, and customer-facing skills. This is especially visible in sectors undergoing rapid automation, data integration, and platformization. Recruitment costs rise when firms rely on the same limited talent pools without building internal pipelines.

The second problem is employee retention. High performers frequently leave when they see limited career mobility, weak recognition, poor work-life balance, or a lack of meaningful work. In multinational settings, retention problems can intensify because local employees sometimes perceive promotion systems as biased toward headquarters or expatriate managers.

The third problem is skills obsolescence. Digital transformation alters job content faster than traditional training systems can respond. Employees may remain formally employed but become functionally outdated if they are not reskilled in data literacy, AI-assisted workflows, problem solving, and collaborative digital tools.

The fourth problem is cultural and communicative fragmentation. Global companies bring together people with different languages, values, time orientations, and expectations about hierarchy. Without deliberate cross-cultural management, misunderstandings accumulate, trust weakens, and conflict resolution becomes slower and more costly.

The fifth problem is employee well-being and burnout. Remote and hybrid work have increased flexibility, yet they have also blurred boundaries between work and personal life. Constant connectivity, intensified performance monitoring, and economic uncertainty can undermine motivation and long-term loyalty.

The sixth problem is the uneven use of technology in HR. Many companies adopt digital HR tools, but the strategic use of data often remains limited. Fragmented systems can produce poor decisions, bias, privacy concerns, or overly mechanical performance assessments that reduce employee trust.

No.	Key HR problem	Primary management solution
1	Talent shortage	Build internal talent pipelines, skills-based hiring, stronger employer branding
2	High turnover	Transparent career paths, coaching-based management, flexible work design
3	Skills obsolescence	Continuous reskilling, project-based learning, digital learning platforms
4	Cross-cultural friction	Inclusive leadership, intercultural training, local-global HR alignment
5	Burnout and low engagement	Workload redesign, well-being support, humane performance metrics
6	Weak HR analytics	Integrated HR data systems, ethical governance, bias monitoring

3. Comparative overview of core challenges and solutions

The complexity of HR management in multinational corporations becomes clearer when the main problems are compared with their managerial responses. Table 1 summarises the most common challenges and the practical solutions that can strengthen workforce resilience in global companies.

4. Strategic ways to solve HR problems

A first solution is to move from vacancy-based hiring to strategic workforce planning. Instead of filling positions only after shortages appear, global firms should forecast capability needs by business unit, region, and technology trajectory. Scenario planning helps determine which roles can be automated, redesigned, outsourced, or strengthened through internal mobility.

A second solution is to build a skills-first talent model. This approach focuses on demonstrated competencies rather than narrow credential filters. It widens access to talent, improves internal mobility, and helps companies discover hidden capabilities among existing employees. Skills taxonomies, internal talent marketplaces, and modular assessment tools are useful instruments here.

A third solution is continuous learning and reskilling. Training must become embedded in the workflow rather than treated as an occasional event. Effective global companies combine digital learning platforms, peer mentoring, project-based upskilling, and leadership development tracks. The goal is not only to teach new tools, but to cultivate adaptability and learning confidence.

A fourth solution is to redesign retention systems around employee experience. Salary remains important, but retention increasingly depends on fairness, development, recognition, flexibility, and managerial quality. Companies that link performance management with coaching conversations and transparent career paths are better positioned to retain high-potential staff.

A fifth solution is cross-cultural leadership development. Global firms need managers who can communicate across differences, negotiate expectations, and create inclusive team norms. Cross-cultural competence should not be reduced to etiquette training; it must be integrated into leadership evaluation, team design, and conflict management.

A sixth solution is responsible HR analytics. Data can improve recruitment, workforce planning, and engagement monitoring, but it must be governed by clear ethical principles. Employees should understand how data are used, which indicators influence decisions, and how bias is mitigated. Trustworthy analytics strengthen HR legitimacy, while opaque systems damage it.

5. The role of organizational culture and leadership

HR problems rarely disappear through technical measures alone. Organizational culture determines whether formal policies are implemented in a meaningful way. In global companies, culture is expressed through communication norms, decision-making styles, recognition practices, and the relationship between central strategy and local autonomy.

Leadership therefore becomes a decisive variable. Senior managers shape whether HR is treated as a cost center or a strategic partner. Middle managers shape whether employees actually experience fairness, support, and developmental feedback. If leaders promote psychological safety, transparent expectations, and consistent ethical standards, HR systems become more credible and more effective.

A resilient culture in multinational corporations should combine global standards with local sensitivity. Universal principles such as dignity, fairness, anti-discrimination, and accountability must be preserved, but their implementation should reflect national labour norms and cultural context. This balance reduces resistance and strengthens organizational cohesion.

6. Practical recommendations for global companies

On the basis of the analysis, six practical recommendations can be proposed. First, each global company should create a forward-looking workforce map that connects business strategy with critical skills. Second, talent attraction should combine employer branding with skills-based recruitment and internal mobility. Third, learning systems should be measurable, continuous, and linked to real projects. Fourth, employee well-being policies should be connected to workload design rather than symbolic wellness campaigns. Fifth, managers should be trained in inclusive and cross-cultural leadership. Sixth, HR analytics must be transparent, lawful, and ethically monitored.

These recommendations are especially relevant for companies operating across emerging and advanced economies simultaneously. Such firms face not only diverse labour regulations, but also unequal digital infrastructure, different educational systems, and different expectations regarding authority and participation. A standardized global HR policy is therefore insufficient unless it is supported by adaptive implementation mechanisms.

Conclusion : Human resource problems in global companies are multidimensional and strategically important. They reflect not only organizational inefficiencies, but also deeper transformations in the global labour market, technology, and employee expectations. Talent scarcity, retention difficulties, skills obsolescence, cultural fragmentation, burnout, and weak HR analytics are among the most serious risks to sustainable competitiveness.

The article shows that these problems can be addressed only through a systemic approach that integrates strategic workforce planning, skills-first recruitment, continuous learning, cross-cultural leadership, employee experience, and ethical use of HR data. In this sense, the future of global business depends not merely on technological modernization, but on the ability to build institutions of trust, learning, and inclusion inside the company.

Therefore, solving HR problems in global companies should be seen as a central condition for long-term innovation, productivity growth, and organizational resilience.

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