

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY

Faculty of Management and Business
Department of International Economic Relations, Business & Management

Bachelor's Qualification Work
Human resources management in an international company

(Based on the Roche Ukraine LLC case)

Bachelor student in the 4th year of study

Anna Bohdan

Field of Study 29 – International Relations

Specialty 292 –

International Economic Relations

Educational program –

International Business

Research supervisor

Lesya Leshchii

Ph.D. in Economics

Kyiv – 2024

Abstract. The work is focused on defining the basic principles and methods of human resource management in international companies. The general evolution of human resource management through the centuries is considered. The theoretical and legal foundations of human resource management in the global context are distinguished, comparing domestic and international approaches. Analysis of the relevant Ukrainian and international legislation affecting human resources management practices.

Based on these studies, the paper formulates recommendations for improving human resource management at Roche Ukraine LLC. These recommendations include the use of innovative motivation mechanisms, further improvement of existing practices, and considerations for adaptation to global security and environmental challenges.

Keywords: human resource management, international company, Roche Ukraine LLC, motivation, legal framework, global challenges.

Анотація. Робота зосереджена на визначенні основних принципів та методів управління персоналом у міжнародних компаніях. Розглянута загальна еволюція управління персоналом скрізь сторіччя. Відокремлено теоретико-правові основи управління людським ресурсом у світовому контексті, порівнюючи вітчизняні та міжнародні підходи. Аналіз відповідного українського та міжнародного законодавства, що впливає на практику управління персоналом.

На основі цих досліджень, у роботі сформовані рекомендації щодо вдосконалення управління людським ресурсом в ТОВ «Рош Україна». Ці рекомендації включають застосування інноваційних механізмів мотивації, подальше вдосконалення існуючої практики та міркування щодо адаптації до глобальних викликів безпеки та навколишнього середовища.

Ключові слова: управління персоналом, міжнародна компанія, ТОВ «Рош Україна», мотивація, правова база, глобальні виклики.

PHEE-institute «Ukrainian-American Concordia University»

Faculty of Management and Business

Department of International Economic Relations, Business and Management

Educational level: **Bachelor's degree**
Specialty **292 “International Economic Relations”**
Educational program **“International Business”**

APPROVED

Head of Department



Prof. Zharova L.V.

“__” ____ 20__

TASK

FOR BACHELOR'S QUALIFICATION WORK OF STUDENT

Anna Bohdan

(Name, Surname)

1. Topic of the bachelor's qualification work

Human resources management in an international company (based on the Roche Ukraine LLC case).

Supervisor of the bachelor's qualification work Lesya Leshchii, PH.D. in Economics,

Which approved by Order of University from **“25” September 2023** № 25-09/2023-5к

2. Deadline for bachelor's qualification work submission **“25” April 2024.**

3. Data-out to the bachelor's qualification work: *The information obtained from open sources, Internet resources, scientific articles, etc., as well as the actual data of Roche Ukraine LLC obtained during the internship and its financial statements and other documents*

4. Contents of the explanatory note (list of issues to be developed)

Achieving this goal requires solving the following tasks:

-to consider the essence and basic approaches to human resources (HR) management;

- to reveal the methods and technologies used in HR management;

- study the factors affecting the organization's HR management effectiveness;

- to diagnose the management system of the enterprise's staff;

- determining the impact of AI expanding influence on the world and its possible impact on future company HR management;
- analysis of HR management in an international company;
- comparison of HR management between international and domestic Ukrainian companies.

5. List of graphic material (with exact indication of any mandatory drawings)

The work consists of 69 pages and includes 2 figures and 8 tables with information.

6. Date of issue of the assignment – 10.11.2023

Time Schedule

№	The title of the parts of the qualification paper (work)	Deadlines	Notes
1.	I part of bachelor thesis	10.12.2023	In time
2.	II part of bachelor thesis	27.02.2024	In time
3.	Introduction, conclusions, summary	25.04.2024	In time
4.	Pre-defense of the thesis	30.04.2024	In time

Student



Supervisor



Conclusions (*general description of the work; participation in scientific conferences/ prepared scientific article; what grade does the student deserve*):

The work is informative, many sources of literature and data of the company's activities obtained during the internship, as well as of the international parent company, have been worked out. The student worked diligently during the semester, considered the supervisor's remarks, was on time for pre-defenses, took part in two mandatory conferences and one more (third) - at her own request.

In general, the work meets the requirements and can be admitted to the defense with the grade "Excellent."



Supervisor

CONTENT

INTRODUCTION.....	3
CHAPTER 1. THEORETICAL AND LEGAL BASES OF HUMAN RESOURCES MANAGEMENT IN AN INTERNATIONAL COMPANY.....	6
1.1. The essence and methods of human resources management in an international company.....	6
1.2. Domestic and foreign experience of human resources management.....	15
1.3. Legal background in human resources management Ukrainian and international approach.....	19
CHAPTER 2. RESEARCH OF HUMAN RESOURCES MANAGEMENT IN ROCHE UKRAINE LLC.....	25
2.1. Socio-economic characteristics of the company	25
2.2. Research and analysis of human resources management of Roche Ukraine LLC.....	29
2.3. Comparing human resources management in Roche Ukraine LLC and other Ukrainian companies.....	36
CHAPTER 3. WAYS TO IMPROVE THE HUMAN RESOURCES MANAGEMENT IN ROCHE UKRAINE LLC.....	45
3.1. Application of an innovative motivation mechanism at the researched enterprise Roche Ukraine LLC.....	45
3.2. Suggestions and recommendations for further improvement of human resource management in Roche Ukraine LLC.....	49
3.3. HR management in the era of global security and environmental challenges: recommendations on the example of Roche Ukraine LLC.....	54
CONCLUSIONS AND RECOMMENDATIONS.....	61
REFERENCES.....	65
APPENDICES.....	71

INTRODUCTION

This work aims to define the essence of human resource management, recognizing its importance in creating a continuous cooperative social structure with a purpose. In addition, it seeks to clarify the principles of management and the significance of human resources in the institute and emphasize the importance of research in human resources and the historical evolution of human resource management.

Modern administration results from the overlap of changes and achievements that began with the Industrial Revolution. Thus, studying the most important historical stages of management is undoubtedly vital, as is demonstrating the goals of human resources management, be they social, economic, ethical, organizational, functional, personal, or global. It also explores human resources management solutions, the most critical of which are individual and group solutions. Besides that, I will explain the roles and responsibilities of human resources management, including recruitment, training, wage determination, employee interaction, workforce planning, and relevance. This paper will compare human resource management in an international and Ukrainian domestic company. Since each country has its own legislation, this will show what differences are present and what is generally affected by this or that difference in management. I conclude the research by emphasizing that people who follow current trends see a company with several functions, such as production, marketing, accounting, finance, etc. In addition, human resources management is critical, as is any other organizational activity.

The management seeks to develop an ongoing cooperative social organization with a substantial objective and purpose. Like any other modern and human cultural social science, management is critical to developing civilization, progress, and service to the local and global communities. Furthermore, certain styles of management have specialized duties. For example, business and organization management is essential for human survival, growth, and progress. It contributes to the development of an advanced society.

Advanced management is required for the formation of approved long-term institutions. Indeed, organizations and institutions, via their administration, are critical to group survival in the contemporary period.

Management Principles: The management is built on several ideas. Management team members are expected to:

- Prioritize performance outcomes when modifying behavior and skill.
- Constantly expand the number of people who are responsible for changing themselves.
- Everyone should understand and adapt their work to the overall mission and results of the company.
- Assign people to positions that help them learn on the job and provide the necessary information and support promptly.

This is due to the importance of the human resources position and the work and responsibilities it performs within the firm. The study's central thesis is that management in its present form is the result of several changes and progress, and it goes under various names, including human resources management, employee management, and human resource management.

The achievement of the objective determines the solution to the following tasks:

- to consider the essence and basic approaches to personnel management.
- to explore personnel management in the structure of modern management.
- to reveal the methods and technologies used to form the organization's personnel management system.
- determine and characterize the factors affecting the organization's personnel management effectiveness.
- to diagnose the management system of the enterprise's staff.
- determining the impact of artificial intelligence's expanding influence on the world and its possible impact on future company human resources management.
- analysis of personnel management in an international company.
- comparison of human resource management between international and domestic Ukrainian companies (general characteristics, differences, and impact of each management on the company's results).

The object of the study is Roche Ukraine LLC.

The subject of the study is the staff management system at Kyiv Roche Ukraine LLC.

Roche Ukraine LLC was chosen as the research base.

The graduate work of the educational and qualification level "Bachelor," a set of general and specific scientific methods was used. Modern views on the organization's personnel management system were applied in the study process: system approach, grouping, and graphical modeling. Data from statistical reports and internal, in particular, accounting reports of enterprises of Roche Ukraine LLC were used to obtain analytical information. To justify the improvement of the company's personnel management system, the following methods were used: statistical analysis of the performance of the enterprise provided an opportunity to analyze the production indicators and indicators of the effectiveness of the staff; the method of simulation of situations, with which a system of management measures was developed; the economic-mathematical method, which allowed to determine the efficiency of implementation of measures to improve the system of personnel management.

The study's theoretical basis is the work of leading foreign and domestic scientists dedicated to managing the development of modern enterprises.

Proposed and intelligent tools for improvement of the system of management of personnel of the enterprise in modern organizational and economic conditions can be used in the practice of other international companies, for example, in the field of pharmaceuticals.

The study results will enable enterprises to effectively form a personnel management system by applying creative methods in personnel work and combining them into one team. With this help, the enterprise will achieve its goals in the future.

This work consists of 69 pages and includes 2 figures and 8 tables with information.

CHAPTER 1. THEORETICAL AND LEGAL BASES OF HUMAN RESOURCES MANAGEMENT IN AN INTERNATIONAL COMPANY

1.1. The essence and methods of human resources management in an international company.

Human resource management is the practice of recruiting, hiring, deploying, and managing an organization's employees. A company or organization's HR department is usually responsible for creating, implementing, and overseeing policies governing workers and the organization's relationship with its employees. The term human resources was first used in the early 1900s and then more widely in the 1960s to describe the people who work for the organization.

Human resource management is employee management emphasizing employees as assets of the business. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to use employees effectively, reducing risk and maximizing return on investment.

Nowadays, the direct dependence of an organization's social and economic performance on the quality and efficiency of its human resources management system is beyond doubt. That is why studying issues related to the creation and development of human resource management systems has become increasingly important in recent years.

“The best workers do the best and the most work. But many companies do an awful job of finding and keeping them.” (Scott Keller Mary Meaney, 2017). Having great employees makes a company much more productive. A new study of over 600,000 researchers, entertainers, politicians, and athletes showed that high performers are 400% more productive than average performers (Herman Aguinis and Ernest O’Boyle Jr., 2012). Studies of businesses show similar results, and the gap gets more significant as the job becomes more complex. In jobs that require a lot of information and interaction, like those of managers, software developers, and others, good performers are an impressive 800% more productive (Figure 1.1.).

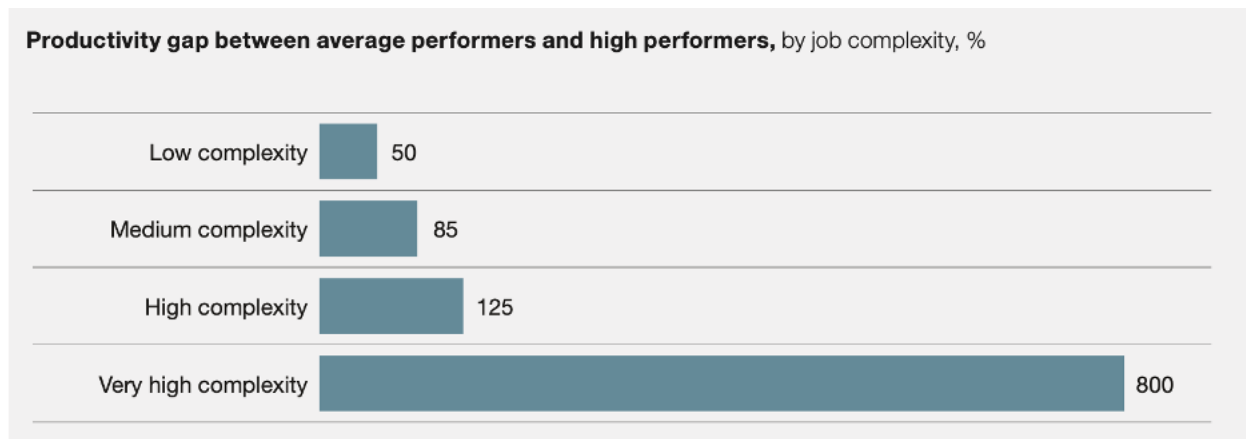


Figure 1.1. *The relationship between talent quality and business performance*

Source: “McKinsey Global Survey: War for Talent 2000,” refreshed in 2012.

The phrase "war for talent" was first used by Steven Hankin of McKinsey in 1997. A book with the same name came out in 2001 (Beth Axelrod, Helen Handfield-Jones, and Ed Michaels, 2001), making it more famous. It refers to how tough it is to find and keep employees when insufficient people are available to replace the baby boomers, leaving the workforce in advanced economies.

After the Great Recession, the war for ability became a war for jobs. When countries were going through financial crises, unemployment hit levels not seen since the early 1980s. This meant that there were a lot of people applying for many jobs. The opposite was true for positions with a medium to high level of complexity, where better performers significantly affect the bottom line. People already working and making money were less likely to switch jobs during those uncertain times. This meant that people who were already ahead had an even bigger edge. Also, the need to cut HR costs made it harder to find and hire the best people. Everything points to the war for talent going on for a while longer.

“Failure to attract and retain top talent” was the number-one issue before economic growth and competitive intensity (Figure 2). In more complex jobs, this will continue as baby boomers (and their long experience) exit the workforce and technology demands more sophisticated skills.

