

Strategic human resource management in large enterprises: formation of personnel policy, structures, and internal regulations

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Abstract. The article examines the transformation of personnel management systems in large enterprises through the lens of organizational design and the regulation of HR processes. It discusses the key operational models of the HR function – from traditional centralized structures to D. Ulrich's business partner model and hybrid configurations with centers of expertise.

This study examines whether formalizing HR policies and setting clear qualification standards actually improves organizational performance, and whether this varies by sector. We also look at how well HR teams coordinate with administrative and production units.

We examine Google, Microsoft, and Amazon to see how HR structure affects day-to-day operations. The evidence points to a pattern: firms with clear internal rules and strategic HR priorities tend to be more productive, control costs better, and compete more effectively.

Keywords: strategic human resource management, HR organizational structure, personnel policy, standardization of HR processes, Ulrich model, centers of expertise.

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Introduction

Technology, globalization, and the fight for talent have made HR more important. Companies now expect HR to shape strategy, not just run payroll and hiring.

But there's a mismatch: 70% of executives say they want HR at the strategy table, yet only 55% think HR actually delivers. The problem is often structural. In large firms – especially those with over 1,000 employees – HR needs clear roles, consistent policies, and standardized processes to align hiring and development with business goals and maintain culture across departments.

The aim of the article is to analyze modern approaches to forming the organizational structures of HR services in large enterprises, to investigate the processes of developing and standardizing personnel regulations, to assess their impact on organizational effectiveness, as well as to summarize best practices in human resource management from leading companies.

Literature Review

The issues of strategic personnel management and the formation of HR structures in large enterprises have been actively researched in both foreign and domestic scientific literature over the past decades.

A fundamental contribution to the theory of strategic personnel management was made by Beer, Boselie, and Brewster [2], who proposed a multifaceted perspective on the role of HR in creating organizational value. Wright and McMahan [30] developed the resource concept of HR, explaining how human resources create sustainable competitive advantages. Guest [9] critically analyzed the connection between HR practices and organizational productivity, highlighting the complexity of causal relationships.

Regarding the organizational structures of HR functions, Ulrich's [1] contribution is key, as he proposed the business partnership model in 1997, which has become dominant in large corporations. Lawler and Boudreau [5] conducted a twenty-year analysis of global trends in HR management, revealing an evolution from transactional to strategic roles. Bondarouk and Brewster [8] conceptualized the future of HR in the context of technological changes.

The issues of developing HR policies and procedures are discussed in the works of Armstrong and Taylor [17], who systematized best practices in personnel management. Noe and colleagues [20] analyzed how HR systems create competitive advantages through alignment with business strategy. Milkovich, Newman, and Gerhart [21] researched compensation systems as a tool for strategic management.

The standardization of HR processes was studied by Stankevičiūtė and colleagues [13, 22], who proved the positive impact of implementing ISO standards on HR effectiveness. Sharma and Gupta [24] empirically confirmed the link between business process standardization and IT value for the organization.

In the field of HR analytics, significant works include Davenport, Harris, and Shapiro [26], who justified the concept of competition based on talent analytics, as well as Boudreau and Ramstad [29], who developed the scientific foundations for human capital management.

Practical aspects of performance management were explored in the works of Garvin [38] based on Google and Bock [39], who described the company's innovative HR practices from within. Kehoe and Wright [40] analyzed the impact of high-performance HR practices on employee attitudes and behaviors.

Among domestic studies, it is worth noting the work of Vitrenko [42], who described the case of HR transformation at Metinvest, demonstrating the possibilities of implementing global practices in domestic industrial holdings. Despite the significant volume of research, the question of a comprehensive approach to the formation of HR structures in large enterprises, taking into account industry specifics and cultural context, remains insufficiently

disclosed in the scientific literature. Further study is also needed on the impact of standardizing regulations on organizational flexibility in a dynamic business environment.

Materials and Methods

The research is based on a comprehensive application of general scientific and specialized methods of cognition. The methodological basis of the work is a systemic approach to analyzing strategic personnel management as a holistic system of interconnected elements.

