

American University Kyiv

A Capstone Project

MANAGING THE WORK DYNAMICS OF LOCAL AND INTERNATIONAL
STAFF WITHIN REPRESENTATIONS OF INTERNATIONAL ORGANIZATIONS
IN UKRAINE

УПРАВЛІННЯ РОБОЧОЮ ДИНАМІКОЮ МІСЦЕВИХ ТА МІЖНАРОДНИХ
ПРАЦІВНИКІВ У ПРЕДСТАВНИЦТВАХ МІЖНАРОДНИХ ОРГАНІЗАЦІЙ В
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ABSTRACT

This research investigates the status of Human Resource Management (HRM) practices in international organizations in Ukraine. The focus of this research is HRM differences toward expatriates and host country nationals (HCNs), and the impact of cultural trainings/onboarding on the collaboration of both groups.

The study is built on Elton Mayo's Human Relations theory, and Configurational theory by John E. Delery and D. Harold Doty. These theories proclaim that strong interpersonal connections and synchronized HRM practices toward the staff lead to a high level of effectiveness for the whole organization.

The data for this research was gathered through the open survey, where 46 expatriates and HCNs left their feedback on the status of HRM practices in their organizations. Participants presented organizations working in various fields: defense sector, culture, education, embassies, and others.

The key findings of the research indicate differing perceptions of HRM practices and their impacts between HCNs and expatriates. HCNs report that HR differences influence negatively their perception of equality in the organization and basic work processes. More than half of the expatriates don't see these correlations. From the training side, it was identified, that cultural onboarding is a necessary step for strengthening working practices between HCNs and expatriates. These results contribute to the existing HR academic literature and deepen knowledge in the field of local and international staff cooperation in international organizations.

Keywords: Human resource management practices, host country nationals, expatriates, cultural onboarding.

TABLE OF CONTENTS

ABSTRACT	2
TABLE OF CONTENTS	3
LIST OF TABLES AND FIGURES	3
CHAPTER 1. INTRODUCTION AND LITERATURE REVIEW	5
CHAPTER 2. THEORIES OF HUMAN RESOURCE MANAGEMENT	10
CHAPTER 3. DATA COLLECTION PROCESS	13
CHAPTER 4. RESULTS	16
4.1 Type of organization and duration of employment	16
4.2 HRM practices	17
4.4 Business restrictions	23
4.5 Influence of the funding source on the relations between expatriates and HCNs	23
4.6 Trainings, cultural understanding and frictions	25
4.6 Feedback on reducing the friction between HCNs and expatriates in organizations	28
CONCLUSION AND FUTURE RESEARCH	31
APPENDIXES	34
APPENDIX A. SURVEY QUESTIONS	34
REFERENCES	40

LIST OF TABLES AND FIGURES

Table 1. Summary of the sections of the survey and the questions included.....	15
Table 2. Distribution of respondents by type of organization.....	17
Figure 1. Perception of expatriate responders on the status of HRM practices in their organization between HCNs and expatriates (in %).	19
Figure 2. Perception of HCN responders on the status of HRM practices in their organization between HCNs and expatriates (in %).	20
Figure 3. View of HCNs and expatriates toward the influence of the differences in the HRM practices on perception of equality in the organization (in %).	23
Figure 4. Perception of HCN responders regarding understanding by expatriates of "Ukrainian culture, history and people" (on average), and self-assessment of expatriates.	27
Figure 5. Perception of HCNs and expatriates toward the influence of quality of cultural onboarding for expatriates on the working dynamics between them and HCNs (in %).	28

CHAPTER 1. INTRODUCTION AND LITERATURE REVIEW

Team cohesion is one of the core parts of successful collaborations between team-members in a business, governmental and non-profit organizations. It's not only increase the effectiveness of the institution, but also contributes to psychological well-being of the teams (Parichehr Mehdi Abadi, 2023). That's why management often pays specific attention to the working dynamics inside of the teams to foster productive collaboration. International organizations and institutions, which are based on multicultural staff, face additional challenges in managing working dynamics between colleagues. Different HR approaches to the Host country nationals (HCN) and expatriates could cause inequality and distrust between the staff which leads to decreased efficiency of the whole entity.

In Ukraine, the topic of collaboration between HCNs and expatriates in International Development Organizations (IDO) and embassies is also highly relevant. The initial reason for this is a number of events that pushed Ukrainian society towards a Euro-Atlantic course. Such events as: Dignity Revolution and Russian Invasion in 2013-2014; Incorporation of the course towards the EU and NATO into the Constitution of Ukraine in 2018 (Verkhovna Rada of Ukraine, 2020); Russian full-scale invasion into Ukraine in 2022.

As the result, the mandate, and size of IDOs, Embassies, and representation offices in Kyiv, and other Ukrainian cities have been expanded. For example, the European Union Assistance Mission increased its personnel in Ukraine from 175 members in 2014 to 437 members in 2024 (EUAM, 2024); the Head of NATO Representation to Ukraine in October 2024 mentioned that during the year, the amount of staff in NRU tripled (UkrInform, 2024). Organizations like EUAM, NRU, EU Delegation to Ukraine, and European embassies in Kyiv support Ukraine in a current fight, and unite a big number of Expatriates and HCNs. Under wartime circumstances, two groups appear in different roles: Expats often represent the donor of the international support, and HCNs represent the recipient of it. As a result, it creates a varying level of interest in achieving the results of the organisation's projects, tasks and

missions. That difference leads to the additional challenges to Human Resource Management systems and the structure of multicultural relations.

In terms of international organizations and multicultural environments, it is worth mentioning studies, presented in *International Human Resource Management handbook* (Peter J. Dowling, Marion Festing & Allen D. Engle, Sr, 2013). The authors suggest conducting cross-cultural studies to analyze the differences between cultures before building the HRM approaches. These studies would be the basis for matrixes, which will hint the management on the ways of building productive collaboration between colleagues of different nations and origins, by producing and spreading intercultural training measures for the staff. What is also important to highlight is that these studies help HR Departments to answer the question: Should they incorporate the same HR practices from the parent organization to its offices abroad? For big international organizations as EU, NATO, OSCE, and UN, where the same HR policies are elsewhere, it could cause the process of reviewing the practices.

When expatriates arrive in the host country, they meet an HR package different from HCNs. For example, this contrast is clearly pictured in the recent research, focused on the situation in Nigeria (Rebecca Yusuf & Rita Fontinha, 2022). By surveying 20 HCNs from 5 different International Development Organizations in Nigeria, they found out that the differences were present in many of HRM practices. Contract types, title scales, salary scales, logistical support, and health insurance systems were weaker in HCNs' packages. HCNs additionally were complaining about the fact that expatriates receive promotions faster. There are cases when during a 6-month period expatriates jump from a very junior position to a senior management ones bypassing the local staff that was working years in the same position. Nigerian social and political background also made the difference in security and logistical practices very crucial for the staff. HCNs were becoming the victims of crime (such as robbery and kidnapping) more often, and some cases were directly related to their business activities, and the belief that they have more funds available if they work for an international organization. This unequal approach

led to deformed perception of the values and mission by local staff in the studied organizations, influencing trust level to expatriates, unwillingness to collaborate, and share the information.

Similar studies show that such things as compensation gap, wage gap, social categorization, and value differences lead to negative tendencies in a building of working relations between HCNs and expatriates (Haiying Kang & Jie Shen, 2018). HCNs start showing less trust to the expatriate colleagues, demonstrate worse willingness to help and poorer knowledge-sharing tendencies.

Research conducted by Greenback Expat Tax Services organization in July 2025 surveyed 400 expatriates and 400 HCNs all around the world to compare the dynamics between them in global workplaces (Greenback Expat Tax Services, 2025). The study shows that HCNs and expats have different pay raises in percentages: last (2024) year, on 35% of questioned HCNs received a pay rise with an average increase of 5%, at the same moment 31% of expatriates received an average increase of the salary of 8%. Additionally, it was noticed that 56% of surveyed managers use different management strategies for expats and HCNs. On an interpersonal level, colleagues face such difficulties as language barriers (40% of questioned), different communication styles (51%), different expectations from life-work balance (45%), and social integration dynamics (39%). On the positive note, the research shows that the will of expatriates to integrate in a host country culture leads to better communication between groups. Such attempts as learning a language, attending museums, learning history of the country, and acceptance of local cuisine raise the acceptance level of expats by HCNs. For example, 90% of questioned host country nationals express appreciation for expatriates who are trying to use the local language, which is lowering the cultural gap.