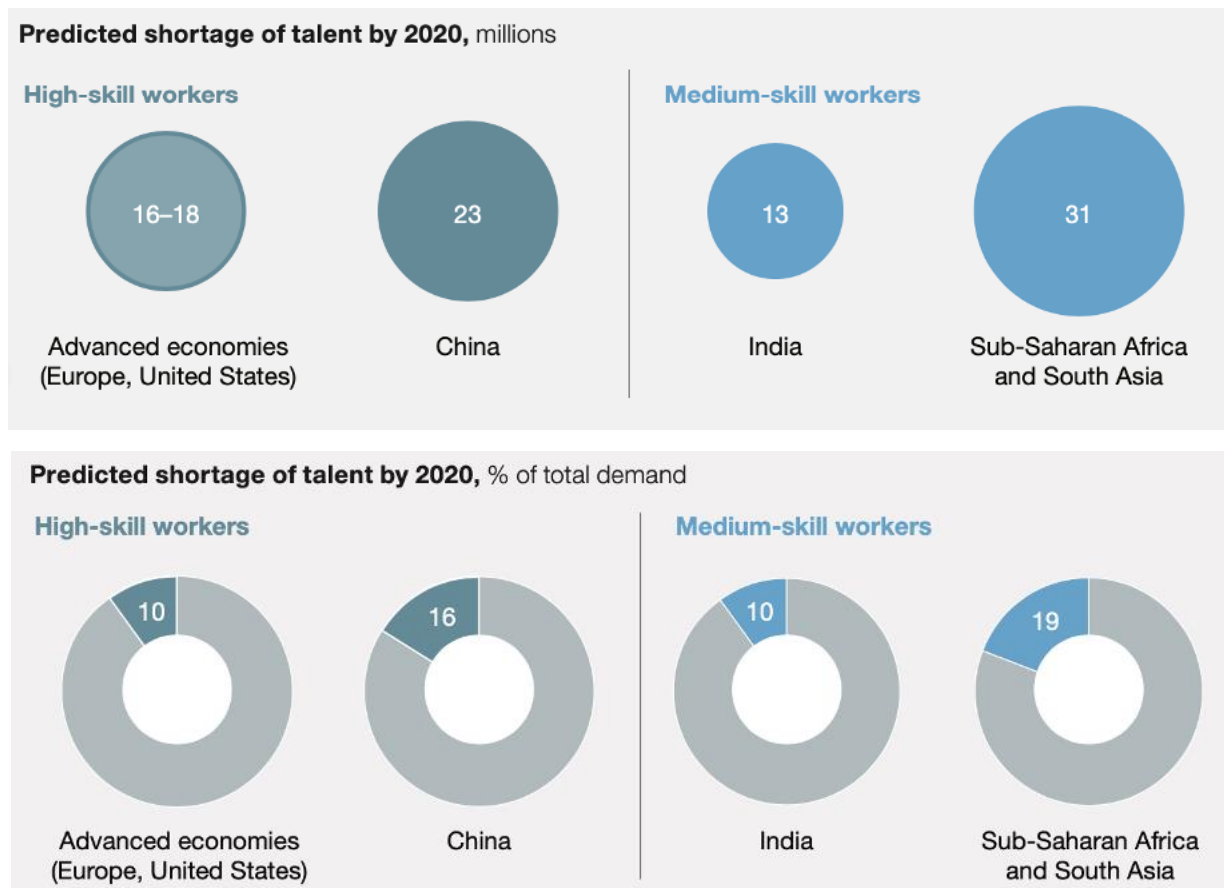


Figure 1.2. Almost one-third of senior leaders cite finding talent as their most significant managerial challenge.

Source: The Conference Board, 2020.

A McKinsey Global Institute study suggests that employers in Europe and North America will require 16 million to 18 million more college-educated workers than will be available. Companies may be unable to fill one in ten needed roles, much less with top talent. Yet in advanced economies, up to 95 million workers could need more skills. Developing economies will need more than 45 million workers with secondary school education and vocational training.

Table 1.1. Evolution of human resources management function

Era	Main focus	Key activities
Early 1900s	Labor relations	Union negotiations, Conflict resolution
1960s	Introduction of HR Terminology	Emergence of "human resources" as a concept
21st century	Strategic HR Management	Talent acquisition, Training,

		Cultural management
--	--	---------------------

Source: Akshat Dhawan, 2023.

Table 1.1 visually represents the evolving focus of HRM functions over different eras, showcasing the shift from labor relations to a more strategic role in the 21st century.

Personnel usually refers to all officially employed employees of an organization. It may also include owners, provided they perform production or management functions.

In general terms, staff is the number of all employees listed in the organization who are directly involved in implementing the company's activities and achieving the organization's goals. The following terms can be used as synonyms for the term "personnel": "workers," "personnel," "employees," and "human resources." Recently, the term "employees" has become quite widespread. This term emphasizes the nature of the partnership between employees and top management. This term can be freely applied to subordinates and the organization's management.

Human Resource Management in the context of an international company is a multifaceted and dynamic field that plays a vital role in the success of global enterprises. In essence, human resource management in an international environment involves using human capital to achieve organizational goals across cultural, legal, and geographical boundaries.

One of the fundamental aspects of human resource management in an international company is recognizing that employees are valuable assets and cultural bearers who embody the organization's ideals and values. As companies expand internationally, they face various cultural nuances, regulatory frameworks, and diverse working conditions. Effectively managing this complexity requires human resource professionals to address challenges, from understanding labor laws in different countries to creating a corporate culture that resonates.

Please consider the following quotation by Peter Ferdinand Drucker, an Austrian American management consultant, educator, and author. His writings contributed to the philosophical and practical foundations of modern management theory. He was also a leader in developing and inventing concepts like management by objectives and self-control. Drucker has been described as "the founder of modern management" (Wikipedia, 2023) - "Human resources are like natural resources; they're often buried deep. You must look for them; they're not just

lying on the surface. It would be best to create the circumstances where they show themselves" (Ken Robinson, August 21, 2020).

The roles of professionals may vary based on the nature of their employment. As a human resource professional, your role may involve recruiting, training, and managing the staff of an organization. Function evolved from a labor relations function to a true partner in the organization's work; it has become necessary to balance its daily responsibilities with the need to become a strategic partner in its management. This has created a vulnerable situation requiring HR professionals to acquire new skills. These skills include higher strategic thinking and more effective communication with many consumers. The HR department must be strategically positioned to address the challenge of recruiting, retaining, and developing the best human talents.

People's success is determined by their capacity to employ all available economic and human resources to meet society's members' material and moral requirements and accomplish the intended objectives. The organization's human resource department is regarded as one of the institution's supporting roles since it is interested in developing plans and everything connected to human resource management. Still, it lacks the power to implement them independently.

Officials with decision-making capacity inside the institution make decisions on the application procedure. However, this does not imply that the supporting system, in our case, individual management, has no impact on executive management; instead, it increases the impact on decisions by narrowing the margin of organizational management in varying proportions across institutions, as well as the different roles played by individual management. This is because, in all circumstances, particularly in bureaucratic organizations, this impact is frequently seen as parallelism or misunderstanding between the executive and functional authorities, representing the two sides' most incredible degrees of influence. Also, this fact can be described by one more quotation from Peter Drucker, a renowned management consultant, educator, and author: "The most important thing in communication is hearing what isn't said" (Peter F. Drucker, September 26, 2010).

While the institution's essential management duties are on the power line and contribute directly to attaining its main aims, advisory functions indirectly rather than directly interfere with achieving the core objectives. They do this by developing technological means and performing assistance work for power line operations while exercising their powers and accepting their

obligations. Furthermore, the managing individuals, as auxiliary management, specialized and independent of other departments of the institution, carry out a portion of the programs and plans that are co-prepared and approved by the organization's management in the areas of training, operation and other work related to individuals and their work in the organization.

Management and human resources are two ideas that work hand-in-hand in human resource management. Managing people is different from doing the work. Management is about getting others to work together and coordinate their efforts to reach a goal. People are a society's most valuable asset. A society can have a lot of money and high-tech tools but can only use them effectively with skilled workers. Human resources are the most important thing for any society's systems to work well. The importance of studying human resources stems from several axes, the most important of which can be noted as follows:

1. The Distinction of the Human Element.

People thought of people as a part of the production, like land and cash, which were essential and should be gotten at the lowest cost possible. In human resources management, on the other hand, people are necessary in and of themselves; they are not seen as goods but as separate entities.

2. The Human Element is an Influential and Governing Resource in Performance.

Experts think human resources are more critical than natural or material resources. People management, not things management, should be the primary goal of management. It would be best to handle people nicely to manage work well, no matter how good the group leader is at their job.

3. The Human Factor as a Composite Variable.

Individual characteristics change over time and from position to position; organizations operate in an ever-changing and complex environment of conflicting composition, which is influential and necessitates the development of a variety of exciting models, systems, and portals for managing human resources. This necessitates comprehensive awareness and continual growth of capacities and skills to guarantee the practical implementation of the goals under the direction of this department.

4. The Human Factor as a Final Value.

God created all things for man's sake, and the human being must honor his brother man. Among the areas of keeping, man must choose the appropriate method to manage and guide his brethren (Bilal, 2004 24-5).

Individual management as we know it today is familiar; it results from simultaneous changes. All of these changes have led to the need for a specialized personnel department to handle the employees' needs and make decisions about them based on scientific evidence. This department is also responsible for keeping workers motivated and raising their morale to be happy and more productive. I will now talk about the most critical historical steps of managing people from the middle of the 1800s to the present day:

1. The Start of the Scientific Management Movement:

One of the most critical events in the rise of human resources management was the spread of the scientific management movement led by Frederick Winslow Taylor, who was known as "my father the administration." This process happened from about 1890 until the start of World War I. In his book "The Four Foundations of Management," Taylor explains how to choose employees in a way that is based on science. — Pay attention to the growth and development of human resources and how they are educated. - Management and human resources work together. Taylor stressed the importance of labor standards, better ways of working, and reward systems, but he was attacked and violently resisted. His charges were mostly about how he expected workers to work hard without getting paid equally and didn't care about the human aspect (Jaas, Allam, 2022).

2. The Rise of Labor groups:

At the start of the 20th century, labor groups grew and strengthened in developed nations, especially in the heavy materials and transportation industries. Trade groups have pushed for higher pay, shorter work hours, and more comfortable working conditions or ways to do the job. Strikes, boycotts, and other forms of force have become common ways for workers to get what they want. Some people think that the rise of the scientific management movement led to the formation of trade unions. This movement was supposed to have tried to take advantage of workers to help employers (management) (Jaas, Allam, 2022).

3. The Start of World War I:

The First World War showed that sound tests should be given to potential workers before hiring to ensure they are qualified. Some tests, like Alpha and Beta, were done successfully on thousands of workers before being hired to ensure they wouldn't fail. Workers became more interested in social welfare during this time, and centers were built to provide social, leisure, educational, and living services. Creating these centers was the first step toward the growth of human resources offices. Most people who worked in human resources offices cared about social and humanitarian issues. Since 1920, when good information on human resources management became available, many more human resources offices were set up in big businesses and government departments.

4. Between World Wars I and II:

The study of human interaction changed between the end of the 1920s and the beginning of the 1930s. During the Hawthorne trials in the United States of America, which Elton Mayo led, many people believed that workers should be happy with their jobs and that the right conditions should be provided for them (Elton Mayo, 1933).

5. After World War II - today:

In the past few years, human resources management has grown. The role of human resources management has grown, and now it's about more than just doing routine things like keeping employee files and making sure they show up and leave on time. It's also about training and developing employees and ways to reward them for their hard work and keep them motivated. Also, they were in charge of making human resources and job ties more organized, among other things that modern human resources management does (Alan Price, 2011).

Goals for managing human resources. Here's a list of the most important goals of human resources management:

- Getting staff to work together well so that the project goals can be met.
- Giving the workers a reason to put in as much effort as possible to meet the project's goals.
- Making sure that everyone in the group gets along well at work. Assuring fair treatment and equal chances for all project workers regarding advancement, pay, training, and growth.
- Ensure workers have safe and healthy working conditions so they can do their jobs well without being exposed to risks like crashes or getting sick at work.

– Choosing the best candidates to fill open positions, getting them ready to do their jobs, and ensuring their records are kept the same way.

Therefore, more people are needed to progress, even if houses, tools, and other things are available. People interested in this field know how necessary human resources are and their role in a company. Several studies have also been done, and different points of view have been found, especially among the people in charge of human resources in a company, on how to define a single idea of this kind of management.

Table 1.2. Evolution of human resources management

Year	Milestone / Change
1950s	Introduction of Personnel Management.
1970s	Emergence of Human Resources Management as a strategic function.
1980s	Integration of Technology in HR processes.
1990s	Focus on Employee Development and Training Programs.
2000s	Shift towards Strategic HR Management.
2010s	Emphasis on Diversity and Inclusion Initiatives.
2020s	Integration of AI in HR processes, Remote Work Policies.

Source: Blog Pocket HRMS.

People can see things from two different points of view: the old and the new. People who are used to the current trend think that human resources management only involves keeping track of files, records, and related information, noting when workers are present or absent, and figuring out outbreaks and holidays.

People see it as an art, action, or practice because it organizes and runs the social sciences connected to people. This study has grown over time. Because it is a human resource management system, the Department of Human Resources affects how well the company can adapt to the changes in its business setting and reach its goals.

Human resources management includes many tasks, such as analyzing and describing work, polarization, hiring and selecting human resources, and their development through training and maintenance. It also includes planning and promoting human resources through pay and incentive systems. Human resources management is one of the names this

department has had over the years. Its current form is the result of many changes and improvements.

1.2. Domestic and foreign experience of human resources management.

Many different methods and techniques are used in the books and practice of human resource management. These come from management, psychology, sociology, mathematics, statistics, and computing, and places where these fields meet.

To efficiently manage human resources, use a variety of methodologies, strategies, and procedures to establish the qualifications for different tasks. This entails completing job examinations, breaking down tasks performed during the workday, and making immediate observations. Also, use measures like time tracking, workday shooting, and creating typical administrative times.

To gain thorough knowledge, we use a variety of methodologies, including work standards determination, scenario analysis, and extrapolation—statistical methods such as the correlation coefficient aid in identifying patterns and connections in data. Also, physical and value-based job productivity should be considered to guarantee a comprehensive approach.

Table 1.3. Critical methodologies for efficient human Resource management

Methodology	Key Characteristics	Applications
Job Examinations	Task analysis, immediate observations	Task qualification
Statistical Methods	Correlation coefficient, regression method	Pattern identification, prediction
Physical and Value-based Productivity	Comprehensive approach	Assessing overall job productivity

Source: Prepared by author of work

The "critical incidents" method is one way to look at it. This method involves looking into events or situations that significantly affect work performance. To create a reliable and

complex system for figuring out what human resources are needed that fit the unique needs of each part of our business by mixing these different approaches.