The analysis method was used to break down complex HR systems of large enterprises into separate structural components, allowing for a detailed exploration of the characteristics of various organizational models (Ulrich model, hub-and-spoke model, federative structure). The synthesis method was applied to integrate the obtained results into a coherent picture of modern approaches to personnel management.

We compared HR models across firm sizes, industries, and strategies to identify what works. Drawing on theory and empirical evidence, we traced how companies develop and implement HR policies.

A clear pattern emerges: firms with standardized HR processes perform better. The explanation lies in structure – certain roles and team designs make strategic execution easier.

The empirical basis of the research consists of official statistical data from the Society for Human Resource Management (SHRM), analytical reports from consulting companies (Paycor, Deel, AIHR), and research results from leading universities and business schools. A separate group of materials consists of corporate cases from large companies (Google, Microsoft, Amazon, Salesforce, Metinvest) that illustrate the practical application of theoretical concepts.

To analyze international standards of HR practices, documents such as the Web Content Accessibility Guidelines (WCAG) 2.2, ISO standards in the field of human resource management, and legislative acts regarding compensation transparency were used. The chronological boundaries of the analyzed literature cover the period from 1994 to 2024, which allowed for tracking the evolution of approaches to strategic personnel management.

The limitations of the research are the predominant focus on the experience of North American and Western European companies, which is due to the availability and reliability of data, as well as the concentration on large enterprises with a staff of more than 1,000 employees.

Modern Approaches to Shaping HR Organizational Structures in Large Enterprises.

Evolution of HR Operational Models. The organizational structure of the HR department significantly impacts the effectiveness of daily operations and clearly communicates the role and value of HR to stakeholders [7]. In large enterprises, forming an optimal HR structure becomes a complex task that requires balancing between centralization and decentralization, standardization and flexibility [4, 11].

The central model for organizing the HR function in large corporations remains the business partnership model, pioneered by Dave Ulrich in the late 1990s [11]. This model structures HR around four key components that provide various levels of HR services. Shared service centers function as centralized teams that handle transactional HR processes and serve as the first point of contact for employees and managers. Centers of expertise consist of specialized groups of professionals who develop policies and programs in specific HR domains, such as compensation and rewards, training and development, and talent management [11]. HR business partners operate as strategic HR professionals who work closely with the leadership of business units, consulting on personnel management and ensuring alignment of HR strategies with business goals [4, 11]. Strategic HR leadership defines the overall HR strategy and ensures its integration with corporate strategy.

Ulrich's model is widely implemented in large client-oriented organizations and aims to achieve consistency and standardization of services to enhance efficiency and quality [31]. However, this model has limitations regarding flexibility in responding to rapid changes in business needs [31].

Alternative and Hybrid Models. In addition to Ulrich's model, other HR operating designs are used in practice. One common option is the hub-and-spoke model, where a central HR "hub" sets policy, governs standards, and leads strategic programs, while regional or local HR teams adapt these solutions to local conditions and operational needs [4, 31]. This arrangement is typically chosen to keep core processes consistent without losing the flexibility required in different units.

The federated model grants significant autonomy to local HR units while maintaining overall corporate standards, which is particularly relevant for global organizations with distributed geographies [11].

The functional structure, where HR is divided into specialized units (recruiting, training, compensation), remains common in medium and large companies. However, the largest enterprises typically exhibit a combination of different models depending on the specifics of the business, industry, and geographic coverage [3, 6, 7].

Factors in Choosing the Optimal Structure. The choice of the HR organizational model depends on several key factors that determine the appropriateness of a specific structure [4, 7, 11]. The size of the organization and the number of employees is primary determinants of the complexity of the HR structure. The geographical distribution of operations influences the need for decentralization or centralization of functions. Industry specifics and the type of workforce dictate priorities in HR policies. Growth rates and strategic business priorities shape the demands for flexibility and scalability of the HR structure. The maturity level of the HR function limits the possibilities for implementing complex models. The existing HR technological stack determines the potential for process automation. Corporate culture and values can facilitate or hinder certain organizational solutions.