These approaches also find confirmation of their effectiveness in the research, related to adaptation factors of expatriates in international organizations (Bednarova L., Chovancova J., Pacana A., Ulewicz R., 2018). That study shows that training aimed at cultural awareness, language skills, and other onboarding support programs for expatriates increases the chance of cultural acceptance of an individual by the local staff. Through analyzing 112 expatriates within Europe, Asia and America regions, they

found out that language and cultural awareness trainings with comprehensive onboarding program greatly eliminate the risk of failing the work expectations imposed on expatriates. That's connected to the level of communication between HCNs and expatriates and the level of trust between them.

In a business environment discussions on cooperation of these two groups are active too. Such portals as Harvard Business Review and HR Exchange have related articles with focus on advantages and disadvantages of each of the groups in the business environment. Additionally, how stereotypes and different HR packages cause counter-productive flows in the organizations (Harvard Business Review [HBR], 2024; HR Exchange, 2017).

As we see from the scientific and business articles, different HRM practices influence the perception of equality in the organization and overall collaborative effectiveness (HBR, 2024; HR Exchange, 2017). The collaborative effectiveness is represented in the form of different work dynamics, such as: information sharing, involvement in work processes, task distribution, initiative to offer or receive the assistance, and prioritization of the tasks by employees.

When we explore the case of IDOs in Ukraine, we face an even deeper dimension of the issue. Most multicultural guidance, academic articles, and books cover the "Nation - Nation" prism, dividing people solely by their country of origin or cultural group. In the representation offices of multinational institutions, the "Group of nations (expatriates) - Host country nation" model steps in. Expatriates that often come from different organizations and states arrive in the host-country and unite as the group. These complex relationships are not well covered in academic literature.

The research questions for this paper are as follows:

1. What are the key differences in HRM practices applied to host-country nationals and expatriates in Ukraine?
2. How do differences in HRM practices between host-country nationals and expatriates affect employees' perception of equality and collaborative effectiveness?

3. How might improved onboarding programs for expatriates influence collaborative effectiveness and cultural integration with host-country nationals?
4. In organizations where expats represent donor nations providing financial assistance for the organization's work, how does this affect working relationships with host-country nationals?

The findings of this research will help to identify the issues in HRM practices in international organizations and formulate solutions to them. Additionally, it will provide the overview of the HRM situation in international organizations in Ukraine, during Russian full-scale invasion (2022-today).

CHAPTER 2. THEORIES OF HUMAN RESOURCE MANAGEMENT

To understand the origins of Human Resource Management and the importance of working relations in organizations, it is worth focusing on Elton Mayo's Human Relations Theory. This model is often used as a core of modern HRM systems and widely discussed in an academic-practical sphere. Supervised by Elton Mayo, researchers Roethlisberger and Dickson in “Management and the worker” asserted that such things as group dynamics, interpersonal relations and employee attitudes directly influence the effectiveness of an organization/corporation (Fritz J. Roethlisberger & William J. Dickson, 1961). Another example is the study “The Application of Elton Mayo's Human Relations Theory and Douglas McGregor's Theory X and Y to Achieve Organization Objectives”, which comes to the conclusion that interpersonal connections build the core of the organization and processes (Ojo Oluwatoyin Emmanuel, 2021). The management of the organization should take all available steps to cultivate trust, collaboration, and the equal division of responsibility and tasks.

Human Relations Management based on corresponding theory has five pillars: communication, conflict resolution, multitasking, negotiation, and organization (Miranda Fraraccio, 2025). In this research, three of them will be in the focus:

- Communication between different groups of staff;
- Conflict resolution and conflict prevention between HCNs and expatriates;
- Organization of equal and strong Human Resource Management.

Exploring HRM theory further, a more modern theory appears – Configurational Theory or Configurational Model (John E. Delery & D. Harold Doty, 1996). The theory covers the implications of Human Resource Management practices in organizations. Authors suggest different models of collaboration of HRM practices and their role in organizations. One of them, which they call the most advanced and complex, is a Configurational perspective. The core of the idea is that all Human Resource Management practices should be aligned with each other. Different practices should be consistent and

closely aligned across both horizontal and vertical organizational levels. In its origin, the theory is built on the works of Max Weber, John C. McKinney and other economic sociologists, that were focused on commercial organizations. This approach influenced the understanding of characteristics of employment systems. The following characteristics have been identified as important part of such systems:

1. Provision of training/onboarding;
2. Results-oriented appraisals;
3. Profit sharing;
4. Employment security;
5. Participation (the role of the employee in decision-making, etc);
6. Job descriptions and their clear definitions.

When non-profit organizations are observed, the “Profit sharing” value should be modified. The reason for that is the fact that employees of embassies, international development organizations, and representation offices, as the rule, don’t aim for income, and deliver other kinds of products. In this model, “profit sharing” is suggested to be changed to “value delivering”. This characteristic will reflect the value the employees deliver to the community, society, state, or any other donor of support.

As opposed to configurational theory, the authors suggest a contingency approach (John E. Delery & D. Harold Doty, 1996). This theory says that alignment of strategy and HR practices to new circumstances is necessary for achieving the goals of the organization. As theory materials say, this approach is expected to be superior to most of the international organizations (Rebecca Yusuf & Rita Fontinha, 2022). The difference in HRM practices to expatriates, such as better salary-scale, support in accommodation, security arrangements and others creates the additional competitive value for such job titles. These advantages are used to cover several restrictions faced by expatriates, such as changing the country of residence, and often impossibility to bring the family with you. In these scenarios, contingency approaches bring added value to HRM practices. However, configurational models are also aimed at that. Researchers who were working on configurational approaches mention that strong and fully integrated

HRM practices around the organization – is a primary source of sustainable competitive advantage (Eleni Stavrou & Chris Brewster, 2005). As a result, strong and equal practices for all the staff create conditions for productive implementation of the organization's goals. For these results, research was working with European organizations in European Union countries (to have the possibility in the future to compare with US results). As the methodological questions they took the competitive advantage of Strategic HR Bundles, and the positive relation of this Bundle to the Business Performance. Statistical correlation showed that strong inter-connected HRM practices led to competitive advantage of the organization and development of human capital.

Eleni Stavrou and Chris Brewster emphasize how the rightly chosen approach of building the HRM practices influences the working dynamics inside the organization, development of the staff as professionals, and competitive advantage of the institutions (Eleni Stavrou & Chris Brewster, 2005). The approach and “theory” beyond, influence the perception of the coworkers and colleagues towards each other, and their readiness to work and collaborate effectively. The factors of such collaborative effectiveness are mentioned in the previous chapter.

We will use our research questions and the configurational theory of Human Resource Management to analyze the differences and unsynchronized HRM practices between HCNs and expatriates in international organizations and diplomatic entities in Ukraine. In the questionnaire, the characteristics of employment systems suggested by John E. Delery and D. Harold Doty will be taken. To be more specific, focusing on the following aspects: internal career opportunities, provision of training/onboarding (in our case cultural), employment security, the role of the employee in decision-making, modified value delivering specter, and other elements related to the security situation in Ukraine. After the investigation of the differences, the influence of these gaps toward perception of equality by employees and its influence on collaborative effectiveness will be analyzed.

CHAPTER 3. DATA COLLECTION PROCESS

In order to gather valid data for this research, it was decided to conduct an online survey with closed and open questions. This mixed approach will help to receive quantitative and qualitative data from the employees of international institutions and diplomatic entities in Ukraine (both HCNs and expatriates). To collect data Microsoft Forms was used. The tool allows us to do the necessary branching of the survey, and structure the received data. The survey is anonymized, and the full cycle of data-protection was implemented. In total, survey has 32 questions (29 open questions, and 3 closed questions). The survey has three main sections that cover different research questions of this paper. The survey questions are presented in Appendix A.