When determining how many human resources we will need in the future, we use a thorough method that considers many things that affect our business. For this, we need to look at how the market's offer for our products changes over time and the size and structure of the market's demand for those goods. We also consider predictions about the company's field of work and how the national economy is expected to change.

Look at things inside our company to get a complete picture, like how loss, production levels, and productivity change over time. Trends research is a vital part of our predicting method because it helps us find patterns and guess what people will need in the future. Statistical methods, like the regression method, help determine how strong links are and what will happen next.

Use the Delphi method to get input from different people within the company in a way that encourages collaboration. Drawing on everyone's knowledge helps us make better predictions. The business plan also acts as a base, ensuring that our predictions about human resources align with the company's general goals and tactics.

Try to make accurate predictions about the human resource needs of our business and the economy by combining these approaches and using information from inside and outside the company.

A careful and thorough method ensures new workers fit in well with the rest of the team. Several vital parts of this process work together to create a good and productive work setting.

First, the individual labor contract sets a strong base, ensuring everyone knows what is expected of them. To prioritize workers' health and safety, labor security workshops teach workers about safety steps and support a safe workplace.

To make the hiring process go more smoothly, the area boss should have an introduction conversation with the new employee. This gives them a unique introduction to the organizational chart, which shows how the company is set up, and a full explanation of their job.

A dedication to openness and communication can be seen in the organization and operation guidelines and the company's rules. These papers are helpful because they show how things are done at work and the rules.

Because of how important it is for teams to work together, social integration is emphasized by having the boss present the new employee to their coworkers in the area. This makes people feel like they fit in and pushes them to work together.

People new to the job are given practical advice through detailed directions and access to valuable methods. This ensures that jobs are understood clearly and encourages people to keep learning.

Lastly, team members' well-being is a top priority, so they celebrate special days like birthdays and name days. This personal touch helps create a good work culture and reinforces the commitment to making the workplace welcoming and helpful for everyone. In the words of Andrew Carnegie (Britannica, Article History, 2024), "Teamwork is the ability to work together toward a common vision. The fuel allows common people to attain uncommon results" (Katherine V. Smith, 2018).

An organized method is used when promoting human resources within the company to help employees grow professionally and help the business succeed.

This means giving workers grades and steps within the same job, which clarifies how they can move up. In an open managerial group, there is also the chance for incumbency, which lets people take on leadership roles and actively participate in decision-making. As author and motivational speaker Simon Sinek said, "Empowering employees with leadership opportunities contributes to a more engaged and effective workforce" (Maxwell, Chris (January 6, 2017)).

To help workers grow professionally, they may be put on science or advisory boards that work on the company's big goals and problems. In addition to recognizing their skills, this gives them a voice in important decisions that affect the organization's direction.

This approach for getting promoted is based on a clear job description that spells out duties and duties. This paper helps workers understand their current role and how they might be able to move up in the company in the future.

Along these lines, a complete list of titles gives a good picture of the different jobs that are open in the company. This openness makes it easier to make intelligent choices about job advancement, matching each person's goals with the company's wide range of possibilities.

Using these methods, the company hopes to create a lively and helpful atmosphere that supports its employees' ongoing growth and advancement and helps them reach their personal and business goals.

The organization's mindset says having good ties with essential partners is crucial. The goal is to make relationships that are deeper than work conversations. One way to do this is to invite people to visit the group. This gives them first-hand knowledge of processes and clarifies how important it is for them to be involved.

Putting stakeholders' participation in the participatory management body at the top also ensures their voices are heard and respected in essential decision-making processes. Having people participate in celebrating significant company events makes them even more meaningful. People see these events as chances to get closer to each other and share their successes with those who helped make them happen.

To be open and honest, the group tries to keep partners updated on essential events frequently. This includes news about important events, accomplishments, and changes. Sending cards, gifts, and other signs of appreciation to stakeholders during significant holidays and essential personal events is an extra way to show thanks and well wishes.

An essential part of the relationship-building approach is recognizing and praising significant efforts. Some people who are very important to the organization's economic success are given financial rewards like awards, fees, benefits, and discounts. Sponsoring important partners is also a source of pride, which shows a commitment to working with and helping them.

The organization keeps growing, and critical partners are encouraged to participate in the business's cash growth. This strengthens their link to the group and shows they are all committed to its future success. How they deal with relationships with essential partners isn't just about doing business; it's also about wanting to build a community where people can help each other and celebrate successes.

Involving and motivating human resources is essential to creating a good work setting. We believe that active hearing and the "listen and answer" method are crucial, and our method includes giving helpful comments. People give each other positive and negative vocal feedback all the time. Positive feedback is used to recognize and encourage good behavior, while negative feedback is used to help people grow and develop.

Strategies like job extension and expansion are investigated to make workers happier with their jobs and ensure they find meaning and fulfillment in their work. Because financial security is essential, competitive wages and hourly rates are offered to show how much value is put into efforts. Companies offer bonuses, rewards, and profit-sharing programs to show respect for employees. These help reinforce the idea that success is a team effort and that everyone is essential to the group's success.

1.3. Legal background in human resources management Ukrainian and international approach.

Effective human resources management hinges on a robust legal framework. In Ukraine, this framework is a dynamic interplay between two primary sources: the Constitution of Ukraine and the Labor Code of Ukraine. Together, they establish the fundamental principles and regulations governing employment relationships, safeguarding employers' and employees' rights and responsibilities.

The Constitution of Ukraine lays the foundation, enshrining fundamental rights for citizens, including those about labor. These rights encompass the freedom to choose one's profession and work environment, the right to fair working conditions encompassing safety, standardized working hours, and adequate rest and leisure periods. It also guarantees fair compensation that meets or exceeds the minimum wage established by law and access to social protection for unforeseen circumstances like disability, unemployment, and retirement. Notably, the Constitution further upholds the right to join trade unions and engage in collective bargaining, empowering employees to advocate for their interests (Article 2. Trade unions).

Building upon this foundation, the Labor Code of Ukraine delves deeper, providing a comprehensive legal framework for establishing and managing employment relationships. It outlines the specifics of employment contracts, defining employers' and employees' rights and obligations. The Code regulates working and rest periods, ensuring employees have adequate time for work, breaks, and rest. It also establishes guidelines for wages and benefits, dictating the minimum wage, outlining various forms of compensation and benefits, and prescribing procedures for wage calculation and payment.

The Labor Code further addresses critical areas like leave, providing frameworks for various types of leave, including annual, sick, maternity, and parental leave (Article 24 of the Universal Declaration of Human Rights, Article 45 of the Constitution of Ukraine). It defines the duration and eligibility criteria for each leave type. It also establishes grounds and procedures for employers and employees to terminate employment contracts.

Table 1.4. Key Minimum Standards

Standard	Description
Working Hours	40 hours per week
Minimum Wage	₴6,700 (approximately \$244 USD) per month (as of January 1, 2024)
Annual Leave	Minimum of 24 calendar days
Maternity Leave	126 calendar days
Parental Leave	Up to 3 years

Source: State Tax Service of Ukraine, State Service of Ukraine on Labor Issues, Labor Code of Ukraine.

Beyond these core sources, several other legislative acts refine and address specific aspects of HRM in Ukraine. The Law of Ukraine, "On Trade Unions, Their Rights and Guarantees of Activity," empowers trade unions by guaranteeing their rights and activities, including collective bargaining and employee representation. The Law of Ukraine, "On General Obligatory State Social Insurance," establishes the social insurance system, providing protections in areas like unemployment, temporary disability, and old age pensions. Finally, the Law of Ukraine, "On Ensuring Equal Rights and Opportunities for Women and Men," prohibits gender-based discrimination in employment and promotes equal opportunities for women in the workplace.

Paying constant attention is needed to understand the complicated HRM laws in Ukraine. By keeping up with the latest changes to the law, businesses can ensure they are following the new rules and practicing responsible HRM that protects workers' rights while keeping operations running smoothly. As Ukraine becomes more connected to the world economy, its HRM laws will likely change and adapt. This means businesses working in Ukraine must constantly check and adjust their HR policies.

Because business is now global, human resources professionals working for international companies must have specific skills. You need a solid legal background to navigate the complicated web of job laws and rules that are very different from one place to another.

Table 1.5. below are some of the most critical areas where having a legal background is essential for good HR practices in foreign settings:

Table 1.5. Main areas of legal expertise

Area	Rationale	Specific Legal Considerations
Compliance	Ensures adherence to local regulations and protects the company from legal repercussions.	<ul style="list-style-type: none"> - Recruitment & Selection: Non-discrimination laws, background checks, work authorization. - Compensation & Benefits: Minimum wage, overtime pay, social security contributions, paid leave. - Termination: Severance pay, notice periods, wrongful termination laws. - Workplace Safety: Health and safety regulations, training requirements, accident reporting.
Global Mobility	Facilitates the smooth relocation of employees across borders without legal hurdles.	- Immigration laws, visa requirements, work permits, tax implications, international social security agreements.
Dispute Resolution	Equips HR professionals with the necessary knowledge to resolve workplace conflicts.	- Employment law, grievance procedures, alternative dispute resolution (ADR) mechanisms, employment tribunals.

Source: Prepared by author of work

While ensuring compliance with local regulations is a cornerstone of a robust legal foundation in international HR, it is just the first step. Several crucial elements extend beyond mere compliance, shaping a genuinely practical approach:

1) Maintaining Legal Currency:

The legal landscape is dynamic, constantly evolving with new regulations, judicial interpretations, and amendments. Staying current with these changes is vital for HR professionals to:

- Promptly adopt company practices to newly implemented laws and regulations, preventing potential legal violations and costly penalties.
- Anticipate potential legal challenges based on emerging legal trends, allowing for proactive mitigation strategies.
- Stay informed about competitor strategies and industry best practices in legal compliance, enhancing the organization's overall performance.

Maintaining legal currency can be achieved through several practical approaches:

- Provides valuable insights into legal updates and industry discussions on compliance best practices.
- Ensures continuous access to the latest legal developments relevant to specific jurisdictions.
- Participating in online forums, conducting research through legal databases, and utilizing reputable international HR organizations as valuable resources.

2) Seeking Expert Guidance:

While maintaining legal awareness is crucial, HR professionals are only expected to be legal experts in some jurisdictions. When faced with complex legal issues beyond their immediate expertise, seeking guidance from qualified legal professionals is paramount:

- Qualified lawyers can provide specialized interpretation of complex laws and regulations, ensuring a comprehensive understanding of legal obligations and potential risks.

- Seeking legal counsel minimizes the risk of misinterpretations and ensures decisions are based on sound legal knowledge.
- Legal professionals can guide HR personnel through intricate legal issues, such as navigating complex cross-border employment disputes or global mobility initiatives.

Building a network of reliable legal resources is crucial. This can be achieved by:

- Establish relationships with qualified legal firms in each country of operation for timely and accurate legal advice.
- Collaborating with the internal legal department in larger organizations can provide readily available legal support and guidance.
- Partnering with specialized consultants for specific legal areas, such as immigration law or international employment contracts.

3) Cultivating Cultural Awareness:

The success of international HR practices hinges on legal compliance and navigating cultural nuances within diverse workforces. Cultivating cultural awareness equips HR professionals to:

- Understanding cultural differences in communication styles, expectations, and sensitivities ensures clear and respectful communication with employees from diverse backgrounds.
- Awareness of cultural norms and practices helps avoid unintentional cultural offenses that could lead to misunderstandings, conflicts, and even legal disputes.
- Fostering a cultural understanding fosters a more inclusive and welcoming work environment for employees from diverse nationalities and backgrounds.

Developing cultural awareness can be achieved through several key steps:

- Equipping HR personnel with training programs and workshops that enhance their understanding of diverse cultures and their impact on the workplace.
- Collaborating with cultural experts can provide valuable insights into specific cultural practices and potential challenges.
- Implementing programs encouraging employees to learn about different cultures can foster understanding and appreciation for diversity.

By taking these additional steps beyond mere compliance, HR professionals in international companies build a comprehensive legal foundation that fosters a culture of legal awareness, promotes effective communication across diverse workforces, and ultimately contributes to the organization's success in the global marketplace.

CHAPTER 2. RESEARCH OF HUMAN RESOURCES MANAGEMENT IN ROCHE UKRAINE LLC

2.1. Socio-economic characteristics of the Roche Ukraine LLC.

A labor resource is the part of the working population with the physical and mental abilities and knowledge necessary for carrying out valuable activities.

To understand the essence of this concept more deeply, we need to know that the population, depending on age, is divided into:

- persons under the working age (from birth to 16 years inclusive);
- persons of working age (in Ukraine: women - from 16 to 54 years, men - 16 to 59 years inclusive);
- persons older than the working age, at which the pension is established by age (in Ukraine: women - from 55, men - from 60 years).

Depending on the ability to work, distinguish between working and unworkable persons. Persons with disabilities of the working age are disabled persons of the 1st and 2nd groups, and persons of the disabled age are teenagers and working pensioners by age.

The tried resources include:

- the working-age population, except for the non-working disabled of the 1st and 2nd groups and the unemployed persons who receive a pension on preferential conditions (women who have given birth to five or more children and raise them until eight years old, as well as those who retired earlier due to severe and harmful working conditions);
- working persons of retirement age;
- working people under 16 years of age.

According to Ukrainian law ("Article 32 of the Civil Code of Ukraine), minors are aged 14 to 18. According to the general rule, employing persons under 16 is not allowed. As an exception, with the consent of one of the parents or the person who replaces him, maybe employed persons who have reached the age of 15 years. It is possible to use free time from study for part-time students of general education schools, vocational-technical,

and secondary educational institutions if they reach 15 years of age with the agreement of the parent or person who substitutes them, provided that light work is performed.

In recent years, Ukraine has experienced an unfavorable trend, which is determined by the reduction of the share of the population younger than working age and the increase in the proportion of older working age.

According to the recommendations of the ILO and international conferences on labor statistics, the entire population is divided into economically active and economically inactive groups.

The economically active population is the part of the population that offers its work for producing goods and providing various services. Quantitatively, this population group consists of employed, unemployed people who currently do not have a job but want to get it. The portion of the population not part of the labor resources is the economically inactive population.