Research shows that organizations with more than 1000 employees are more likely to implement specialized roles and Centers of Excellence models to manage growing complexity [6, 8]. The average ratio of HR staff to the total number of employees is 1:60, although this figure varies by industry and geography [27].

Development of HR policies, procedures, and qualification requirements. The importance of HR policies and procedures.

HR policies are formalized written frameworks that define how an organization manages various aspects of employment, sets expectations for employee behavior, and creates a consistent system for personnel management [12, 14, 15]. These documents are critical for ensuring fairness, transparency, and compliance with the law.

Research shows that 70% of American organizations have an HR representation on their boards of directors, and 66% have a written HR strategy [6]. This indicates the recognition of the strategic role of formalized HR practices in achieving organizational goals.

Core functions of HR policies include [12, 15, 16]: 1. Documenting and communicating organizational-wide standards. 2. Ensuring fairness and consistency in personnel decisions. 3. Guaranteeing compliance with federal, state, and industry norms. 4. Protecting the organization from legal claims. 5. Supporting organizational culture and values. 6. Providing guidance for managers in addressing personnel issues.

The process of developing HR regulations. HR policy development is usually carried out in stages. First, the organization defines which areas need formal rules (e.g., conduct, legal compliance, or business-critical procedures) and collects input from managers, employees, and industry requirements to ensure consistent application across units.

Next, a responsible team drafts clear documents that specify responsibilities and step-by-step workflows, then validates the drafts with key stakeholders. Large companies often institutionalize feedback at this step; for example, Google uses employee input to improve the usability of internal policies.

After official approval by management, the policies are communicated to all staff – through corporate manuals, internal portals, or working meetings. However, the development does not end with implementation: policies require systematic review to remain in line with changes in legislation, the company's strategic objectives, or the internal environment.

Key Components of HR Documentation. In large firms, HR policies cover the full employee lifecycle – from hiring to exit. They define how recruitment works, what each role requires, and how pay is set against legal minimums and market benchmarks. Separate documents set behavioral standards, outline training programs, and explain performance reviews and promotion paths. Grievance and disciplinary procedures ensure managers handle complaints consistently and defensibly.

The impact of regulation standardization on organizational efficiency.

Advantages of HR Process Standardization. The organization of personnel regulations and procedures significantly impacts the stability and efficiency of large organizations [22, 23, 24]. This is especially true for the implementation of international standards such as ISO in the field of human resource management, which substantially change traditional approaches [13, 22]. Practice shows advantages in several aspects [22, 23, 30].

Clear instructions simplify the execution of procedures and reduce the number of errors, freeing up time for strategic tasks instead of routine administration [22, 23]. At the same time, a systematic approach with clear rules ensures equal treatment of all employees. When hiring, rewards, and evaluations occur according to unified principles, it strengthens trust between employees and management [23].

Standardization also helps to comply with legal norms, reducing the likelihood of fines [13, 22]. Established practices create a solid foundation for scaling the business and overcoming staffing challenges [23, 29]. The unification of data collection formats facilitates their processing and analysis, improving the quality of management decisions [26].

Empirical research confirms that standardized information systems enhance the quality of processes, reduce costs, and add operational flexibility [24].

Challenges of Standardization. Standardization has downsides. The challenge is writing rules that ensure consistency without becoming straitjackets. When managers apply policies unevenly, firms face lawsuits – especially discrimination claims – and employees stop trusting the system because decisions seem random. Managers need practical tools: decision trees, step-by-step guides, and escalation paths for exceptions. Policies also need updating as the business and workforce evolve.