The first section is introductory. To ensure survey responders were our target audience, we included questions about their organization's type, funding source, and industry sphere. From statistical block, there are questions about the age group, gender, and the years of working experience in the organization.

The second section is related to HRM Practices. In this block, participants are asked to share the observations about the different HRM practices toward expatriates and host country nationals in their organization. Additionally, the list with different practices was provided, where participants have a chance to measure them on the scale from “Practice is much more favorable for HCNs” to “Practice is much more favorable for expatriates”. There was an option to mark them as “Equal”, and “It’s hard to answer, I don’t know”. The list was prepared based on issues identified in the literature review and theory materials Section (Rebecca Yusuf & Rita Fontinha, 2022; John E. Delery & D. Harold Doty, 1996). Part of the questions was integrated from Configurational theory, and others were adjusted to the realities of wartime Ukraine. At the end of the Section, the status of the responders was asked, whether they are HCNs or Expatriates. That allowed to differentiate the questions in the third section of the Survey.

The last section of the Survey is measuring the empirical observations of the responders regarding their perception of the equality in the organization, and restrictions they face based on nationality. Additionally, whether the work processes are influenced by different HRM practices. Second part of the section explores the onboarding practices toward expatriates, their basic understanding of Ukrainian culture, history, and people, and the steps that can be taken to reduce the tension between two groups. The questions differed for HCNs and Expatriates. In HCN's part, responders evaluate the expatriate's knowledge of Ukrainian culture, their onboarding level, and what do they need additionally to effectively collaborate with the team. In Expatriate's part, responders evaluate their own knowledge, understanding and onboarding. This branching, and other questions in second section allows to measure the key differences in perception of the same situation by different groups (HCNs and expatriates). This part was created based on characteristics of employment systems of configurational theory (John E. Delery & D. Harold Doty, 1996).

Table 1. Summary of the sections of the survey and the questions included.

Section	Type of the questions
Section 1. Statistical and Introductory	Questions related to the professional background of the responders and the type of organizations they represent.
Section 2. HRM Practices	<p>Questions related to the HRM practices responders observe in their organizations that cover the following dimensions:</p> <ol style="list-style-type: none"> 1. Salary Scale 2. Title Scale 3. Length of the contract 4. Logistical support from the organization 5. Insurance support 6. Provision of the place of the residence

	<p>7. Ability to choose the place of residence</p> <p>8. The right to travel within Ukraine for non-business purposes</p> <p>9. Rotation rules</p> <p>10. The right to bring family members to Ukraine</p> <p>11. Security Restrictions.</p>
<p>Section 3. Empirical observations and onboarding</p>	<p>Questions aimed at gathering empirical perceptions of HRM practices and onboarding mechanisms in organizations. And of how these factors influence the following work processes:</p> <ul style="list-style-type: none"> - Information sharing; - Involvement in work and work processes; - Task distributions; - Initiative to offer or receive assistance; - Prioritization of tasks.

CHAPTER 4. RESULTS

During the response gathering period, 46 completed forms were received, which met the target expectations (40–50 responses). All the participants confirmed that they work in international organization, representation of an international organization, representation office of a foreign governmental/non-governmental institution, or an embassy in Ukraine. All the participants confirmed that they were 18 years of age and older and gave their permission to use their responses for academic purposes.

4.1 Type of organization and duration of employment.

Before diving deep in the responses regarding HRM policies and practices, that's important to understand the audience of the survey. 74% of participants (34 people) answered that they work in international organizations and its representative bodies, 17% (8 people) work in embassies, and 9% (4 people) in other representation offices of foreign governmental or non-governmental institutions. All of the respondents answered that their organization fully funded from abroad. This allows us to track the donor-recipients dynamics of international support to Ukraine between the HCNs and expatriates. The form was filled by 25 HCNs (Ukrainians) and 21 Expatriates. Table 2 demonstrates the distribution of respondents by type of organization.

Table 2. Distribution of respondents by type of organization.

Field of work of the organization where the respondent is employed	Number of responses
Defense / International security / Defence Industries	28
Diplomacy / Embassy	6
Culture	3

Education	1
Politics / Policy analysis	1
Economy Development	1
Law Enforcement	1
Other (Civil society and youth engagement, international development, Technical assistance / rapid response, etc.)	5

Table 3. Distribution of respondents by duration of employment.

Duration of employment	Number of responses
Less than a year	16
1-3 years	11
3-5 years	7
5-7 years	2
7-9 years	4
10 years of more	6

These results provide us with the opportunity to see different dynamics in the teams of different organizations, and empirical observations of employees with different years of experience.

4.2 HRM practices

On the initial question, of does the respondent observe difference in HRM practices towards Host Country Nationals (HCN) and Expatriates in their organization, 83% of responders (38 employees)

answered “Yes” and 17% of the respondents answered “No”. In the next questions, where the survey asks to indicate the status of equality between the different practices toward HCNs and expatriates 45 out of 46 responders observed at least 2 differences in the approach.

Figure 1 and Figure 2 depict respondents’ vision of HRM practices in their organizations.

Figure 1. Perception of expatriate responders on the status of HRM practices in their organization between HCNs and expatriates (in %).