They include:

- youth, students, and students who study in day-school institutions;
- persons who receive pension by age or on preferential conditions;
- people who receive a pension in connection with a disability;
- those who are engaged in household management, caring for children, and sick relatives;
- individuals who cannot find a job ceased to search for it, having exhausted all possibilities, but they can and are willing to work;
- other people who do not need to work regardless of the source of income.

The rational formation and distribution of labor resources are necessary to develop a system of their balances.

The system of balance of labor resources belongs to:

- consolidated balance of jobs and labor force (reported and planned);
- balance of calculation of additional needs in workers and employees and sources of their provision;
- balance-of-balance calculation of the need for training of qualified workers;

- balance of involvement of young people to study and distribution of it after completion of studies;
- balance calculations of the need for specialists; inter-industry balance of labour costs;
- balance of working time.

The balance sheet system and calculations are developed for individual regions and the country. In doing so, it is necessary to take into account the labor market conditions, dynamics and structure of jobs in the planning period, changes in the demographic structure of the population, directions and scale of migration processes, dynamics of the number and structure of employment of the working age population; efficiency of labor resources use; sources and scale of formation of the professional and qualification structure of employees; growth rates of labor productivity, etc.

The balance of labor resources is a system of interrelated indicators that characterize the formation and distribution of labor resources. It consists of two parts: resource (labor resources) and distribution (distribution of labor resources).

In the current conditions of market relations formation, there is a discrepancy between the availability of resources and the need for them, which determines the need to develop additional measures to intensify social production, increase labor productivity, etc.

Let's apply this analysis to my example, Roche Ukraine LLC. Roche Ukraine LLC is a subsidiary of the Swiss pharmaceutical company Roche. It was founded in 1992 and is headquartered in Kyiv, Ukraine. The company employs over 100 people in Ukraine.

Roche Ukraine LLC is a socially responsible company committed to improving the lives of its employees and the communities in which it operates. The company offers its employees a competitive salary and benefits package and opportunities for professional development. Roche Ukraine LLC also supports some social and charitable initiatives in Ukraine.

Some specific socio-economic characteristics of the labor force of Roche Ukraine LLC:

Age: The average age of the employees of Roche Ukraine LLC is 35 years.

Gender: The company employs approximately equal numbers of men and women.

Education: Most of the employees of Roche Ukraine LLC have a higher education.

Skills: The company uses many scientific, technical, commercial, and administrative skills.

Salary: The average salary at Roche Ukraine LLC is higher than in Ukraine.

Benefits: The company offers a comprehensive social package, including health insurance, life insurance, and pension contributions.

Union membership: The company does not have a trade union.

Russia's large-scale invasion of Ukraine in 2024 undoubtedly affected Roche employees. The number of displaced workers and the measures taken to ensure their safety and welfare paint a telling picture. Additionally, understanding any wage adjustments, benefit changes, or other measures introduced to address economic stress becomes essential to understanding the impact on the workforce.

While statistics offer a starting point, delving deeper into cultural and linguistic diversity within Roche's Ukrainian workforce reveals a richer tapestry. Exploring how the company fosters inclusion and caters to this diversity becomes vital. Likewise, investigating the representation of women in leadership positions and initiatives promoting gender equality sheds light on the company's commitment to inclusivity.

The well-being of Roche's Ukrainian workforce extends beyond immediate crisis response. Analyzing the implementation of remote work options and flexible work arrangements provides insights into the company's approach to work-life balance. Furthermore, describing the training and development programs and their impact on career advancement and skill development showcases the company's investment in its employees' long-term growth.

Roche's impact extends beyond its employees. Investigating specific community engagement initiatives undertaken by the company, focusing on healthcare, education, or other areas of impact, reveals its commitment to social responsibility. Exploring opportunities for employee volunteerism and how the company encourages and supports participation in social initiatives paints a fuller picture of its engagement with the wider Ukrainian community.

The future of Roche's Ukrainian workforce remains intricately linked to the ongoing crisis. Analyzing the company's plans for future investments in its Ukrainian workforce, considering the long-term impact of the conflict, becomes crucial for understanding its commitment to Ukraine and its people.

By digging deeper into these areas, we go beyond collecting numbers and start understanding the people working for Roche Ukraine LLC and their lives. Their social and economic traits paint a complicated and changing picture, shaped by their unique experiences, ethnic backgrounds, and the constantly shifting realities of life in Ukraine. By seeing these interconnected stories, we better understand the company's part in the Ukrainian community and its power to improve the future.

Roche Ukraine's labor force has generally positive socio-economic characteristics. The company offers its employees a competitive salary, social package, and opportunities for professional development. It also adheres to the principles of social responsibility.

2.2. Research and analysis of human resources management of Roche Ukraine LLC.

Any businessperson who has done a lot of business in Switzerland will tell you it's great. There are many possibilities, thanks to the country's excellent banking and financial infrastructure and diplomatic approach to trade. However, even though Switzerland isn't a member of the EU, it has good ties with many of its neighbors.

Paying people might be costly in Switzerland. The country's government is very protective of its image as a place where experts live and work, so salaries must reflect this. Many rules and laws must be followed very carefully in this market. In general, though, Switzerland is an excellent place for many businesses.

Not too long ago, HR was mainly seen as a support role that did things like hiring people, keeping employment policies and HR records up to date, and running compensation programs. Today, HR is on its way to becoming a strategic partner of the business and a big part of how management makes choices. People statistics are a significant change in HR from the past to the present.

When you hire an employee, you must pay approximately 1.5 times the employee's annual salary, as a 12% social security tax is applied to any salary. Employees must also pay income tax, which is offered at highly favorable rates in Switzerland. National taxation is distributed as follows:

Salaries up to CHF 4,500 - 0%.

Salaries from CHF 4,500 to CHF 31,600 - 0.77%.

Salary from CHF 31,601 to CHF 41,400 - 0.88%.

Salary from CHF 41,401 to CHF 55,200 - 2.64%.

Salary from CHF 55,201 to CHF 72,500 - 2.97%.

Salary from CHF 72,501 to CHF 78,100 - 5.94%.

Salary from CHF 78,101 to CHF 103,600 - 6.6%.

Salary from CHF 103,601 to CHF 134,600 - 8.8%.

Salaries from CHF 134,601 to CHF 176,000 - 11%.

Salaries from CHF 176,001 to CHF 755,200 - 13.2%.

Salaries over CHF 755,201 - 11.5%.

Low taxes mean businesses will likely attract talented international specialists to Switzerland to work in your industry. You will have to withhold these payments and register them with the Federal Tax Office, and the tax year in Switzerland runs from January to December.

Giving Swiss workers 12% of their monthly salary as social security is a great way to help their employers. These payments will cover contributions to a state pension and government insurance plans that cover sickness and unplanned unemployment, and they will give low-income people extra money on top of their salaries. Naturally, an employer will be expected to provide additional benefits on top of these payments (Cintra Global, 2022).

The most important of these is an extra month's pay, generally given as a bonus in December. The Swiss government doesn't require this, but 90% of businesses do it anyway. Naturally, this means that a company that doesn't do this might need help hiring people. As a bonus, many Swiss companies also offer an extra pension and other benefits like discounted gym and health club memberships and daily meals. Some companies will also

give their workers extra leave days, especially if they have kids.

The Swiss government gives their workers 20 days of personal leave every year, or 25 days for young workers younger than 20. Most of the time, maternity leave lasts 16 weeks and pays fully. Paternity leave only lasts one day, but employees and businesses can agree to unpaid stretches. The Swiss government pays these amounts through social security, usually 80% of a salary, and can go up to CHF 196 per day. You can only take three weeks of sick leave with full pay in your first year of work. After that, it depends on the canton.

This is especially true now when there are fewer skilled workers, more alternative ways to work, and less employee loyalty and involvement. Organizations have to figure out where the skills gaps are between what they already have and what they will need in the future and what signs of turnover and low interest to look for. Using what they've learned, they must ensure that HR projects reduce the risks and handle diversity.

However, businesses are having a hard time realizing the benefits that people's data could bring. According to the 2018 Deloitte Human Capital Trends study, 85% of Swiss respondents thought people's data was essential. However, only 3% felt that their company used it well enough.

Roche is one of the world's leading pharmaceutical and diagnostic companies and one of the largest manufacturers of biotechnology products for treating cancer, ophthalmology, autoimmune diseases, severe viral infections, and central nervous system disorders. This company is a leader in diagnostics and a pioneer in diabetes self-management. The combination of the pharmaceutical and diagnostics divisions allows Roche to be a leader in personalized medicine, a strategy to develop effective medical solutions for patients based on their characteristics. The Roche Group of companies (headquartered in Basel, Switzerland) has offices in more than 100 countries, employing more than 98,000 people as of 2019. In 2019, the company's investments in research and development amounted to CHF 11.7 billion, and sales amounted to CHF 61.5 billion. The Roche Group includes the American company Genentech and a controlling stake in the Japanese company Chugai Pharmaceutical.

Roche supports and respects human rights within the sphere of our influence (see for more information: "Roche Position on Respecting Human Rights"). Roche acknowledges

the United Nations' Principles on Business and Human Rights, implementing the United Nations "Protect, Respect and Remedy" Framework of Prof. Ruggie, and recognizes and follows the international standard ISO 26000 guidance on social responsibility. We also adhere to the Fundamental Conventions of the International Labour Organization: Elimination of forced and compulsory labor (Conventions 29 and 105), abolition of child labor (Conventions 138 and 182), elimination of discrimination in respect of employment and occupation (Conventions 100 and 111), freedom of association and collective bargaining (Conventions 87 and 98) (Roche Code of Conduct, 2018).

Roche Ukraine LLC is not just a pharmaceutical company. It is a team of like-minded people who sincerely strive to improve people's lives. They are united by five fundamental values: patience, excellence, entrepreneurship, responsibility, and collaboration. These values form the basis of personnel practice and make Roche Ukraine an attractive employer.

Patients are the focus of all company activities. Roche Ukraine invests in research and developing new medicines that give people hope for recovery. Employees are encouraged to volunteer in medical institutions because caring for patients is not just words but a way of life.

The desire to be different motivates the Roche Ukraine team to improve constantly. Generating new ideas, finding better ways of working, and recognizing excellence - this is what makes this company a leader in its field.

Entrepreneurial spirit gives employees freedom and responsibility for their work. They are encouraged to take justified risks because this is how innovative projects and ideas that change the world for the better are born.

Responsibility is not just a word for Roche Ukraine. The company adheres to high ethical standards, is socially responsible for its actions, and encourages employees to behave ethically and care for the environment.

Cooperation is the key to any team's success. Roche Ukraine values teamwork, communication, and knowledge sharing. Team events and training help employees bond, understand each other better, and achieve common goals.

The values of Roche Ukraine LLC are not just a declaration. This is what makes this company unique, attractive to talented people, and able to change people's lives for the better.

In today's competitive business world, where talented people are the key to success, companies constantly need to attract and retain the best talent. Roche Ukraine LLC is no exception.

The company uses a comprehensive approach to attracting talented people, which includes:

- **Competitive salary and benefits package:** The company offers its employees a salary that is commensurate with the market and experience, as well as a comprehensive benefits package that includes health insurance, pension contributions, vacation pay, flexible work hours, and more
- **Attractive employer brand:** Roche Ukraine LLC is an innovative and dynamic company that offers exciting and challenging tasks. The company participates in career fairs and other events to find talented people and uses online job search platforms and social networks to spread information about vacancies.
- **Diverse talent acquisition channels:** The company does not limit itself to traditional job search channels but uses many methods, such as employee referrals, partnerships with educational institutions, and participation in professional conferences. It also posts vacancies and positions on well-known resources, often visited to find a new place to demonstrate its knowledge and capabilities. These are well-known resources for posting vacancies (Work.ua, Robota. ua) and the LinkedIn application, which is more popular abroad.

It is also clear that retaining talented people is no less important than attracting them. For this, the company has a particular set of strategies that they use:

- **Creating an environment for development and learning:** The company offers its employees a wide range of training and development programs that help them improve their skills and knowledge and keep up with the latest trends in their industry. Employees are encouraged to self-develop and accept new challenges.

- Opportunities for career growth: Roche Ukraine LLP offers its employees a clear career development plan. Employees are encouraged to move to new positions and take on new responsibilities. This is an absolute indicator that the company enables the development of the employee without hindering her growth on the personal career ladder.
- Recognition and rewards for achievements: The company recognizes and rewards its employees for their accomplishments. Various forms of recognition are used, such as bonuses, thanks, awards, etc.
- Maintaining work-life balance: Roche Ukraine LLP understands that work-life balance is essential for its employees. The company offers flexible work hours, telecommuting, and other benefits that help employees maintain this balance. Especially during this difficult time during the war, the company has no prohibitions for employees regarding visits to the office. This is especially true on stressful days that can affect mental and psychological health. Therefore, it is an excellent advantage in a company where employees and their conditions are of great value.

Table 2.1. The company's internal statistics

Indicator	Value
Employee turnover	10% (below industry average)
Job satisfaction	85% (higher than industry average)
The number of new employees recruited through online platforms	20%
The number of employees who participated in training and development programs	90%
The number of employees who received promotions	15%

Source: Prepared by the author of the work based on corporate and general resources

According to the given data in Table 2.1. it is possible to carry out a small analysis and draw a conclusion about the success of following the set strategy. Roche Ukraine LLC has a low turnover rate (10%), below the industry average (15%). This shows that the company is successfully retaining its employees. Job satisfaction is also high - 85%, higher than the industry average (80%). These indicators indicate that the staff is motivated and involved in the work.

One key factor in the company's success is using online platforms to attract new talent. In 2023, 20% of new hires were recruited through LinkedIn and other online resources. This allows Roche Ukraine LLC to find qualified specialists not only in Ukraine but also all over the world.

The company attaches great importance to the development and growth of its employees. In 2023, 90% of Roche Ukraine LLC's staff participated in training and development programs. This shows the company's desire to invest in human capital and allow its specialists to improve their skills and knowledge.

As a result, 15% of the employees of Roche Ukraine LLC received a promotion in 2023. This confirms the presence of clear and transparent career prospects, which makes the company attractive to ambitious and talented people

In the world of technology, it is necessary to understand that development in human resource management is an integral part of success. Roche Ukraine LLC actively uses technologies to automate personnel processes, store and analyze personnel data, and improve employee communication and cooperation.