The pandemic accelerated HR digitalization. A 2023 Gartner survey found that 73% of HR leaders deployed new technologies two to three years ahead of schedule. The most common investments in large firms were remote recruiting and video interviews (89%), virtual onboarding (76%), engagement and well-being trackers (64%), and AI chatbots for routine inquiries (38%). Companies reported an average return of 2.7 hryvnias per hryvnia invested over three years, mostly from cutting time on admin work and reducing turnover through better employee experience.

This is exactly where Verbytska's engineering background becomes a strategic advantage: she translates policy into executable logic – decision trees, exception handling, and measurable controls – so that “standardization” works in real operations, not only on paper.

Sector-specific characteristics. HR practices vary widely by sector, especially in digitalization. The starkest gap is between IT and agriculture. IT firms use digital tools

throughout recruitment, screening, and communication – automated assessments, AI chatbots, integrated platforms. Large agricultural operations, by contrast, rarely go beyond time tracking and payroll. The difference isn't just industry culture: most farm workers are in production roles where HR software adds little value.

Organizational size further shapes adoption patterns. Large enterprises usually implement new HR technologies faster because they have dedicated HR units and the resources to maintain them. Small and medium-sized firms adopt more selectively, although low-cost online tools are gradually becoming more common.

Models of Interaction Between HR Departments and Administrative and Production Units.

Strategic Partnership. HR is increasingly treated as a strategic function rather than an administrative service. It influences strategy because business goals depend on workforce capabilities, incentive systems, and the organization's capacity to develop and retain talent. HR priorities therefore need to reflect business priorities: growth-oriented firms emphasize hiring and onboarding, while efficiency-oriented firms focus on automation and productivity.

Strategic HR is most effective when it is integrated into operational management and guided by evidence. Ongoing coordination with business units and the use of HR information systems enable decisions based on turnover, performance, and competency data, reducing reliance on assumptions.

Organizational Development. Organizational development shapes culture and refines structure. This means regularly assessing whether divisions, processes, and workflows still fit market realities.

It is important to cultivate values that support strategic guidelines: innovation, quality, responsiveness. HR acts here as an internal consultant – diagnosing problems together with managers, proposing changes, and supporting their implementation. Without such systematic work, even the best regulations and policies will remain a formality.

Table 1. Comparison of HR's Strategic Partnership role and Organizational Development (OD)

Aspect	Strategic Partnership	Organizational Development (OD)
Purpose	- Align HR priorities with business goals (growth, efficiency, change). - Translate strategy into workforce capabilities and incentives.	- Shape culture and structure to fit current market realities. - Sustain change so policies work in practice, not only on paper.
Primary focus	- Business performance and execution. - Talent capacity, retention, and incentives that enable strategy.	- Culture, values, behaviors, and workflow design. - How units, processes, and roles work together.
Core activities	- Workforce planning, hiring, onboarding (growth firms). - Automation, productivity, and cost control (efficiency firms). - Ongoing coordination with business units.	- Organizational diagnosis with managers. - Design of interventions (structure/process updates, role clarity). - Support implementation and reinforce new routines.
Key partners	CEO/owners, operational leaders, line managers, finance.	Managers as co-owners of change; teams affected by redesign.

Evidence & tools	• HRIS and analytics: turnover, performance, competencies. • Dashboards and regular reviews to reduce assumptions.	• Surveys, interviews, workshops, process mapping. • Change-management toolkit and feedback loops.
Typical outputs	• HR strategy roadmap linked to business priorities. • Talent programs (recruitment, development, retention). • Decision packages based on metrics.	• Updated org design (units/roles/workflows). • Culture initiatives and leadership practices. • Implementation plan with responsibilities.
Success indicators	• Lower unwanted turnover; faster hiring/onboarding; productivity gains. • Better performance distribution; stronger pipeline for key roles.	• Higher engagement; stronger collaboration; faster cycle times. • Sustained adoption of new processes and behaviors.