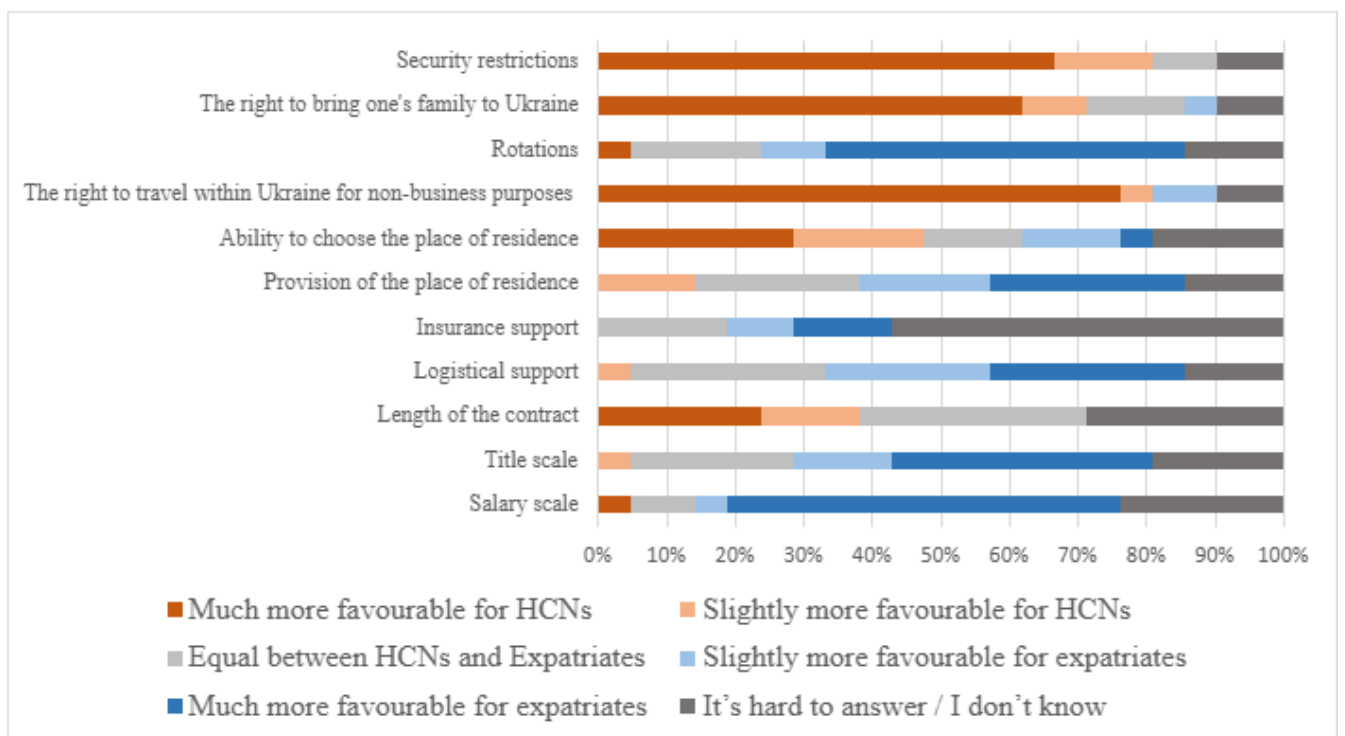
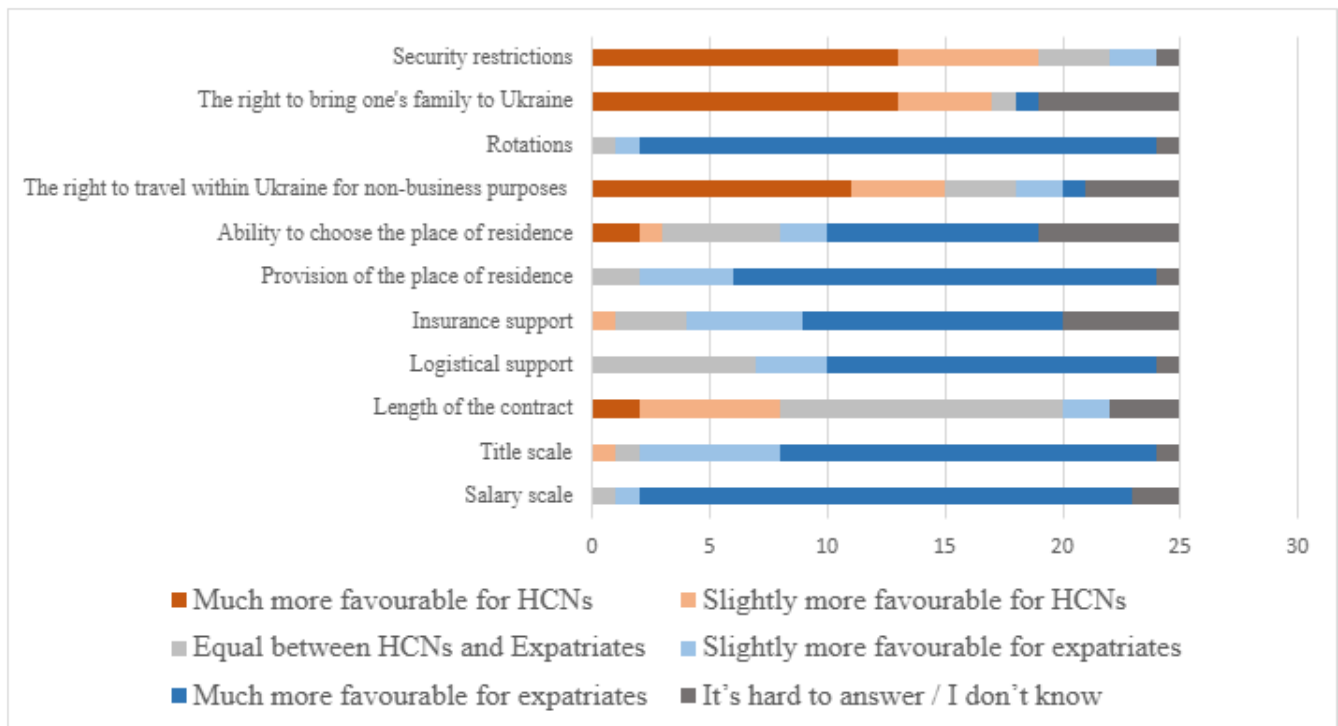


Figure 2. Perception of HCN responders on the status of HRM practices in their organization between HCNs and expatriates (in %).



The biggest differences were mentioned in the next practices:

- *Salary Scale*. The opportunity to receive higher wages. (76% of responders mentioned that the practice is slightly more or much more favorable towards expatriates).
- *Title Scale*. The opportunity to receive a higher position in the hierarchy of the organization. (71,6% of responders mentioned that the practice is slightly more or much more favorable towards expatriates).
- *Length of contract*. The opportunity to secure a longer contract. (34,8% of responders mentioned that the practice is slightly more or much more favorable towards HCNs, and only 4,3% mentioned that toward expatriates.).
- *Provision of the place of residence*. The provision of a place of residence by the employer while performing duties in the organization. (69,6% of responders mentioned that the practice is slightly more or much more favorable towards expatriates).

- *The right to travel within Ukraine for non-business purposes* (69,6% of responders mentioned that the practice is slightly more or much more favorable towards HCNs).
- *Rotations*. The opportunity to have rotations, allowing to work abroad, during the Russian full-scale war against Ukraine. (78,2% of responders mentioned that the practice is slightly more or much more favorable towards expatriates).
- *The right to bring one's family to Ukraine*. The opportunity to bring/have your family to/in Ukraine (69,6% of responders mentioned that the practice is slightly more or much more favorable towards HCNs).
- *Security restrictions*. The opportunity to more freely manage your behavior and actions while in Ukraine (78,4% of responders mentioned that the practice is slightly more or much more favorable towards HCNs).

In the following responses in the Section №3, participants mention, that these differences are dictated by the mandate of the organizations and general current security situation in Ukraine (Russian full-scale invasion started in February 2022). Some expatriates could only be sent to work in the organization, if the concrete security arrangements will be guaranteed (such as logistical support, fixed place of residence and other restrictions).

Employees, who work in “Defense / International security / Defense industries” type of organizations additionally mention that classification of the information they work with influences the title scale and salary scale. Ukrainians, as the rule, have lower access level. However, even between expatriates, the situation is different. One of the expatriate respondent mentions: *“I have access to restrictions to a range of ****Name of the organization**** information because of failures in ****Name of the organization**** procedures, No access to ****Name of the organization**** processes (such as transport and travel bookings) because part of a different contract. No access to Ukrainian*

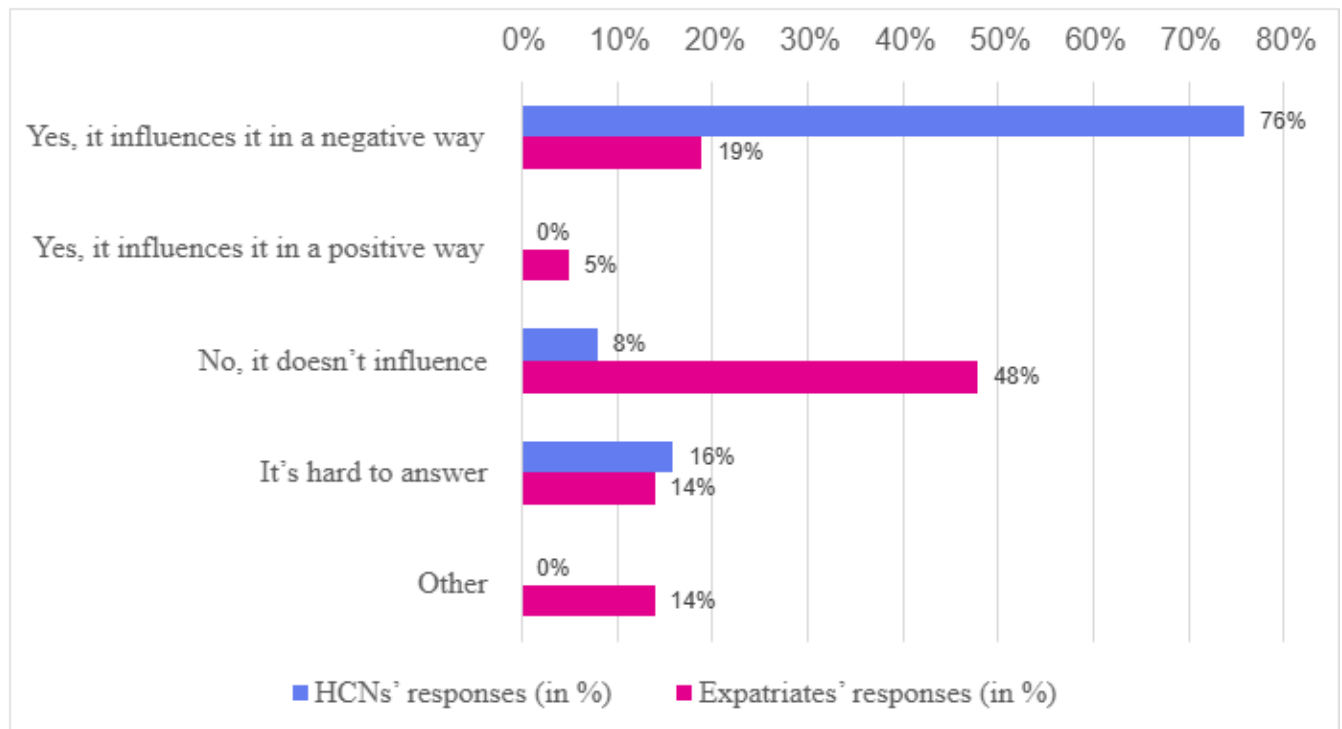
information because I am not Ukrainian. All shortfalls are linked to role, contract and employment criteria and not because I am an expatriate.”.