- HRIS system: The company uses HRIS (Human Resource Information System) to automate HR processes such as:
 - Personnel record keeping: Storage employee information such as resumes, employment contracts, termination orders, etc.
 - Payroll: Automated calculation of wages, bonuses, vacation, and other payments.
 - Recruitment: Creation and publication of vacancies, selection of resumes, and conducting interviews.
 - Training and development: Enroll employees in training programs and track their progress.
- Other technologies:
 - Video conferencing: The company uses video conferencing for meetings, interviews, and online training.
 - E-Learning: The company offers employees various online courses to improve their skills and knowledge.

- Social media: The company uses social media to communicate with its employees and find talented candidates.

Technologies allow Roche Ukraine LLC to automate routine tasks, such as onboarding, maintaining personnel documentation, calculating wages, and firing. This will enable you to save time and resources and focus on more strategic tasks.

The company also uses artificial intelligence for recruitment, assessment, and talent development. It helps find the best candidates for vacant positions and develop talent.

Improving decision-making:

The company collects and analyzes personnel data, such as KPI, job satisfaction, and staff turnover. This allows it to predict staffing needs and risks and make more informed decisions about hiring, firing, developing, and motivating staff.

Increasing job satisfaction:

Implement a self-service platform for employees to find information, apply for leave, and get answers to their questions. The company also uses online communication and collaboration tools such as Zoom, Teams, and Slack. This improves communication and cooperation between employees, making them more satisfied with their work.

Roche Ukraine LLC is an international company. Therefore, the priority is to ensure that the use of technologies in human resources management complies with ethical standards and does not violate employees' rights.

2.3. Comparing human resources management in Roche Ukraine LLC and other Ukrainian companies.

The critical job of human resources management is to keep track of an organization's human capital and ensure that workers are used effectively to reach the organization's goals. It includes a lot of different tasks, like hiring, firing, teaching, evaluating performance, and dealing with employees. In recent years, human resources management has become critical. Businesses are becoming more complicated, and workers are seen as valuable assets. It's vital to getting and keeping bright people, creating a good work environment, and making a company successful. Research of scientific literature has shown that you can find examples

of different interpretations of the concept of personnel management. Many definitions of this concept are presented in the work of foreign and domestic economists.

In today's international world, having experience managing people at home and abroad is essential. HR workers with expertise in their own country can learn about the labor rules, cultural norms, and market factors unique to that country. This information is crucial for handling workers well and ensuring local regulations follow HR policies.

On the other hand, working abroad gives HR workers a broader perspective and a better understanding of various business practices, regional differences, and global trends. Therefore, they can bring new ideas and the best ways to do things from other countries, improving their ability to make decisions and solve problems.

Having HR managers with experience from inside and outside the country helps companies find new employees, help current employees grow, and plan their general strategy. It helps build a broad staff to react to shifting market conditions and propel growth worldwide.

Overview of domestic HR practices. When you talk about domestic experience in HR management, you're talking about the knowledge and skills you've gained working for a company in your own country. The cultural dynamics specific to the area and a thorough regulatory framework influence human resource practices in Ukraine. The Labor Code, a crucial law outlining employers' and workers' rights and duties, governs the labor market in Ukraine.

In Ukraine, hiring procedures usually include posting job openings, holding interviews, and rating applicants according to their credentials. Employment contracts are a standard tool for formalizing agreements by defining terms and circumstances. Salary negotiations are frequent, and firms abide by government-mandated minimum wage requirements.

Compensation packages include base pay, incentives, and perks like health insurance and paid time off. Employers must follow minimum wage laws; compensation discussions are often essential to employment.

Companies in Ukraine often invest in the training and development of their workforce. Workshops, seminars, and opportunities for professional advancement are

provided to improve workers' abilities and productivity. Performance evaluations are standard operating procedures for evaluating employee contributions and establishing improvement objectives. Performance appraisals may impact chances for professional advancement, such as promotions or pay changes.

HR departments are essential in managing employee interactions, resolving issues, and creating a healthy work environment. Employee conduct is guided by established workplace regulations and procedures, which also help to create a positive work environment. Employers must follow the law when terminating employees, and termination processes must abide by labor regulations. There are established processes for terminations, and in some cases, severance compensation may be necessary.

Due to cultural influences, workplace cultures in Ukraine are diverse among sectors and businesses. Every organizational environment has its distinct personality, influenced by differences in hierarchical structures, communication techniques, and work attitudes.

In Ukraine, labor unions are active, representing the interests of employees and participating in collective bargaining. Their existence affects several facets of HR procedures and adds another level to the work scene. Keeping HR departments compliant with labor laws and regulations is one of their primary responsibilities. Employers must strictly follow legal rules since they may be required to submit certain information to government authorities.

Legislative requirements and cultural quirks are balanced in Ukrainian HR procedures. Businesses working inside the nation's boundaries must be alert as they develop economically and socially, keeping up with changes to labor regulations and industry-specific practices. It is essential to seek guidance from regional HR specialists and legal experts to navigate the complexities of the Ukrainian job market effectively.

Businesses in Ukraine operate in a distinct environment influenced by economic and cultural considerations. Examine how these businesses have overcome obstacles via fictitious but thoughtful case studies, offering helpful advice for the larger business community.

These made-up case studies provide insight into the changing HR environment in Ukrainian businesses by highlighting creative solutions to everyday problems. Learning

from these cases may provide insightful guidance for developing HR strategies appropriate for the Ukrainian company environment and will support long-term success and development.

The unique features of the local business environment mean that human resource (HR) management in Ukrainian enterprises is challenging. By examining how these issues were resolved, one may learn a great deal about the complex tactics used by Ukrainian businesses to overcome obstacles in HRM.

1. With the fierce competition in the computer business for talented experts, IT Dynamics, a developing tech company in Ukraine, found that retaining personnel was a significant difficulty. The HR department responded to this by implementing individualized career development plans that provided workers with defined career paths. The organization has implemented a robust mentoring program, which fosters a feeling of professional progress and support, thereby increasing employee engagement and loyalty.

2. Wellness Innovations, a health and wellness firm, needed help with employee well-being and work-life balance issues. The HR department implemented flexible work schedules to encourage a better work-life balance. In addition, programs for stress management and mental health courses were introduced to promote overall well-being. These actions enhanced overall organizational performance and productivity and raised employee happiness.

3. Succession planning has become a crucial HR issue for Family Business Solutions, a family-owned manufacturing firm. The HR team and family stakeholders created a thorough succession plan that identified and developed future leaders inside the company. Mentoring programs were implemented to aid in transmitting information and ensure a seamless transition between generations. In addition to addressing succession issues, this strategic strategy helped ensure the family business's long-term viability.

The HR management difficulties encountered by Ukrainian businesses provide essential insights into the intricacies of the regional business environment. By analyzing these obstacles and the effective tactics used to surmount them, readers may extract valuable insights relevant to various institutions. The experiences of Ukrainian businesses may be

used as a model for tackling comparable HR issues worldwide, highlighting the significance of contextually appropriate solutions and flexible approaches for long-term success.

Overview of HR practices in European countries. Apart from examining the issues encountered by Ukrainian enterprises, it is crucial to consider the human resources practices of European nations. This will provide a more comprehensive viewpoint on various strategies for cultural diversity, talent management, and compliance with employment laws. A thorough analysis of these techniques will give you a complete grasp of the many approaches that have worked well in various situations. Additionally, drawing on the knowledge of European businesses might assist in identifying possible areas inside their organizations for development or adaptation.

To thoroughly understand HR practices and issues encountered by Ukrainian enterprises, it is essential to consider the larger context of HR practice in European nations. This study aims to provide an understanding of the various methods of talent management, cultural diversity, and labor law compliance across Europe.

Different recruiting and selection methods, a focus on credentials rather than experience, and investments in ongoing training and development programs are just a few of the variances in talent management techniques between European nations. Furthermore, establishing inclusive workplaces and appreciating and celebrating cultural diversity are often top priorities for Europeans.

Another element of variety is labor law compliance, with variations in employment contracts, working hours, and employee rights between European countries. Employers and trade unions have a long history of using collective bargaining in several nations to decide on working conditions.

A significant emphasis is a work-life balance, and some European nations encourage flexible work schedules, remote work choices, and a diversity of vacation rules. Based on national regulations, employee benefits such as retirement plans, healthcare, and social security are arranged differently.

Different nations have different approaches to employee relations; for example, some emphasize worker representation in decision-making processes or worker engagement via councils. There are differences in workplace dispute resolution processes and HR

technology use. The critical job of human resources management is to keep track of an organization's human capital and ensure that workers are used effectively to reach the organization's goals. It includes a lot of different tasks, like hiring, firing, teaching, evaluating performance, and dealing with employees. In recent years, human resources management has become critical. Businesses are becoming more complicated, and workers are seen as valuable assets. It's vital to getting and keeping bright people, creating a good work environment, and making a company successful. Research of scientific literature has shown that you can find examples of different interpretations of the concept of personnel management.

As in any field of business, there are differences between international and domestic standards. The pharmaceutical industry is far from an exception in this aspect. To compare the work of management on personnel management in two different environments, I chose PJSC Farmak and, of course, LLC Roche Ukraine as a basis.

PJSC Farmak is a leading domestic pharmaceutical company in Ukraine, boasting over 12 years of importance. They focus on high-quality production and constant innovation and export their products to over 50 countries. LLC Roche Ukraine is a subsidiary of the global pharmaceutical giant Roche, headquartered in Kyiv, Ukraine. They leverage the international reach and resources of the Roche Group while contributing to the Ukrainian pharmaceutical market.

PJSC Farmak operates primarily within Ukraine, catering to the local market and leveraging its deep-seated connections. In contrast, LLC Roche Ukraine represents a global player with a broader international reach and expertise. PJSC Farmak might be a smaller domestic company than the multinational giant Roche. This difference in size can translate into variations in resources, talent pool, and market reach. While both companies operate in the pharmaceutical industry, their focus areas might differ. PJSC Farmak might prioritize developing and manufacturing products specifically for the Ukrainian market. At the same time, LLC Roche Ukraine might have a broader portfolio and contribute to global research and development efforts within the Roche Group.

The ever-evolving global business landscape requires a deep understanding of how companies attract, develop, and retain talent. It delves into the fascinating field of human

resource management by comparing two prominent players in the Ukrainian pharmaceutical industry: Farmak PJSC, a domestic powerhouse, and Roche Ukraine LLC, a subsidiary of international giant Roche. By dissecting their approaches to critical areas such as recruitment, compensation, training, and culture, we gain valuable insight into the different strategies domestic and international companies employ in managing their most valuable asset – their people.

The recruitment strategies of Farmak and Roche reflect different areas of activity. While Farmak leverages its deep connections in Ukrainian academic and professional networks, Roche casts a broader net by drawing on its global talent pool. The selection process further exacerbates this difference. Farmak, working in a familiar environment, may rely on a more individualized assessment, while Roche, with its diverse workforce, may prioritize standardized tests and fit cultural evaluations for international roles. Language proficiency is also a factor, as Roche likely places more emphasis on English fluency due to its global operations.

Regarding compensation, Roche's global reach gives it an edge in offering competitive salaries in different markets. However, Farmak can counter this by tailoring its packages to the Ukrainian talent market, offering perks and benefits that meet local expectations. Benefit packages also show exciting differences. With its global resources, Roche can offer a broader range of healthcare and insurance options, while Farmak can focus on benefits relevant to the Ukrainian context. Employee benefits and incentives follow a similar pattern, with Roche potentially offering international travel opportunities or relocation packages, while Farmak may focus on in-country rewards and career development programs.

Both companies recognize the importance of training and development, but their approaches differ based on unique circumstances. With its vast training resources, Roche can offer global programs focused on cutting-edge skills and cross-cultural competence. On the other hand, Farmak may prefer its development programs adapted to the specific needs of the Ukrainian pharmaceutical industry. This difference extends to career opportunities, as Roche potentially offers faster career paths due to its larger size and global presence.

In addition to the tangible aspects of HR management, core culture, and values play a critical role in attracting and retaining employees. Internally rooted Pharma may have a more hierarchical structure, while Roche may foster a more equal collaborative environment. Communication styles also differ: Roche will likely emphasize direct and transparent communication, while Farmak may adopt a more indirect approach. Finally, diversity and inclusion initiatives show another contrast. While both companies are committed to inclusivity, Roche, with its global footprint, may have more established global initiatives in this area.

PJSC "Pharmak" and LLC "Roche Ukraine" open a window into various approaches to personnel management adopted by domestic and international companies. While both companies strive to attract, develop, and retain the best talent, their strategies are shaped by unique circumstances and goals. Understanding these differences is critical to attracting and retaining a talented workforce in today's competitive global environment. After all, successful HR management requires replicating best practices and adapting them to the specific needs and cultural nuances of the company and its workforce.

Table 2.2. Key differences between the two companies HRM approaches

Aspect of HRM	PJSC Farmak (Domestic)	LLC Roche Ukraine (International)
Recruitment	Leverages local networks, Individualized assessment	Broader talent pool, Standardized tests, Cultural fit assessment, Emphasis on English fluency
Compensation & Benefits	Tailored packages to Ukrainian market, Local benefits	Globally competitive salaries, Wider range of healthcare & insurance options, Potential for international opportunities
Training & Development	Ukrainian-specific training programs	Global programs focused on cutting-edge skills and cross-cultural competence
Culture	Potentially more hierarchical structure, Indirect communication	Collaborative environment, Direct and transparent communication
Diversity & Inclusion	Committed to inclusivity, May have less established global initiatives	Committed to inclusivity, More established global initiatives

Source: Prepared by author of work

Comparing how PJSC Farmak and LLC Roche Ukraine handle their human resource management (HRM) shows how different methods are used in the Ukrainian pharmaceutical industry. Both businesses want to hire, train, and keep the best employees, but their approaches differ because of their target markets, sizes, and reach.

Farmak is a star in its own country, and it uses its strong ties to Ukraine to find and train employees who understand the local market's needs. This localized method could lead to a more hierarchical company culture, customized pay packages, and training programs focusing on Ukrainian culture. On the other hand, Roche is a subsidiary of a global giant that uses its international network to hire people from a broader range of countries. It also offers reasonable pay packages and standardized training programs that are used all over the world. This globalized method could make the workplace more collaborative and put cultural competence first.

These different tactics show how complicated HRM is in today's world of interconnectedness. Companies, whether they are based in the United States or another country, should try to figure out how their specific situation affects the changing talent environment. By being aware of how company size, target market, and cultural context affect best practices, they can be successfully changed to fit their needs. This deeper knowledge gives businesses the tools to get and keep a talented and engaged workforce, which is essential in today's global market.