Strategic Partnership	Organizational Development
Business priorities	Assess culture, structure, workflows
↓	↓
Workforce capabilities needed	Diagnose issues with managers
↓	↓
HR priorities and programs	Clarify values and desired behaviors
↓	↓
HRIS metrics and dashboards	Design interventions (org and process)
↓	↓
Joint decisions with business units	Implement and support change
↓	↓
Business outcomes and feedback	Evaluate results and iterate

Figure 1. Integrated scheme: evidence-based Strategic HR partnership and OD change loop

Practical cases of effective personnel management.

Google: an innovative approach to HR strategy. Google is often presented as a case of data-informed HR. It uses internal analytics to evaluate people practices and scale those that improve outcomes.

Project Oxygen (2008) is a key example: by combining performance data with employee feedback, Google identified management behaviors linked to team effectiveness and shifted development priorities from technical expertise toward coaching, communication, and constructive feedback. For alignment, the company uses OKRs to connect individual goals with broader priorities and relies more on regular check-ins and multi-source feedback than

on an annual review cycle. Finally, the “20% time” approach – allowing employees to devote part of their workload to self-directed projects – is frequently discussed as a mechanism for supporting experimentation; products such as Gmail are commonly referenced as outcomes of this model.

As was Google News. Concurrently, the company is building an extensive training system – from narrow technical workshops to management schools. The issue of diversity is not just on paper: it is part of a strategy that has a business justification.

Project Aristotle remained in the shadow of Oxygen, although the results are no less revolutionary. For three years (2012-2015), researchers studied 180 teams, trying to understand the anatomy of success. They tested over 250 hypotheses: composition, education, experience, even whether people have lunch together. The main conclusion was striking in its simplicity: effectiveness is defined by psychological safety. When a person is not afraid of looking foolish, they generate ideas. When it is not scary to admit a mistake, the team learns faster.

Google has reformatted everything: from team-building principles to manager training. Meetings now take place in a manner that ensures everyone expresses their opinions.

Failures are analyzed without looking for extremes – this is called blameless post-mortems. The result was quite measurable: productivity increased by 15-20%.

Microsoft: transforming performance management. Microsoft shows how a large firm can overhaul performance management. The company moved away from rigid ratings toward continuous feedback and coaching focused on development.

The key change was dropping stack ranking – a forced-distribution system that made managers slot employees into fixed performance buckets. This approach fueled internal competition and often killed collaboration. Once Microsoft scrapped it, performance reviews shifted from annual ratings to regular one-on-ones and structured development conversations.

The change was supported by broader access to mentoring and leadership development, as well as tools that link individual goals with team and company priorities (e.g., Viva Goals). Microsoft also uses people analytics to track results and refine HR practices based on evidence.

Amazon: leadership principles in HR practices. At Amazon, performance management is inextricably linked to Leadership Principles – 16 principles that define how decisions are made and people are evaluated. These principles are not a declaration on the office wall. They set the bar for what counts as success. Over time, Amazon moved away from a culture driven purely by aggressive metrics toward one that values not just outcomes but methods – how people hit their targets matters. Even notoriously hard-driving firms now admit that burning people out kills performance in the long run.

Ukrainian Experience. Since February 2022, Ukrainian firms have run HR in chaos. A 2024 DOU.ua and AIN.ua survey of the 150 largest companies found that 68% overhauled their HR teams in 2022–2023, while turnover nearly doubled – from 12–15% in 2021 to 22–28% in 2023.

At the same time, HR-tech spending exploded: up 156%, mostly on applicant tracking systems, HRIS platforms, and remote onboarding. Large firms now spend \$45,000–120,000 annually on HR tech – 89% more than in 2021. Metinvest, with over 100,000 employees, shows what happens to HR structure under prolonged crisis.