It's worth mentioning that perception of the status of the practices toward different groups is also different (Table 1, Table 2). In some areas, such as “The right to bring one's family to Ukraine”, “Length of contract”, “Security restrictions” HCNs and Expatriates were giving similar responses. However, in the questions regarding “Rotations”, “Insurance support”, “Provision of the place of the residence” these groups were giving slightly different pictures, seeing better or equal working conditions in a group different from their own. Partially, that is connected to the fact, that employees of different spheres and organizations were participating in the survey. However, the dynamic inside the biggest group of employees, grouped by the sphere of work, shows similar results. On average, expatriates more often give the answer as “It's hard to answer / I don't know”. In the following open questions, expatriates were keener to provide full, comprehensive answers, suggesting and sharing other perspectives of the issue.

4.3 Impact of HRM practices on perception of equality and work processes.

In the third block of the survey, we were trying to track empirical feedback from the participants regarding the influence of the HRM differences in the organizations. The feedback between groups was different. On the question: "Does the difference in the HRM practices towards HCNs and expatriates influence your perception of equality in your organization?", we received results, demonstrated in Figure 3.

Figure 3. View of HCNs and expatriates toward the influence of the differences in the HRM practices on perception of equality in the organization (in %).



Under the response "Other" expatriates were mentioning that it's hard to measure the "equality", and different contracts have their own advantages and disadvantages. One of the responses was: *“It certainly has an influence—both positive and negative—but I don't believe it affects our relationship. To me, it's simply a reality: we belong to different groups of employees, each with its own rights, freedoms and limitations”*.

On the question regarding negative influence of the differences in HRM practices on work processes between HCNs and expatriates, Ukrainians were highlighting Information sharing tendencies (72% of the respondents highlighted it), Involvement in work and work processes (60%), and Initiative to offer or receive assistance (52%). Similar results, in percentage of interdependence, were given by expatriates. Worth mentioning that 42% expatriates on this question put the answer “Other”, where some of them indicate that these dynamics are not connected to the HRM practices. For example, one of the respondents mentions: *“None of these as they are all related to job roles.*

Any negative differences are more likely the result of poor management rather than established processes.". The other one: *"None of the above is affected by the different HRM policies."*. In other open questions, and via verbal feedback to this survey, respondents specify, that management of the separate teams in their organizations take the responsibility for communicating HRM differences, and providing equal opportunities to their employees, with no difference, regardless of whether they are Ukrainians or foreigners; management style, and the will of manager to engage all the team members equally in the processes, plays the biggest role in perception in this sphere.

4.4 Business restrictions

More than half of responding HCNs (68%) report that they face some business restrictions based on their nationality in their organization. In the open question, asking to provide the examples of that, Ukrainians (especially in the spheres of Defense / International security / Defense Industries, and Diplomacy / Embassy) often highlight the restrictions regarding receiving access to some of the work information/documents, work meetings, and the right to obtain the managerial positions. Others also mention taking leave restrictions, restrictions on wages, and traveling restrictions.

19% of expatriates also meet business restrictions based on their status/nationality. And as the example they mention mirror limitations: that's hard for them to receive the access to information, that is releasable to Ukrainians also; Their contract type, that limit the time they can spend in Ukraine, limit their possibilities to build strong working relationships with Ukrainians outside of the organization; Strong security limitations, that influence their behavior inside and outside of the work.

4.5 Influence of the funding source on the relations between expatriates and HCNs

As the part of this research, we had additional goal to understand, does the fact, that expatriates' nations fund the organizations, influence the relations between HCNs and foreigners there. In our survey we had separate open questions, with the request to give feedback on this influence, and how it impacts the behavior and attitude between groups if any.

11 from 20 (55%) HCN respondents on the question "Does the fact that expatriate nations fund your organization, in your opinion, influence their behavior and attitude towards the host country nationals?" answered that this factor doesn't influence behavior and attitude, or it doesn't influence a lot. Others highlight similar issues that were covered previously. For example, one of the responses was: *"HCNs are not seen as colleagues or teammates. This isn't about who funds who, rather it's a cultural superiority feeling kind of an issue. This results in a very transactional relationship."* Some other respondents highlight the material substance of the issue. They argue that the fact, that expatriates' nations fund the organization allow expatriates to work less intensely, and treat Ukrainians with condescension.

Expatriates on the question "Does the fact that your nation partially funds your organization, in your opinion, influence the behavior and attitude of the host country nationals to you?" didn't provide unified answers either. 5 responses out of 15 (33%) mention that this factor doesn't influence the behavior and attitude of HCNs toward them. 3 respondents (20%) rated this question as not applicable. Others mention different attitudes of the HCNs toward them. Some of them highlight positive experiences, such as: *"I believe it has a positive influence by fostering goodwill toward us, as we are here to provide support. At the same time, it's reciprocal—I feel deeply grateful and hold great respect for the Ukrainian people and their courage in standing against the oppressive putinist regime. I feel that we share mutual respect and solidarity with one another"*. Other stress, that they don't pay attention to that fact or it's more important to ask Ukrainians on this regard.

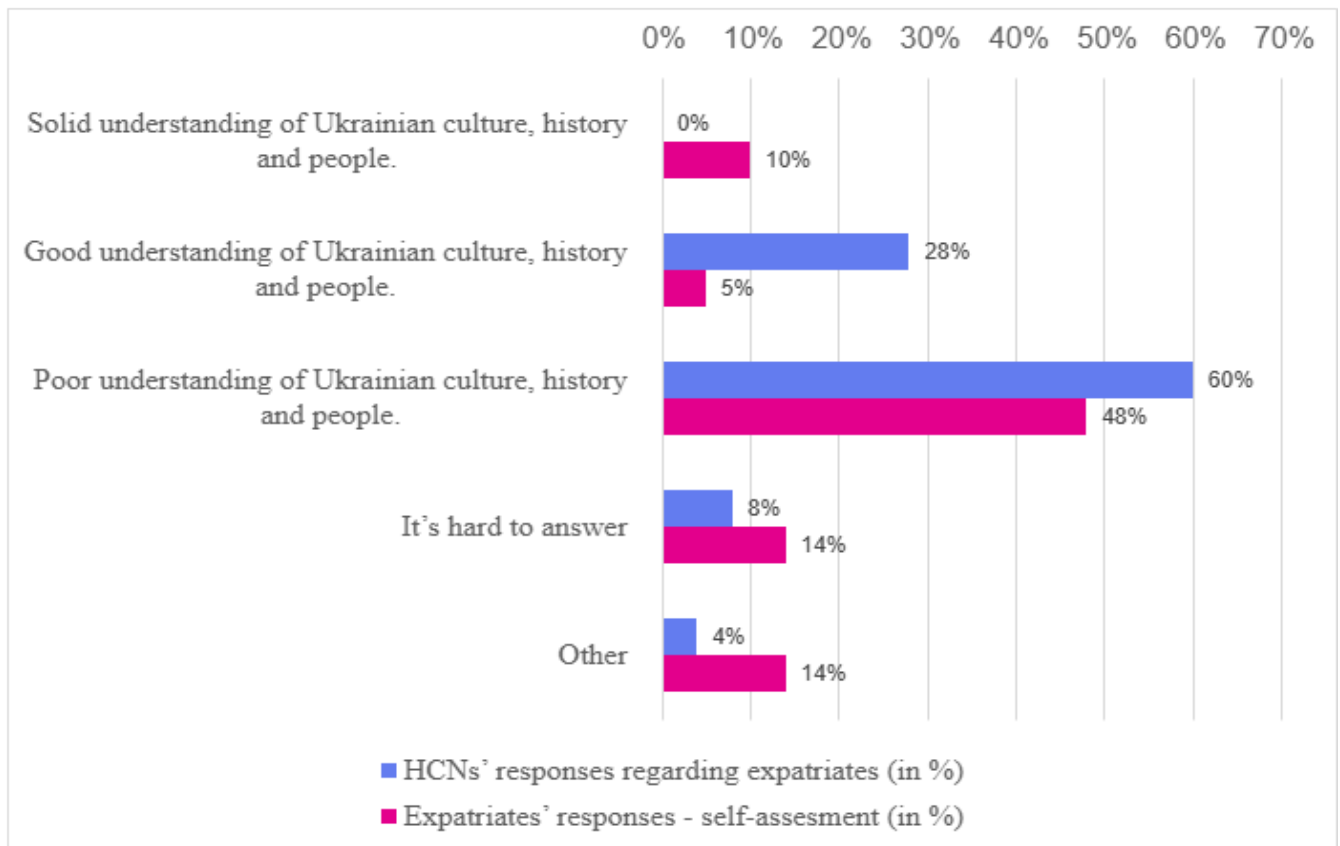
4.6 Trainings, cultural understanding and frictions