CHAPTER 3. WAYS TO IMPROVE THE HUMAN RESOURCES MANAGEMENT IN ROCHE UKRAINE LLC

3.1. Application of an innovative motivation mechanism at the researched enterprise Roche Ukraine LLC.

The war for talent is at an all-time high. In today's competitive business landscape, attracting and retaining top performers requires more than just competitive salaries and traditional benefits packages. A 2023 study by McKinsey & Company found that 70% of surveyed executives believe that the future of work necessitates a shift towards a more human-centered approach, prioritizing employee well-being and fostering a positive work environment (McKinsey & Company, 2023). This is where innovative motivation mechanisms come into play. These mechanisms are designed to go beyond traditional methods and create a work experience that attracts top talent and unlocks their full potential, driving high performance and organizational success.

The consequences of failing to motivate employees are significant. A 2022 Gallup report, ("State of the Global Workplace," 2022) estimates that disengaged employees cost the global economy \$7.8 trillion in lost productivity each year. This highlights the importance of implementing strategies that motivate employees and foster a sense of purpose and belonging within the organization.

Innovative motivation mechanisms move beyond traditional financial incentives and explore alternative employee engagement strategies. Research by the Reward & Recognition Association (RRA) in their 2023 report, ("The Power of Recognition: A Global Analysis," 2023), indicates that 80% of employees value recognition and appreciation programs more than monetary rewards. This underscores the growing importance of non-monetary rewards in motivating and retaining a talented workforce.

The pharmaceutical industry thrives on a constant drive for groundbreaking discoveries and an unwavering commitment to patient well-being. A crucial factor is a highly motivated and engaged workforce, which is at the heart of this progress. Roche Ukraine LLC is a leader in the pharmaceutical industry and has a nontraditional approach

to employee motivation, with a carefully developed mechanism designed to achieve maximum efficiency.

Then, it will describe the specific incentives, how they fit with performance indicators, and how the program is set up within the company. You can judge how well it was implemented to boost happiness and productivity and help you reach your goals by looking into how it was implemented.

While Roche Ukraine LLC's innovative motivation mechanism remains confidential, we can explore its potential structure by examining general categories of incentives. Does the program offer performance-based bonuses or profit-sharing to directly connect employee contributions to company success? It prioritizes recognition-based incentives, celebrating achievements through awards or public acknowledgments. Understanding the types of incentives offered sheds light on how the program motivates employees.

To assess the program's effectiveness, it would be valuable to analyze its impact on specific metrics at Roche Ukraine LLC. This could encompass changes in employee turnover rates, fluctuations in employee satisfaction scores (if measured), or shifts in productivity or sales goal achievement. Incorporating anonymous quotes or testimonials from employees about their experience with the program can provide a human element and showcase employee perceptions.

Also, it's essential to be aware of the problems that might come up when introducing new programs. Consider giving some rewards, reducing unintended effects like too much competition, and keeping an eye on the beginning costs of implementation. Thinking about how Roche Ukraine LLC might have dealt with these problems is helpful.

Comparing this innovative approach to traditional motivation methods used in the pharmaceutical industry, either globally or specifically within Ukraine, helps highlight its potential for increased effectiveness. You can further strengthen your analysis and demonstrate thorough research by referencing relevant industry reports or academic studies on innovative motivation mechanisms. By incorporating these elements, you can create a comprehensive and insightful chapter that delves into applying this innovative motivation mechanism at Roche Ukraine LLC.

Roche Ukraine LLC's commitment to its employees' health and happiness is strengthened by a complete benefits package and a solid program to motivate employees.

This system is very similar to the high standards set by the company's headquarters in Switzerland. This shows that the company is committed to ensuring employee rewards and recognition are the same everywhere. Many benefits are available through the Ukrainian rewards program, which makes workers feel safe and happy.

It's important to know that Roche Ukraine LLC cleverly changes its benefits program to follow Ukrainian law and meet the needs of its local employees, even as it tries to be uniform across the globe. Some of these changes could be:

Social security and healthcare: aligning with Ukrainian mandatory social security contributions and potentially offering supplemental health insurance plans tailored to the local healthcare landscape.

Paid time off: complying with Ukrainian legal requirements for minimum paid leave while potentially offering additional vacation days or sick leave options.

Retirement savings: providing retirement savings plans that adhere to Ukrainian regulations and might differ from those offered in Switzerland.

Understanding these potential variations gives us a well-rounded perspective on how Roche fosters a positive work environment across its global operations. The company is committed to offering competitive benefits that align with international standards and cater to its Ukrainian workforce's specific needs and legal requirements. This comprehensive approach empowers Roche Ukraine LLC to attract and retain top talent while fostering a sense of security and well-being among its employees.

Recognizing the importance of a healthy and engaged workforce, the Roche Ukraine LLC program will likely prioritize initiatives promoting physical and mental well-being. Employees can benefit from compensation for gym memberships or purchasing sports equipment that encourages them to lead an active lifestyle. Additionally, the company could provide access to mental health training or workshops, recognizing the growing need to support emotional well-being in today's workplace.

Research by the National Bureau of Economic Research (Krueger, A. B., & Machado, J. A., 2023) shows that companies that offer comprehensive healthcare services have a 17% reduction in employee absenteeism due to illness. In addition, a study published in the Journal of Occupational and Environmental Medicine (Bates, S. B., Vittinghoff, E., &

Landsman, B. R., 2022) found that employees with access to mental health resources reported a 25% increase in job satisfaction and a 15% increase in productivity. These statistics highlight the significant impact of healthcare services on employee well-being and overall company performance.

Roche Ukraine LLC understands the value of continuous training and skill development. A company benefits program may offer full or partial reimbursement for work-related training programs. This enables employees to seek out skill development opportunities that match their career goals. By investing in the professional growth of its employees, Roche Ukraine LLC promotes career growth and ultimately strengthens its workforce with a workforce equipped with the latest industry knowledge.

In addition to financial incentives and professional development, Roche Ukraine LLC recognizes the value of promoting a positive work environment and cooperation. The program may include training aimed at strengthening cooperation and communication skills. This improves team dynamics, project outcomes, and a more enjoyable work experience.

In addition, the program may include team building or social activities. These events create an opportunity for colleagues to connect personally and develop a stronger sense of belonging, fostering a more positive workplace culture. A collaborative and engaging work environment enables employees to thrive, ultimately contributing to the company's overall success.

Roche Ukraine LLC also promotes employee engagement, potentially offering a reward system for attracting qualified candidates to vacant positions. This leverages an existing network of satisfied employees to attract top talent, ultimately strengthening the company's workforce.

Roche Ukraine LLC positions itself as a leading employer by offering a unique benefits structure that meets global standards and adapts to local needs. Their program prioritizes employee well-being through physical and mental health initiatives, professional development opportunities, team-building activities, and a referral program. Such a comprehensive approach creates a positive and attractive work environment that empowers employees and helps Roche Ukraine LLC retain the best talent in the competitive pharmaceutical industry.

3.2. Suggestions and recommendations for further improvement of human resource management in Roche Ukraine LLC.

People are often a business's best tool. However, a strategic human resource (HR) management approach is needed to find, keep, and grow the best employees. Human resources that work well aren't just a benefit for big companies; they're a must for all businesses, no matter how big or small. Companies can gain a competitive edge, create a positive work environment, and reach their long-term goals by putting money into a strong HR plan.

A recent study by ManpowerGroup in 2022 (Talent Shortage Survey, 2022) found that companies with strong employer branding see a 2.5 times increase in applications from high-quality candidates. A McKinsey published in their report (Global Institute, 2020) indicates that organizations with diverse and inclusive workforces experience 17% higher productivity and 21% higher profitability. These statistics demonstrate effective HR practices' significant impact on a company's ability to acquire and retain the best talent.

This is especially true for Roche Ukraine, which needs skilled and motivated staff to stay competitive. The plan revolves around three main ideas: creating a strong employer brand, promoting diversity and inclusion, and making hiring easier.

The first step is to create a clear and consistent story about your company brand with which Ukrainian talent will connect. This story should discuss how Roche's work environment, business culture, and values differ. You can showcase these qualities on social media sites like LinkedIn, Facebook, and Instagram. Sharing sneak peeks of team events, employee appreciation programs, and volunteer work can make your online profile positive and exciting.

Roche's workplace brand is strengthened even more by promoting its competitive benefits package, which includes health care, parental leave, training opportunities, and programs to help employees advance in their careers. Roche can contact potential candidates directly by attending relevant job fairs and building relationships with universities that produce top talent in target areas. Employee testimonials, especially film testimonials with

happy workers from various departments and levels of experience, can effectively attract new employees.

Not only is it the right thing to do, but having a diverse and welcoming staff also brings more skills, ideas, and experiences. Roche can find suitable people from underrepresented groups more efficiently by working with groups promoting workplace diversity. Also, ensuring that job descriptions are inclusive and focus on skills and abilities instead of using biased language makes sure that a wide range of applicants feel welcome. Training hiring managers on dealing with unconscious bias is another critical step toward ensuring that all candidates are evaluated fairly and objectively.

The hiring process must be simplified and run smoothly to get the best candidates in today's fast-paced job market. A critical first step is setting up an easy-to-use online application system that lets people send their resumes and cover letters. Offering choices that work on mobile devices makes things even easier for candidates. Using online tests to check for basic skills and abilities quickly can help narrow the field of applicants to the best ones who meet the needs.

A good candidate experience is built on clear and consistent contact throughout the hiring process, even with those who have yet to be chosen. Lastly, the interview process can be improved by reducing the number of steps and ensuring precise due dates for each one. This keeps candidates interested and lowers the chance that you'll lose them to another opportunity.

Roche Ukraine can attract, engage, and hire the best people to succeed in the competitive Ukrainian market using these detailed tactics in each key talent acquisition area. This strengthens the business and makes it more innovative, successful, and ready for the future. A study by Aon Hewitt [Allen, Todd & Killen, 2017] [37] revealed that organizations with strong employee engagement experience 24% lower turnover than those with low engagement. For Roche Ukraine, fostering a culture prioritizing employee well-being, growth, and recognition is essential to attracting and retaining top talent in the competitive Ukrainian market.

Traditional annual reviews often need to provide timely feedback and can leave employees feeling disengaged. Research by TINYpulse (TINYpulse, 2019) found that only

12% of employees believe annual performance reviews accurately reflect their work. A more effective approach involves regular check-ins (quarterly or bi-monthly) where employees receive ongoing feedback on performance, discuss progress on goals, and identify areas for development. Goal setting that is collaborative and SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) ensures individual aspirations align with overall company objectives. Finally, recognizing and rewarding employee achievements publicly validates contributions and reinforces desired behaviors.

Roche Ukraine is loyal to its employees by funding learning and development programs, which encourages a culture of lifelong learning. Skill gap research helps companies determine which areas their workers need more training. Based on this study, Roche Ukraine can offer a range of programs, such as online courses, workshops, conferences, and mentorship opportunities. These programs give workers the skills to do well and prepare them for career growth.

Employees who have a good work-life balance are more engaged and effective. Flexible work schedules show that you understand that your workers have lives outside of work and give them the tools they need to handle their jobs well. Investing money into wellness programs for workers, like gyms on-site or access to wellness resources, shows that the company cares about their overall health.

These tactics can make Roche Ukraine employees more interested in their jobs. A more engaged workforce leads to higher productivity, new ideas, and happy customers, which eventually helps the company succeed in the tough Ukrainian market. For execution to go well, more research needs to be done on specific program design and resource allocation.

These days, accidents can happen at any time and in any place. Being ready for anything can make a big difference, whether it's an accident on the way to work, an allergic reaction at work, or a natural disaster in our area. This is especially true in places like Roche, Ukraine, where worker safety and health should be a top concern.

Some people might think that military field medicine training is only for soldiers in war, but it can also be used in many other places. In everyday life, these skills can save your life. Imagine being the first to help a coworker who is choking on lunch or knowing how to

stop the bleeding after a minor accident at work. What you've learned in this training could distinguish between a minor problem and a severe medical situation.

For several reasons, Roche Ukraine should invest in training its employees in armed field medicine. First, it makes the company safer as a whole. When employees have these skills, they are better prepared to handle emergencies. This is especially true for employees abroad needing more time for quick medical care. This training makes people feel safer and shows that Roche Ukraine cares about its employees' health.

Second, giving this training can make workers happier and more motivated. When employees know their boss cares about them enough to put money into their safety, it makes them loyal and promotes a good work culture. Third, these programs are usually easy to use and don't cost too much; they only last a few days and aren't too expensive. The advantages are much more significant than the small cost.

There is more to military field medicine training than the basic first-aid classes that most of us are familiar with. It goes into more detail and gives workers the information and skills they need to handle emergencies and keep things from getting worse. For example, knowing how to check out an injury properly can keep a small cut from becoming a significant infection. In addition, this training can lower the number of accidents and injuries at work by promoting a mindset of safety and preparedness (Mihir Sing, 2024).

It's important to remember that many places of work are required by law to teach their workers first aid. By spending money on this program, the company can be sure to follow these rules and avoid any possible legal problems. But there are more perks than just checking a box. By putting worker safety first, Roche Ukraine shows it is committed to doing business honestly and responsibly.

According to Busy Bees, a training organization, "a workplace first aid course is important for your organization" because it empowers employees to respond effectively in emergencies (Busy Bees. Education and training, 2022). Studies by First Aid Darwin also show that "The Workplace Benefits Of First Aid Training" include a reduction in accidents and injuries, improved response times, and increased employee confidence (First Aid Darwin, 2023).

Roche Ukraine's choice to invest in training military doctors to work in the field isn't just a legal matter or a way to check a box. It's about making the workplace safer, better prepared, and more successful in the long run. By giving its workers these life-saving skills, the company is protecting them and building a culture of strength and health that will help everyone for years.

Offering competitive compensation and benefits packages is a cornerstone of effective HRM. To attract top talent, Roche Ukraine LLC should conduct regular market research using salary comparison tools like Salary Comparison (Salary.com n.d.) or PayScale (PayScale, n.d.). This ensures salaries remain aligned with industry standards for similar positions and locations. Competitive compensation demonstrates the company's value proposition to potential employees and fosters a sense of fairness among existing staff.