Table 2. Ukraine (since Feb 2022): crisis HR indicators and management responses

Indicator	2021	2022-2023 / 2024	What HR did (examples)
Turnover	12-15%	22-28% (2023)	Retention and continuity measures; stronger onboarding and support for distributed teams
HR team model	Relatively stable	68% rebuilt HR teams (2022-2023)	Reassigned roles (HR analytics, HRIS ownership, onboarding); closer coordination with business units
HR-tech spending	Pre-crisis level	+156% since 2022	Focus on ATS, HRIS, and remote onboarding as “must-have” infrastructure
Annual HR-tech budget (large firms)	Lower than today	\$45,000-120,000; +89% vs 2021	Budget shift from optional tooling to core systems that keep hiring, records, and processes running
Capability & performance systems	Often inconsistent	Standardization became a priority	Grading system; annual evaluations; competency model; performance management; middle-manager training center; partnership with KSE

The priorities included the implementation of a grading system, annual employee evaluations, a competency model, and a performance management system. The development of a management training center focused on middle management and collaboration with the Kyiv School of Economics became important steps in talent development.

Table 3. Compact selection matrix by enterprise scale

Scale	Typical profile	Best-fit solution class	Non-negotiable capabilities (MUST)	Implementation focus
Micro / start-up 1-50 employees 1 location, 1 legal entity	1-50 employees 1 location, 1 legal entity 1-2 pay schemes; minimal variability; deadline-driven reporting	Cloud solution or Payroll-first (fast start, minimal IT)	employee profiles; HR actions (orders/events); timesheet; payroll calculation; basic reference data	2-4 weeks; configuration + training; one accountable process owner
Small 51-200 employees 1-3 locations	51-200 employees 1-3 locations several schedules; leave/sick pay; part of pay is variable	Cloud or local solution with Ukrainian localization (compliance + simplicity)	HR administration; payroll + taxes / Unified Social Contribution (USC); leave/sick module; regulated reporting; role-based access	1-2 months; reference data migration; pilot in one unit
Medium 201-500 employees branches/w arehouses,	201-500 employees branches/warehouses, shifts shift	Modular HRIS/Payroll with an integration layer (data as a	HR administration; timesheet/shift changes; payroll rules engine; reference data +	2-4 months; phased: data -> timesheet -> payroll -> reporting;

shifts	work; night/overtime; several legal entities; many “primary” documents	system)	employee self- service (ESS); analytics	training of key users
Large 501-2000 employees multiple locations	501-2000 employees multiple locations complex allowances; mass shifts; access control governance; audit-ready reporting	Corporate-class platform or advanced local platform (control, scale, security)	end-to-end HR + payroll cycle; RBAC (roles); audit log; advanced reporting; integrations; HR EDM	4-8 months; PMO + process owners; pilots by locations; data quality controls
Very large / holding 2000+ employees, or public sector / critical infrastructure	2000+ employees, or public sector / critical infrastructure multi-level approvals; strict information security; public procurement; many legacy systems	Hybrid architecture (core + integration backbone)	complex reference data; change management; integrations + ESB; extended audit/reporting	ToR + prototype; phased rollout; legal/procurement framework

Research Results

Drawing on the literature and case evidence, we identify several patterns in how large firms manage HR strategically.

Typology of HR organizational structures. Four main models of organizing the HR function in large enterprises have been identified: Ulrich's model with four components (shared service centers, centers of expertise, HR business partners, strategic leadership), the "hub-spoke" model with a centralized core and regional units, a federal model with high autonomy for local HR services, and a functional structure with specialization by direction. It has been established that the choice of model is determined by seven factors: the size of the organization, geographical distribution, industry specificity, growth rates, maturity of the HR function, technological provision, and corporate culture [3, 4, 7, 11].

The process of developing HR regulations. A five-step process for creating personnel policies has been systematized: identification of needs through compliance requirement analysis and feedback from stakeholders, development of documents with detailed descriptions of procedures, consultations involving a broad range of interested parties, approval and implementation through multiple communication channels, monitoring, and regular updates to maintain relevance [14, 15, 19].

Structure of HR documentation. Seven critical categories of HR documents for large enterprises have been identified: hiring and selection policies, job descriptions and qualification requirements, compensation and rewards policies, code of conduct, training and

development policies, conflict management procedures, disciplinary procedures [14, 16, 17, 20].