In the survey, we ask HCNs to share their knowledge on the fact of receiving the specialized trainings by expatriates before starting their duties in organizations in Ukraine, and we ask expatriates to provide their experience regarding the trainings they have finished.

19 out of 25 responding Ukrainians (76%) answered, that they know, that expatriates in their organization finish security trainings before arriving. 28% of respondents mentioned cultural training, 17% of respondents – language training. Sharing their experience, 95% of expatriates shared that they have finished security training, 14% - cultural training, and 9% - language training.

During our literature review and analysis of the theory, we highlighted the importance of cultural and language onboarding trainings for expatriates before arriving in any country to perform the duties. In general, research showed that understanding host-country culture and history by expatriates – improve the speed of their team integration and improves the work dynamics between two groups. In the Survey we asked Ukrainians to assess the understanding by expatriates of such a widespread phenomenon as "Ukrainian culture, history and people", and asked expatriates to do the self-assessment of this thing. The meaning of the terminology was not provided in order to collect empirical data from respondents. The results are depicted in Figure 4.

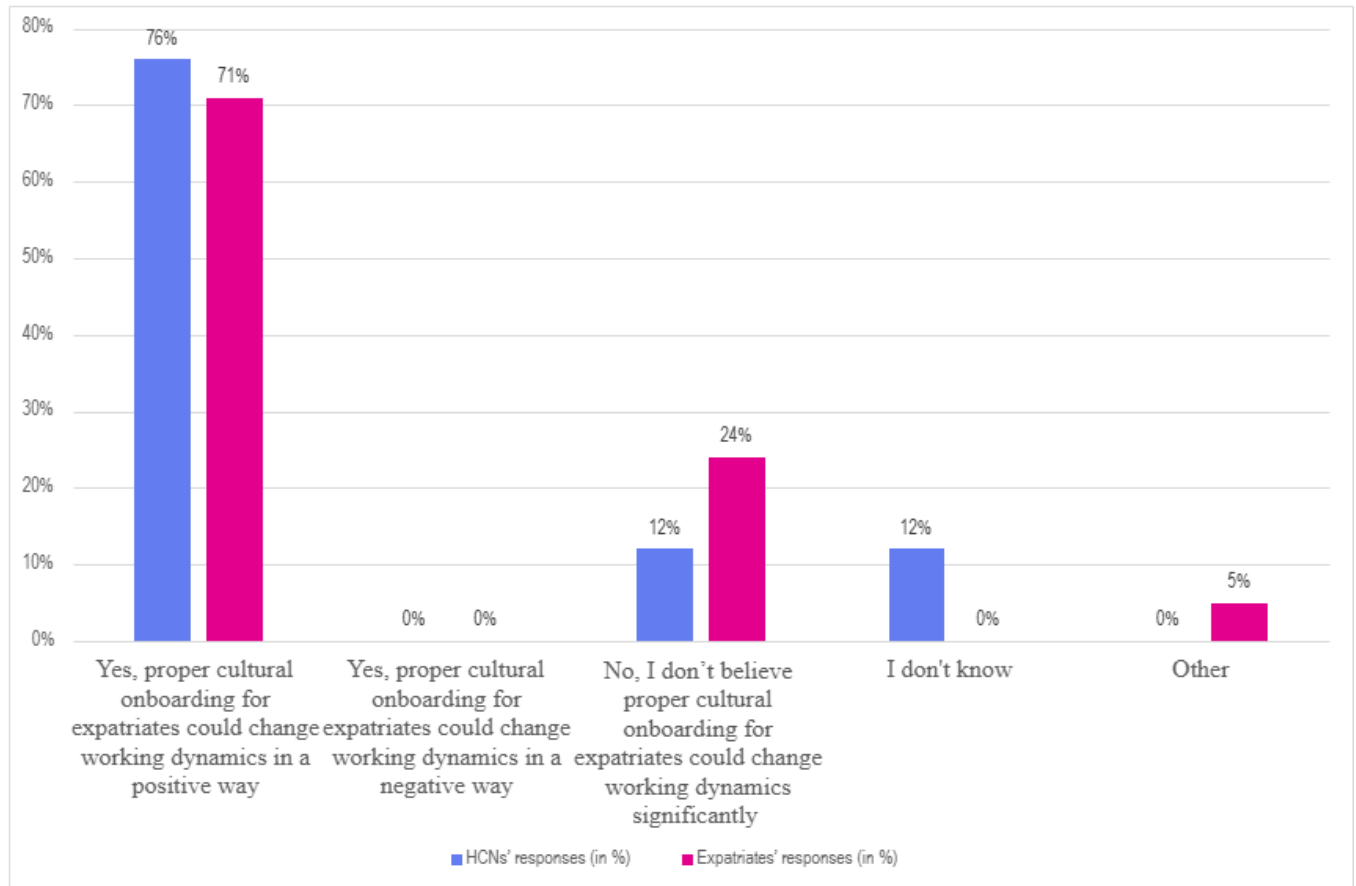
Figure 4. Perception of HCN responders regarding understanding by expatriates of "Ukrainian culture, history and people" (on average), and self-assessment of expatriates.



In the "Other" option as the response (2 answers), expatriates mention, that they have poor understanding of Ukrainian culture. One of the respondents highlight, that his understanding is growing, and initial low level is connected to "to the limited time available to take up the role". The second respondent specifies: *"I do not believe negatively affected my day-to-day work in any way. Coming from an organization composed of more than **number (hidden to avoid recognition of the institution) ** nationalities, I am used to working in an open and culturally sensitive environment. While cultural awareness is important, I do not consider that a deeper prior knowledge was necessary for me to perform effectively and deliver results"*.

Figure 5 demonstrates the results on the question "Do you feel that the quality of proper cultural onboarding for expatriates could influence the working dynamics between them and HCNs?".

Figure 5. Perception of HCNs and expatriates toward the influence of quality of cultural onboarding for expatriates on the working dynamics between them and HCNs (in %).



When we asked all the respondents which trainings should be involved in onboarding package, when expatriates arrive to Ukraine, 88% of HCNs and 57% of expatriates mentioned cultural training, 56% of HCNs and 33% of expatriates mentioned language training. In the open answer option, HCNs highlight that it's important not just to have training, but to make sure, that it is not low quality one who spreads harmful stereotypes. As the solution for that issue, some of the trainings could be provided by HCNs in the organization, or to include them in the development phase of the organization.

4.6 Feedback on reducing the friction between HCNs and expatriates in organizations.

The final part of the survey gathered open feedback from both groups on how to reduce other types of work-related frictions between them. A big number of ideas were received from both HCNs and expatriates.