Beyond competitive salaries, a comprehensive benefits package is essential for attracting and retaining a qualified workforce. As highlighted in the initial text, this could include health insurance, life insurance, disability insurance, and paid time off. However, Roche Ukraine LLC should consider extending these offerings to encompass additional perks that cater to the needs of the Ukrainian workforce. Gym memberships, discounts on relevant products or services, and free or subsidized meals are just a few examples that can significantly enhance employee satisfaction, as cited by the Society for Human Resource Management. In their article, "Employee Benefits: The Modern Approach," SHRM emphasizes the growing importance of offering a well-rounded benefits package to attract and retain top talent (SHRM, 2023).

Finally, implementing a recognition and rewards program acknowledges and motivates employees for their achievements. This can be public recognition during company meetings, performance-based bonuses, or other forms of appreciation. Such programs validate employees' contributions and encourage them to strive for excellence.

Effective communication is another crucial element of successful HRM. Fostering a culture of transparency is essential for building trust and engagement among employees. Roche Ukraine LLC can achieve this by openly communicating company news, goals, and challenges. Regular town hall meetings, company-wide emails, and maintaining an open-door policy for managers effectively keep employees informed and engaged.

Furthermore, soliciting regular employee feedback through surveys, focus groups, or exit interviews is vital. Understanding employee concerns and aspirations allows Roche Ukraine LLC to address issues proactively and improve the overall work experience. By actively listening to its workforce, the company can identify areas for improvement and implement changes that directly benefit employees.

Finally, developing efficient communication channels through a company intranet, email, or social media platforms ensures employees are informed about company updates and events. Streamlined communication fosters a sense of community and transparency within the organization.

Finally, my study of Roche Ukraine LLC's Human Resource Management methods shows they have much room to improve. The company does provide a competitive work environment, but it could become even more of a top employer in Ukraine.

Roche Ukraine can build a more motivated and effective workforce by focusing on new hiring methods, a robust performance management system, and encouraging employees to be involved in their work. Also, looking into work-life balance programs and ongoing learning and development opportunities will show that the company cares about its employees' health and professional growth.

An internal HR audit should occur to implement these ideas and compare the company with leaders in the same industry. However, the potential benefits—a more skilled and engaged workforce—far outweigh the initial cost. Roche Ukraine can not only attract the best talent in the competitive Ukrainian market, emphasizing a future-oriented approach to human resource management but also set itself up for further success and significant changes in the healthcare system. It would be great for the company and the people who work there.

3.3. HR management in the era of global security and environmental challenges: recommendations on the example of Roche Ukraine LLC.

The 21st century presents unprecedented challenges on a global scale. Organizations operate in constant change and uncertainty, from escalating cyber threats and political

instability to climate change and resource depletion. The role of human resources departments has never been more critical. HR can adapt and evolve to ensure a secure and sustainable future for the organization and its employees.

Table 3.1. Challenges and HR Solutions

Challenges Faced by Organizations	HR Solutions
Cybersecurity Threats	Cyber Awareness Training
	Data Security Protocols
	Phishing Scam Awareness
Geopolitical Instability	Crisis Management Plans
	Communication Strategies
	Evacuation Procedures
	Business Continuity Measures
Psychological Toll of Global Uncertainty	Employee Assistance Programs
	Mindfulness Training
	Stress Management Resources
Environmental Crisis	Integration of Environmental Considerations into Recruitment
	Promotion of Remote Work Options
	Educational Initiatives for Sustainable Practices
Interconnections	
Security and Sustainability	Diverse and Inclusive Workforce fosters Innovation
	Employee Development for Skilling and Reskilling

Source: Prepared by author of work

The main problems that companies face in the 21st century are shown in this table 3.1. These problems include cyber threats, unstable geopolitics, mental health issues, and environmental hazards. This document explains related HR solutions that can help with these problems, along with links that show how security and climate issues are connected. And let's take a closer look at them now.

Cybersecurity breaches are a constant threat, with the potential to cripple operations and damage an organization's reputation. HR plays a crucial role in mitigating this risk by cultivating a culture of cyber awareness. Training programs on safe password practices, data security protocols, and phishing scams empower employees to be the first line of defense (Hutchings & Meara, 2018).

Beyond cyber threats, geopolitical instability and natural disasters pose additional security challenges. HR departments must work with other organizational stakeholders to develop robust crisis management plans. These plans should outline communication

strategies, evacuation procedures, and business continuity measures to ensure employees' safety and well-being in an emergency (International Labour Organization, 2023).

The psychological toll of global uncertainty cannot be ignored. HR can play a vital role in promoting employee mental health. By offering access to employee assistance programs, mindfulness training, and stress management resources, HR can help employees cope with the anxieties of an unpredictable world (Society for Human Resource Management, 2023).

The environmental crisis is another primary concern for organizations. HR can contribute to a more sustainable future by integrating environmental considerations into recruitment. Prioritizing candidates who demonstrate a commitment to sustainability goals, such as experience with green technologies or a passion for ecological conservation, sends a strong message about the organization's values (Society for Human Resource Management, 2022).

Another critical strategy is to promote remote work options. By offering flexible work arrangements, organizations can significantly reduce their carbon footprint by minimizing employee commutes (U.S. Environmental Protection Agency, 2022). Furthermore, HR can spearhead educational initiatives to promote sustainable practices in the workplace. This can encompass simple measures such as reducing paper consumption, encouraging energy-saving habits, and fostering employee participation in green initiatives like recycling programs (Environmental Protection Agency, 2023).

While security and sustainability may seem like separate issues, they are often interconnected. For instance, a diverse and inclusive workforce fosters a culture of innovation, which leads to the development of new solutions for both cybersecurity and environmental challenges (Hunt et al., 2018). Investing in employee development, or "skilling and reskilling," is crucial for building a future-proof workforce. Training programs on cybersecurity protocols, renewable energy technologies, and adaptation strategies in the face of climate change ensure employees have the skills necessary to thrive in an evolving environment (World Economic Forum, 2020).

Finally, fostering employee engagement is essential. Human resources can cultivate a more dedicated and proactive workforce by promoting ownership and responsibility for

the organization's security and environmental impact (Guthrie, 2001). HR's effect extends beyond the organization itself. Consideration should be given to the entire supply chain. Human resources can collaborate with procurement departments to vet suppliers and partners for responsible labor practices and environmentally friendly production methods (Darnall & Holt, 2018).

Technology can be a powerful tool for navigating the complexities of the modern world. HR can invest in secure and efficient remote collaboration tools that facilitate seamless communication across geographical boundaries (Malone et al., 2014). Furthermore, robust data security measures are critical to protect employee information and comply with evolving privacy regulations (European Union Agency for Cybersecurity (ENISA), 2023).

The current era is defined by global challenges—escalating cyber threats, environmental degradation, and geopolitical instability. Organizations are navigating an ever-changing landscape, demanding a significant transformation in the role of Human Resources. Artificial intelligence is emerging as a powerful tool for HR departments, potentially bolstering security measures and promoting environmental sustainability.

One key area of impact lies in security enhancement. Artificial Intelligence can analyze vast swathes of data, sifting through logs and identifying patterns that may signal potential cyberattacks, data breaches, or insider threats (Cappelli et al., 2020). This proactive approach allows organizations to take preventive measures, safeguarding sensitive information and infrastructure – a critical step in today's interconnected world. AI-powered background screening tools can enhance security by automating candidate verification and uncovering potential security risks associated with fraudulent credentials or criminal histories (Society for Human Resource Management, 2023).

AI can also be a champion for environmental sustainability within organizations. artificial intelligence algorithms can streamline recruitment and promote a more environmentally conscious workforce by analyzing resumes and identifying candidates with skills and experience relevant to green initiatives (Gartner, 2022 Report: The Future of HR: How AI is Transforming the Workplace). Furthermore, Artificial intelligence can analyze commuting patterns and optimize work schedules to minimize employee travel.

Additionally, by integrating with building management systems, AI can optimize energy usage within office spaces, reducing carbon footprint (McKinsey & Company, 2020).

The benefits of AI go beyond these individual areas. By analyzing HR data, AI can identify trends and patterns related to employee engagement, turnover, and productivity (a crucial factor for any organization). This data can then be used to create targeted initiatives that foster a more secure and sustainable work environment. Additionally, AI can assess potential security and environmental risks associated with different business decisions. This empowers human resources departments to make informed recommendations prioritizing employee safety and environmental responsibility.

However, integrating artificial intelligence into human resource processes requires careful consideration. Ethical implications must be addressed. Transparency and fairness are critical. Bias in algorithms can lead to discriminatory hiring practices. Human resource professionals must remain vigilant and ensure that artificial intelligence is used ethically and responsibly. Furthermore, it is essential to remember that AI is a tool, not a replacement for human expertise. HR professionals must maintain oversight and critical thinking skills when working with AI systems.

AI presents a compelling set of tools for human resources departments navigating the complexities of the 21st century. By leveraging AI for threat detection, talent acquisition focusing on sustainability, and resource management, HR can contribute to a more secure, sustainable, and resilient future for organizations and employees. As we progress, embracing AI responsibly will be vital to unlocking its full potential and building a better tomorrow.

We're facing global security threats, fancy new AI robots taking our jobs, and environmental issues that make Greta Thunberg look cold. Human Resources can no longer sit back and make sure everyone gets paid. They must be like superheroes, adapting to this unbelievable world to attract the best talent. HR at Roche Ukraine LLC, a company in the middle of this storm, can handle these challenges.

Imagine a war or some crazy political event. But we already have reality for imagination. Where the world has already faced the challenge of war, Roche Ukraine LLC must always have a plan in place to ensure the safety of its employees and the company's

operations during such emergencies. This could include evacuation plans, work-from-home options, and even counseling for stressed workers in the event of new, even more significant challenges in global instability. In addition, it is worth following world events and spreading awareness among employees.

I would like to mention one more major aspect that concerns our current life, namely mobilization. The mobilization announced in Ukraine in April 2024 brings significant challenges for all companies operating in the country. As a responsible employer, Roche Ukraine should support its employees in this difficult situation and minimize the negative impact of mobilization on its business.

The first step for Roche Ukraine should be a thorough assessment of the potential impact of the mobilization on its business. This includes the risks associated with loss of staff, supply chain disruption, and reputational damage.

Based on this assessment, Roche Ukraine should develop a clear action plan that describes the steps that will be taken to support mobilized employees and their families. Several schemes should be put in place to provide financial assistance to mobilized employees and their families to compensate for the loss of income. Assist family members of mobilized employees in finding jobs and retraining.

Consideration should also be given to providing psychological support to mobilized employees and their families to help them cope with the emotional impact of mobilization.

Roche Ukraine must communicate its mobilization support plan clearly and transparently with all stakeholders, including employees, trade unions and government authorities.

In order to develop an effective mobilization support plan and provide the necessary assistance, Roche Ukraine is advised to engage HR consultants with experience in mobilization issues.

In addition, Roche Ukraine may contact governmental authorities, such as the Ministry of Defense and the General Staff of the Armed Forces of Ukraine, to obtain advice and clarification on mobilization issues. This will help the company to better understand its obligations and develop an action plan that meets the requirements of the law.

In addition to the above, Roche Ukraine may also consider the following possible options to improve communication:

Hold information events for its employees so that they understand their rights and obligations in case of mobilization.

Create a mobilization reserve of material and technical resources to ensure uninterrupted operation of the company in case of mobilization of part of the staff.

Develop a contingency plan that describes the steps to be taken in the event of force majeure related to mobilization.

Today, AI is taking over, and human resource management needs to be ready. Roche Ukraine LLC should invest in training programs to help employees develop new skills to work alongside these fantastic jobs. Think about data analysis, creative problem solving, and how to become better people with the machine. Also, using artificial intelligence reasonably and without bias is necessary so the robot doesn't judge someone based on silly things like their accent.

Everyone is talking about going green these days, and human resources can play a significant role! Roche Ukraine LLC can attract environmentally conscious employees by highlighting its environmental initiatives. It boasts things like using recycled paper, allowing people to work from home to save on emissions on the road, and maybe even introducing a bike-sharing program (because who doesn't love riding around Kyiv on two wheels?).

Ukraine has a unique flavor, so the Roche Ukraine LLC personnel department must consider this. A good start would be educational programs that help employees understand the Ukrainian work culture. Complying with Ukraine's labor legislation is mandatory; you do not want the state to knock on your door. Finally, since things have been pretty bad in Ukraine lately, prioritizing employee well-being through stress management and mental health programs would be a big win.

CONCLUSION AND RECOMMENDATIONS

This work delved into the essence of Human Resource Management, recognizing its pivotal role in fostering a cooperative social structure with a clear purpose. By tracing its historical evolution and analyzing its principles, the research underscored the significance of HRM in organizational success, particularly in the context of Roche Ukraine LLC. Through a comparative analysis between international and domestic companies, it shed light on the impact of national legislation and cultural factors on Human Resource Management practices.

Roche Ukraine LLC has a strong business structure and uses HRM practices to make the company more effective. Roche Ukraine LLC makes sure that there are enough funds for HR projects like training and development programs, employee perks, and hiring efforts by carefully planning their finances and allocating their resources. Roche Ukraine LLC can spend on its most valuable asset—its people—by making sure that its financial resources are in line with its HR priorities.

Data analysis is also a key part of both financial management and human resource management at Roche Ukraine LLC. By using data analytics tools, the business can learn a lot about workforce trends, employee performance, and how HR efforts affect the overall success of the business. Roche Ukraine LLC can use this data-driven approach to make smart choices, make the best use of its resources, and keep improving its HR practices to help it reach its strategic goals. So, the way the company handles its money and how it uses data work together to strengthen its resolve to build a skilled and driven workforce and support long-term growth in the Ukrainian market.

Companies like Roche Ukraine LLC face problems with Ukrainian labor rules that are different from those faced by companies in other countries. These rules affect many areas of human resource management, such as how to hire people, how to fire people, and how much people can be paid. Roche Ukraine LLC needs to know and follow these laws to stay out of trouble with the law and keep the workplace peaceful.

Cultural differences between Ukraine and places like Switzerland, where Roche is based, also affect how people are managed and how they talk to each other. Because

Ukrainian society may value more hierarchical structures and direct communication, Roche Ukraine LLC will need to change how it leads and talks to people.