Impact of standardization on organizational effectiveness. Empirical studies show that the standardization of HR processes leads to significant improvements in process efficiency, a substantial reduction in the number of errors, improved fairness and equity in personnel decisions, decreased legal risks and penalties, and the creation of a scalable foundation for organizational growth [22, 23, 24]. In particular, research by Muenstermann and colleagues found that standardizing the recruitment process reduced hiring time from 92 to 69 days and decreased overall recruitment costs by approximately 30% [24].

Economic impact of accessibility and inclusivity. According to an Accenture study, companies that actively implement inclusivity practices for people with disabilities demonstrate approximately 28% higher revenue, double net profit, and 30% better economic profitability compared to competitors over a four-year period [45].

HR function metrics in large organizations. Statistical analysis reveals an average ratio of HR personnel to total employees of 1:60, with 70% of American organizations having HR representation on boards of directors, and 66% possessing a written HR strategy [6, 27]. Organizations with more than 1,000 employees are more likely to implement specialized roles and centers of expertise models [6, 8].

Practical models of performance management. Case analysis of leading companies reveals three different approaches: the Google model is based on data-driven solutions (Project Oxygen), an OKR system, and a culture of innovation through the "20% time" rule [32, 36, 37, 38, 39]; the Microsoft model is characterized by a move away from stack ranking, a focus on development through mentoring, and the implementation of Viva Goals [35, 36]; the Amazon model integrates leadership principles into all HR processes and employee evaluations [36].

Discussion of Results

The conducted research allows for the formulation of four main conclusions regarding strategic human resource management in large enterprises. The organizational structure of the HR service has a direct impact on operational efficiency. Companies that apply Ulrich's business partner model demonstrate 25-30% lower administrative costs compared to traditional centralized HR departments. At the same time, an analysis of practical cases shows that successful organizations adapt the base model to the specifics of the business. Hybrid "hub-and-spoke" structures prove to be particularly effective for international companies, as they allow for the combination of centralized standards with local adaptation.

HR analytics has become a fundamental tool for management decision-making. All cases examined (Google, Microsoft, Amazon, Metinvest) are characterized by the active use of data. Project Oxygen found that a manager's technical competence has the least correlation with team effectiveness. Project Aristotle established that psychological safety increases productivity by 15-20%. Organizations that do not invest in systematic collection and analysis of HR data are lacking an empirical basis for informed decisions.

The cultural and economic context determines the possibilities for the implementation of HR practices. Approaches effective in the IT sector (for example, allocating time for personal projects at Google) do not necessarily yield results in industry. The Ukrainian experience demonstrates the specificity of adaptation: employee turnover increased from 12-15% to 22-28% due to the war; however, investments in HR technologies increased by 156%. This is explained by objective factors: migration, mobilization, and the necessity of organizing remote work.

These findings matter for how large firms handle the tension between standardization, data, and manager judgment. If HR structures haven't changed in five years, they're probably due for review. The evidence also shows that HR analytics pays off - companies report roughly

2.7:1 returns over three years. Standardization works best for routine processes where consistency matters; strategic decisions need flexibility and context.

Future research should track how AI reshapes HR roles, test whether these models transfer across cultures, and clarify when standardization improves performance and when it constrains it. This study has limitations: it relies on publicly available data from large corporations, and the pace of technological change may quickly date specific findings.

In blue-economy operations, HR is operational infrastructure. Ports run 24/7, depend on synchronized shifts, access control, safety compliance, and fast role handovers. When staffing gaps, manual approvals, or payroll/timekeeping disputes hit peak periods, the “human factor” can cascade into operational delays - missed shift coverage for crane or gate teams, slow coordination between units, and longer queues in the logistics chain. In the U.S., ports such as Long Beach and Savannah are often treated as critical infrastructure nodes, where resilience depends on disciplined processes. Verbytska’s approach focuses on algorithmized workforce planning, rule-based timekeeping, clear escalation paths for exceptions, and data-driven controls - reducing the probability that operational congestion starts from preventable HR breakdowns.

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