The data received from Ukrainians can be divided into next clusters:

1. Clear communication on differences in HRM processes between HCNs and expatriates, contracts and work conditions in organizations.
2. Establishing the practice of gathering feedback on frictions between different groups in organizations.
3. Maintain equality in the right of both groups to influence decision-making in the organization.
4. Unification of HRM practices between HCNs and expatriates or in the practices, where it's possible.
5. Unification of onboarding processes (security, professional and cultural trainings) for both groups.
6. Cultivating the culture of team building, icebreakers, and other forms of spending time together for all of the employees.

Feedback gathered from expatriates in Ukraine was similar, and could be divided into next topics:

1. Clear communication on differences in HRM processes between HCNs and expatriates, contracts and work conditions in organizations. Additionally, clear communication on motivation of both groups to work in this organization.
2. Unification of HRM practices between HCNs and expatriates where it's possible; Removing all unnecessary burdens between groups.

3. Unification of onboarding processes (security, professional and cultural trainings) for both groups. Some respondents highlight, that cultural trainings could be provided by HCNs in the organization.
4. Cultivating the culture of team building, icebreakers, and other forms of spending time together for all of the employees. 4 responses mentioned to establish the opportunity in organization to attach expatriates to some HCNs, with whom they can discuss any questions related to culture, history, or work, without any judgment from both sides. That's seemed as part of cultural onboarding.

Some of the expatriates answered that there is no friction between groups, or the origin/culture/contract type doesn't influence it. One of the responses was: *"We're all western style Europeans from democratic countries, so I believe that any friction stems from individual characters, not from nationalities."* As the source of friction, some respondents mention poor communication overall inside of the organization, or management style: *"Some of the friction I have observed, or that colleagues have shared with me, has arisen from poor management or from individuals' limited understanding of how the organization is meant to function. While I acknowledge that certain HRM policies naturally differ between expatriates and HCNs, others should not. ..."* Respondents again stress that expatriates in their organization are not united in HRM practices, and the approach to this issue should be different: *"This is a subjective question, which seems to be reoccurring theme in a number of the questions. It does not allow for many differing variables. As an expat, I am not allowed to choose where I live or even move freely outside Kyiv. Even as different expats, in the same office, we have different working hours, different salaries, different freedom of movement restrictions and different options to travel home. Motivations for HCNs to work for our organisation may likely differ significantly from incentives for expats. An HCN may want to avoid been drafted **remark by the author – certain percentage of employees of organizations, titled "critical" in Ukraine, could receive deferment from conscription to military service*

*within the scope of Mobilization activities during Russian full-scale invasion (2022 – today)** by working for the organisation, whilst an expat may be in Ukraine for ideological or financial reasons."*

Survey responses indicate that, despite differing perceptions of HRM practices between expatriates and HCNs, organizations can take actions to improve staff collaboration. These actions are built on transparency, equality, and building strong business cultures. Some of them don't require additional material resources.

CONCLUSION AND FUTURE RESEARCH

This research has provided insights on the status of differences in HRM practices in international organizations in Ukraine, and its impact on working dynamics between host-country nationals and expatriates. Using the Configurational theory by John E. Delery and D. Harold Doty, and current work tendencies, the cross-organizational survey was conducted for HCNs and expatriates. By analyzing the feedback of 46 respondents, our research questions were addressed:

1. *What are the key differences in HRM practices applied to host-country nationals and expatriates in Ukraine?*

Host-country nationals and expatriates in international organizations in Ukraine observe different HRM practices toward them. The biggest differences were noticed in the salary scales, title scales, length of contracts, rotation measures, security restrictions, and the restrictions connected to place of residence. Not all practices are assessed equally by both groups. Respondents are keen to report on the more favorable measures applied to the opposite group. Part of the differences in HRM practices directly connected to security situation in Ukraine during Russian full-scale invasion (2022-today). In some organizations, HRM practices toward HCNs and expatriates vary inside of the groups.

2. *How do differences in HRM practices between host-country nationals and expatriates affect employees' perception of equality and collaborative effectiveness?*

On average, host-country nationals and expatriates evaluate the impact of various HRM practices differently. HCNs report that these differences influence negatively their perception of equality in the organization and basic work processes. More than half of the expatriates don't see these correlations, or report that they influence positively on the perception of equality in the organization. Biggest part of respondents mention, that such work processes as information sharing tendencies, involvement of colleagues in work processes and imitative

to offer or receive support from the colleagues are negatively influenced by HRM differences. Part of expatriate's stress, that negative tendencies in these spheres are connected not to HRM practices itself in their organizations. They see the issues in pure communication on these differences and overall work management, that cannot build strong multicultural work.

3. *How might improve onboarding programs for expatriates to influence collaborative effectiveness and cultural integration with host-country nationals?*

Expatriates and HCNs agree that onboarding programs for expatriates should include cultural training. Very few organizations have done it already. Respondents confirm that this aspect would positively influence the collaborative effectiveness of both groups and basic work processes.

4. *In organizations where expats represent donor nations providing financial assistance for the organization's work, how does this affect working relationships with host-country nationals?*

The biggest part of HCNs agrees that the fact that expats represent the organization's donors doesn't affect working relations between the two groups. However, some of them indicate that this factor is contributing to the general friction between groups, and its influence on working processes. Expatriates didn't provide unified answers in this regard. Some notice positive tendencies; others often mark this issue as not applicable to them.

On practical level, this research was focused on finding ways of building stronger collaboration between HCNs and expatriates. It was discovered that some managerial and administrative measures could be done in most of the international organizations in Ukraine, to reduce the frictions between the groups. Such measures could be outlined in the next groups:

1. Providing clear communication on differences in HRM processes between HCNs and expatriates, contracts, work conditions, and reasons for that in organizations. Unification of HRM practices between the groups, where it's possible.

2. Unification of onboarding processes (security, professional and cultural trainings) for HCNs and expatriates. Cultural onboarding programs should be built together with HCNs of the organization involved.
3. Maintaining equality in the right of both groups to influence decision-making in the organization.

Respondents, both HCNs and expatriates, agreed that these initial steps would positively contribute to the existent HRM practices in their organizations.

This research contributes to academic achievements in the field of human resource management in international organizations. Additionally helps lay the groundwork for research in HRM practices in organizations in Ukraine, and HRM difficulties in the countries with hard security situations. As topics for further research, it's recommended to focus on the following areas: The analysis of HR manuals of international organizations in Ukraine; The status of international cooperation in commercial sector in Ukraine.

APPENDIXES

APPENDIX A. SURVEY QUESTIONS.

Section 1 – Introductory questions

Question	Options to answer
Do you work in an International organization, representation of an international organization, representation office of a foreign governmental/non-governmental institution, or embassy in Ukraine?	<ul style="list-style-type: none"> a. Yes; b. No.
Choose the type of organization you work in:	<ul style="list-style-type: none"> a. Embassy; b. International Organization or its representative body in Ukraine; c. Representation office of a foreign governmental or non-governmental institution; d. Other (open question option).
Is your organization's budget fully funded from abroad?	<ul style="list-style-type: none"> a. Yes; b. No, it's partially funded by Ukrainian business, government or civil society; c. No, it's completely funded by Ukrainian business, government or civil society; d. Other (open question option).
Choose the sphere your Organization works in:	<ul style="list-style-type: none"> a. Defense / International security / Defense industries; b. Education; c. Humanitarian aid; d. Culture; e. Diplomacy / Embassy; f. Politics / Policy analysis; g. Economy development; h. Ecology / Energy; i. Law enforcement; j. Business; k. Other (open question option).
What is your gender?	<ul style="list-style-type: none"> a. Male; b. Female; c. Non-binary; d. Other.
To which age group do you belong?	<ul style="list-style-type: none"> a. 18-24 b. 25-34 c. 35-44 d. 45-54 e. 55-64

	f. 65 or over
How long have you worked in the organization, you represent now?	a. Less than a year b. 1-3 years c. 3-5 years d. 5-7 years e. 7-9 years f. 10 years or more
<i>I acknowledge that I am 18 years of age or older and have read and understand the information. I agree to take part in the research, with the knowledge that I am free to withdraw my participation without penalty.</i> <i>I give my permission to use the data I provide for academic purposes.</i>	a. Yes.