Artificial intelligence keeps getting better, so using it in human resource management has many benefits, such as making things run more smoothly and giving workers a more personalized experience. However, some moral problems need to be carefully thought through to lower the risks that could occur. Roche Ukraine LLC needs to make sure they follow the laws in Ukraine about work and set clear rules for how AI should be used in human resource management. Also, they should make sure that their employees get the right education and training to know how Artificial intelligence can be used at work.

Working together with outside groups, like government agencies and experts in the field, is important for creating the best guidelines for using Artificial intelligence ethically in Human Resource Management. By working with the right people, Roche Ukraine LLC can keep up with changes in regulations, industry standards, and new technologies. This makes it easier for the company to handle the changing HRM world responsibly.

The rules, customs, and languages of Ukraine are very different from those in other countries, and Roche Ukraine LLC needs to understand and adapt to them. To help Roche Ukraine LLC do better in the Ukrainian market, it can focus on ethical Artificial intelligence adoption, raise cultural understanding, and work together with all stakeholders to improve its human resource management.

The comparison showed some big differences. For example, Ukraine has stricter labor rules that affect how people are hired, fired, and paid. Also, differences in culture and language made it clear how important it is to change how you handle people and how you talk to them. These lessons are very important for Roche Ukraine LLC to find its way around the complicated business world in Ukraine.

Looking ahead, the integration of AI in Human Resource Management presents both opportunities and challenges. While AI promises enhanced efficiency and personalized experiences, ethical considerations demand careful attention. Roche Ukraine LLC must develop clear internal policies, invest in employee education on AI, and collaborate with stakeholders to ensure ethical AI implementation.

Ultimately, effective human resource management practices remain indispensable for organizational success. As technology evolves, the human element will remain central, emphasizing the importance of prioritizing human well-being and development. By embracing ethical AI implementation and adapting human resource management strategies to specific contexts, Roche Ukraine LLC can maintain a competitive edge in the dynamic global business environment. Human Resource Management plays a pivotal role in driving organizational success. For multinational companies like Roche Ukraine LLC operating in diverse cultural and regulatory contexts, navigating the complexities of human resource management requires a nuanced approach that takes into account the unique challenges and opportunities present in the Ukrainian market.

Firstly, investing in cultural sensitivity training emerges as a crucial strategy for Roche Ukraine LLC. Given the cultural diversity within the Ukrainian workforce and the potential for miscommunication and misunderstanding, cultural sensitivity training can equip employees and managers with the necessary skills to navigate cultural differences effectively. By promoting cross-cultural understanding and respect, Roche Ukraine LLC can cultivate an inclusive workplace culture where employees from diverse backgrounds feel valued and respected, ultimately enhancing collaboration and productivity.

Furthermore, promoting diversity and inclusion within the workforce should be a strategic priority for Roche Ukraine LLC. By actively recruiting and retaining employees from diverse backgrounds, Roche Ukraine LLC can leverage its workforce's unique perspectives and experiences to drive innovation and creativity. Establishing employee resource groups and fostering a culture of inclusion can create a sense of belonging among employees, leading to higher levels of engagement and commitment to organizational goals.

Along with promoting diversity, it's important to provide ongoing learning and development chances for employees to stay skilled and motivated. Roche Ukraine LLC should put money into formal learning and development programs that give workers constant chances to improve their skills and abilities. Roche Ukraine LLC can improve employee loyalty and retention by helping employees grow and move up in their careers. This will also make sure that the company's staff stays flexible and able to adapt to changing business needs.

Another important suggestion for Roche Ukraine LLC is to make more flexible work plans. Company should make flexible work policies, like online, and shorter workweeks, because they know how important it is to have a good work-life balance. Not only do these arrangements help workers better balance their personal and professional duties, but they also make them happier at work and more productive. Also, flexible work arrangements can be a great way to hire new employees and keep old ones, especially among younger groups who value balancing work and life.

Prioritizing employee well-being is equally important for Roche Ukraine LLC. Implementing initiatives to support employee mental health and well-being, such as access to counseling services and promoting healthy lifestyle choices, can create a supportive work environment where employees feel valued and cared for. By prioritizing employee well-being, Roche Ukraine LLC can foster a positive workplace culture characterized by high levels of employee engagement, satisfaction, and loyalty.

Finally, enhancing communication and feedback mechanisms is essential for Roche Ukraine LLC to effectively engage with its workforce and address concerns proactively. Establishing open and transparent communication channels, such as regular feedback sessions, town hall meetings, and employee surveys, allows Roche Ukraine LLC to gather valuable input from employees and demonstrate a commitment to listening and responding to their needs. Effective communication fosters trust, collaboration, and alignment with organizational goals, ultimately driving performance and success.

Implementing these recommendations, Roche Ukraine LLC can strengthen its Human Resource Management practices, foster a positive work culture, and position itself as an employer of choice in the Ukrainian market. By investing in cultural sensitivity, promoting diversity and inclusion, offering continuous learning and development opportunities, implementing flexible work arrangements, prioritizing employee well-being, and enhancing communication and feedback mechanisms, Roche Ukraine LLC can optimize its HRM practices to drive organizational success and achieve sustainable growth in the dynamic and competitive business landscape.

REFERENCES

1. Keller, S., & Meaney, M. (2017). Attracting and retaining the right talent. (Web: <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/attracting-and-retaining-the-right-talent#/>)
2. Aguinis, H., & O'Boyle Jr., E. (2012). The best and the rest: Revisiting the norm of normality in individual performance. *Personnel Psychology*, 65(1), 79–119. (Web: <https://onlinelibrary.wiley.com/doi/10.1111/j.1744-6570.2011.01239.x>)
3. McKinsey & Company. (2012). McKinsey Global Survey: War for Talent 2000 [Refreshed version]. (Web: https://www.researchgate.net/publication/284689712_The_War_for_Talent)
4. Michaels, E., Handfield-Jones, H., Axelrod, B. (2001). *The War for Talent*. United Kingdom: Harvard Business School Press. (Web: https://books.google.com.ua/books/about/The_War_for_Talent.html?id=simZCd_YUC4C&redir_esc=y)
5. The Conference Board. (2020). Human Resource Management Practices: A Comprehensive Review. (Web: <https://www.conference-board.org/eu/>)
6. Wikipedia. (2023). [Peter Drucker]. (Web: https://en.wikipedia.org/wiki/Peter_Drucker#cite_note-1)
7. Robinson, K. (2020, August 21). [Sir Ken Robinson sadly missed]. Retrieved from <https://tessupply.co.uk/sir-ken-robinson-sadly-missed/>
8. Peter F. Drucker, September 26, 2010.
(<https://rantsandreveals.wordpress.com/2010/09/26/the-most-important-thing-in-communication-is-hearing-what-isnt-said-peter-f-drucker/>)
9. Bilal, M. I. (2004). “Human Resources Management” [Unpublished manuscript]. Azarita New University House, Alexandria.
10. Jaas, A. (2022). The Essence of Human Resources Management. *Journal of Advance Research in Business Management and Accounting*, 8(1), Article 1153. (DOI: <https://doi.org/10.53555/nmbma.v8i1.1153>)
11. Mayo, E. (1933). *The Human Problems of an Industrial Civilization*.

21. THE CIVIL CODE OF UKRAINE. (2003). *Annuals of the Verkhovna Rada of Ukraine (VVR), Nos. 40-44, Article 356*. (Retrieved from <https://zakon.rada.gov.ua/laws/show/435-15#Text>)
22. Roche Ukraine LLC. (n.d.). Open data Bot. (Retrieved from <https://opendatabot.ua/c/36691549>)
23. Ministry of Finance of Ukraine. (n.d.). (Retrieved from <https://tax.gov.ua/en/mass-media/news/741256.html>)
24. Ministry of Finance of Ukraine. (n.d.). (Retrieved from <https://tax.gov.ua/en/mass-media/news/741256.html>)
25. Labor Code of Ukraine (Extract). (n.d.). (Retrieved from <https://www.wipo.int/wipolex/en/text/188246>)
26. Cintra Global. (n.d.). Establishing your business in Switzerland. (Retrieved from <https://cintraglobal.com/country-guides/establishing-your-business-in-switzerland/>)
27. Roche. (n.d.). Roche Code of Conduct. (Retrieved from https://www.roche.com/code_of_conduct)
28. Work.ua. (n.d.). Career in Roche Ukraine. (Retrieved from <https://www.work.ua/jobs/by-company/1957275/>)
29. LinkedIn. (n.d.). Career in Roche Ukraine. (Retrieved from <https://ua.linkedin.com/jobs/roche-jobs?position=1&pageNum=0>)
30. McKinsey & Company. (2023). The State of Organizations 2023: Ten shifts transforming organizations. (Retrieved from <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-state-of-organizations-2023>)
31. Gallup. (2022). State of the Global Workplace (Report). (Retrieved from <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>)
32. Reward & Recognition Association (RRA). (2023). The Power of Recognition: A Global Analysis. (Retrieved from <https://www.forbes.com/sites/forbeshumanresourcescouncil/2020/01/03/the-power-of-recognition-and-how-to-harness-it-with-digital/>)

33. Krueger, A. B., & Machado, J. A. (2023). (Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1404872/pdf/amjph00222-0069.pdf>)
34. Bates, S. B., Vittinghoff, E., & Landsman, B. R. (2022). (Retrieved from <https://pubmed.ncbi.nlm.nih.gov/26773063/>)
35. Manpower Group. (2022). Talent Shortage Survey. (Retrieved from <https://go.manpowergroup.com/talent-shortage>)
36. McKinsey & Company. (2020, May). Global Institute. (Retrieved from <https://www.mckinsey.com/~media/mckinsey/featured%20insights/diversity%20and%20inclusion/diversity%20wins%20how%20inclusion%20matters/diversity-wins-how-inclusion-matters-vf.pdf>)
37. Allen, T., Todd, S., & Killen, L. (2017). Loyalty Leader: How to Engage Employees and Thrive in a Changing World (E-book). Gallup. (Retrieved from <https://www.aon.com/unitedkingdom/employee-benefits/online-benefits-and-communications/employee-benefits-engagement.jsp>)
38. TINYpulse. (2019, January 29). The State of Employee Engagement 2019. (Retrieved from <https://www.tinypulse.com/>)
39. Singh, M. (2024). Why does Every Organization need to do Advanced First Aid Training? (Blog post). (Retrieved from <https://www.linkedin.com/pulse/why-does-every-organization-need-do-advanced-first-aid-mihir-sing>)
40. Busy Bees. (2022). Education and training: Why is a workplace first aid course important for your organization? (Blog post). (Retrieved from <https://busybeestraining.co.uk/blog/workplace-first-aid-important-for-organisations>)
41. First Aid Darwin. (2023). The Workplace Benefits Of First Aid Training (Blog post). (Retrieved from <https://firstaidcoursesdarwin.com.au/blog/how-first-aid-training-can-prepare-you-for-emergencies-in-the-workplace/#:~:text=In%20conclusion%2C%20first%20aid%20training,injury%2C%20and%20reduce%20recovery%20time.>)
42. Salary.com. (n.d.). (Retrieved from <https://www.salary.com/>)
43. PayScale. (n.d.). (Retrieved from <https://www.payscale.com/research/US/Job>)

44. Society for Human Resource Management (SHRM). (2023, January 10). Employee Benefits: The Modern Approach. (Retrieved from <https://www.shrm.org/topics-tools/topics/compensation-benefits>)
45. Chen, H., Zhao, J., & Wang, H. (2022). A Survey on Cybersecurity Awareness and Education. *IEEE Access*, 10, 103022-103040.
46. International Labour Organization (ILO). (2020). Guidelines for Business Continuity Management. (Retrieved from https://www.ilo.org/employment/Whatwedo/Instructionmaterials/WCMS_187875/lang--en/index.htm)
47. Society for Human Resource Management (SHRM). (2023). Mental Health Resources for the Workplace. (Retrieved from <https://www.shrm.org/topics-tools/topics/mental-health>)
48. U.S. Green Building Council (USGBC). (2023). LEED Green Building Rating System. (Retrieved from <https://www.usgbc.org/>)
49. Telework Research Network. (2011). State of Telework Net Conference. (Retrieved from <https://www.nctr.usf.edu/wp-content/uploads/2011/10/State-of-Telework-Net-Conference-10.13.11.pdf>)
50. Environmental Protection Agency (EPA). (2023). Green Teams. (Retrieved from <https://www.epa.gov/statelocalenergy/csc-tip-sheets-green-teams>)
51. Diversity & Inclusion at Work. (2023). (Retrieved from <https://inclusionatwork.co/>)
52. World Economic Forum. (2023). Future of Jobs Reports. (Web: <https://www.weforum.org/videos/foj-job-market-16-9/#:~:text=According%20to%20the%20survey%2C%2069,in%20the%20next%20five%20years.>)
53. Jackson, D. (2022). Employee Engagement and Performance. Emerald Publishing Limited. (Web: <https://www.proquest.com/openview/be9e85332f6c0bce391a067640763dc3/1?pq-origsite=gscholar&cbl=18750&diss=y>)
54. Darnall, K., Jolley, D., & Handfield, R. (2010). How Does CSR Influence Supply Chain Relationships? An Exploratory Study. *Journal of Business Logistics*, 31(1), 7-27.

55. Gatti, S., Bruno, G., & Schroeder, R. G. (2020). Remote Collaboration and Knowledge Sharing: How Information Technology Affects Team Performance. *Journal of Business Logistics*, 41(1), 222-240.
56. European Union Agency for Cybersecurity (ENISA). (2023).
57. Cappelli, R., Moore, A., & Wright, D. (2020). The cybersecurity dilemma in intelligent cities. In M. Skilton & F. Hovav (Eds.), **Cybersecurity in Smart Cities: Deploying IoT in a Secure Environment** (pp. 1-23). Springer, Cham.
58. Society for Human Resource Management. (2023, February 22). Background Checks. (Retrieved April 13, 2024, from <https://www.shrm.org/topics-tools/tools/toolkits/conducting-background-investigations-reference-checks>)
59. Gartner. (2022, February 10). The Future of HR: How AI is transforming the Workplace. (Web: <https://www.gartner.com/en/human-resources/topics/artificial-intelligence-in-hr>)
60. McKinsey & Company. (2020, January 13). Climate change: Five ways AI can accelerate green growth. McKinsey & Company. (Web: <https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Sustainability/Our%20Insights/McKinsey%20on%20Climate%20Change/McKinsey-on-Climate%20Change-Report.pdf>)