Section 2 – HRM Practices

Question	Options to answer
Do you observe different Human Resource Management (HRM) practices towards Host Country Nationals (HCN) and Expatriates in your organization?	a. Yes; b. No.
From your observations, how would you assess the following HRM practices in your organization in terms of their equality for HCNs and expatriates?	Likert scale:
<i>Salary scale</i> The opportunity to receive higher wages	a. Much more favourable for HCNs;
<i>Title scale</i> The opportunity to receive a higher position in the hierarchy of the organization	b. Slightly more favourable for HCNs;
<i>Length of the contract</i> The opportunity to secure a longer contract	c. Equal between HCNs and Expatriates;
<i>Logistical support</i> The opportunity to receive support in getting to/from the meeting location or to/from the place of residence	d. Slightly more favourable for expatriates;
<i>Insurance support</i> The opportunity to receive a better insurance package	e. Much more favourable for expatriates;
<i>Provision of the place of residence</i> The provision of a place of residence by the employer while performing duties in the organization	f. It's hard to answer / I don't know.
<i>Ability to choose the place of residence</i> The opportunity to choose a preferred place of residence to be provided by the employer while performing duties in the organization	
<i>The right to travel within Ukraine for non-business purposes</i>	
<i>Rotations</i> The opportunity to have rotations, allowing to work abroad, during the Russian full-scale war against Ukraine	
<i>The right to bring one's family to Ukraine</i> The opportunity to bring/have your family to/in Ukraine	
<i>Security restrictions</i> The opportunity to more freely manage your behavior and actions while in Ukraine	

Which group do you belong to:	<ul style="list-style-type: none"> a. Expatriate; b. Host Country National.
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Section 3 - Only for HCNs | Empirical observations and Onboarding

Question	Options to answer
Does the difference in the HRM practices towards HCNs and expatriates influence your perception of equality in your organization?	<ul style="list-style-type: none"> a. Yes, it influences it in a negative way; b. Yes, it influences it in a positive way; c. No, it doesn't influence; d. It's hard to answer; e. Others (open question option).
Could you specify which work processes between HCNs and expatriates are negatively affected by differences in HRM practices in your organization, if any?	<p>Multiple choice:</p> <ul style="list-style-type: none"> a. Information sharing; b. Involvement in work and work processes; c. Task distributions; d. Initiative to offer or receive the assistance; e. Prioritization of tasks; f. Other (open question option).
Do you face any business restrictions on the basis of your nationality in your organization? <i>(For example: to have restricted access to some data, or to have restrictions to travel for business purposes, to attend some meetings, etc.)</i>	<ul style="list-style-type: none"> a. Yes, I meet some of the restrictions; b. No, I don't meet such restrictions; c. It's hard to answer; d. Other (open question option).
Could you list any business restrictions you face in your working place as Host Country National?	Open Question
Does the fact that expatriate nations fund your organization, in your opinion, influence their behavior and attitude towards the host country nationals? If yes, how? <i>Answer this question only If you work in an organization that is fully or almost fully funded from abroad, and expatriates in your organization represent the "donor" side.</i>	Open Question
Which of these trainings do you know expatriates have to go through before coming to Ukraine and start working in your organization, to the best of your knowledge?	<p>Multiple choice</p> <ul style="list-style-type: none"> a. Language training; b. Cultural training; c. Security training; d. I don't know; e. Other (open question option).
How would you measure the understanding of Ukrainian culture, history and people by expatriates who are coming to work in your organization?	<ul style="list-style-type: none"> a. On average, expatriates have a solid understanding of Ukrainian culture, history and people; b. On average, expatriates have a good understanding of Ukrainian culture, history and people;

	<ul style="list-style-type: none"> c. On average, expatriates have a poor understanding of Ukrainian culture, history and people; d. It's hard to answer e. Other (open question option).
Do you feel that the quality of proper cultural onboarding for expatriates could influence the working dynamics between them and HCNs?	<ul style="list-style-type: none"> a. Yes, proper cultural onboarding for expatriates could change working dynamics in a positive way; b. Yes, proper cultural onboarding for expatriates could change working dynamics in a negative way; c. No, I don't believe proper cultural onboarding for expatriates could change working dynamics significantly; d. I don't know; e. Other (open question option).
Which of these trainings must expatriates finish before coming to Ukraine and start working in your organization, in your opinion?	<p>Multiple choice:</p> <ul style="list-style-type: none"> f. Language training; g. Cultural training; h. Security training; i. I don't know; j. Other (open question option).
What else, in your opinion, could be done to reduce friction between HCNs and expatriates in your organization, in terms of onboarding and broader scope?	Open question
Which work dynamics would these changes influence?	<p>Multiple choice:</p> <ul style="list-style-type: none"> a. Information sharing; b. Involvement in work and work processes; c. Task distributions; d. Initiative to offer or receive the assistance; e. Prioritization of the tasks; f. Other (open question option).

Section 3 - Only for Expatriates | Empirical observations and Onboarding

Question	Options to answer
Does the difference in HRM practices towards HCNs and expatriates influence your perception of equality in your organization?	<ul style="list-style-type: none"> a. Yes, it influences it in a negative way; b. Yes, it influences it in a positive way; c. No, it doesn't influence; d. It's hard to answer; e. Others (open question option).
Could you specify which work processes between HCNs and expatriates are negatively affected by differences in HRM practices in your organization, if any?	<p>Multiple choice:</p> <ul style="list-style-type: none"> a. Information sharing; b. Involvement in work and work processes; c. Task distributions; d. Initiative to offer or receive the assistance; e. Prioritization of the tasks;

	f. Other (open question option).
Do you meet any business restrictions on the basis of your nationality in your organization? (<i>For example: to have restricted access to some data, or to have restrictions to travel for business purposes, to attend some meetings, etc.</i>)	<ul style="list-style-type: none"> a. Yes, I meet some of the restrictions; b. No, I don't meet such restrictions; c. It's hard to answer; d. Other (open question option).
Could you list any business restrictions you face in your working place as an Expatriate?	Open Question
Does the fact that your nation partially funds your organization, in your opinion, influence the behavior and attitude of the host country nationals to you? If yes, how? <i>Answer this question only If you work in an organization that is fully or almost fully funded from abroad, and you represent the "donor" side.</i>	Open Question
Which of these trainings did you, as an expatriate, have to finish before coming to Ukraine and start working in your organization?	<p>Multiple choice</p> <ul style="list-style-type: none"> a. Language training; b. Cultural training; c. Security training; d. Other (open question option).
How would you measure your understanding of Ukrainian culture, history and people, as an expatriate who is coming to work in your organization?	<ul style="list-style-type: none"> a. I believe I have a solid understanding of Ukrainian culture, history and people; b. I believe I have a good understanding of Ukrainian culture, history and people; c. I believe I have a poor understanding of Ukrainian culture, history and people; d. It's hard to answer; e. Other (open question option).
Do you feel that the quality of proper cultural onboarding for expatriates could influence the working dynamics between them and HCNs?	<ul style="list-style-type: none"> a. Yes, proper cultural onboarding for expatriates could change working dynamics in a positive way; b. Yes, proper cultural onboarding for expatriates could change working dynamics in a negative way; c. No, I don't believe proper cultural onboarding for expatriates could change working dynamics significantly; d. I don't know; e. Other (open question option).
Which of these trainings do you believe expatriates have to finish before coming to Ukraine and start working in your organization, in your opinion?	<p>Multiple choice:</p> <ul style="list-style-type: none"> a. Language training; b. Cultural training; c. Security training; d. I don't know; e. Other (open question option).

What else, in your opinion, could be done to reduce friction between HCNs and expatriates in your organization, in terms of onboarding and broader scope?	Open question
Which work dynamics would these changes influence?	Multiple choice: a. Information sharing; b. Involvement in work and work processes; c. Task distributions; d. Initiative to offer or receive the assistance; e. Prioritization of the tasks; f. Other (open question option).

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