

FEATURES OF INTELLECTUAL CAPITAL MANAGEMENT
IN CROSS-CULTURAL ENTERPRISESОСОБЛИВОСТІ УПРАВЛІННЯ ІНТЕЛЕКТУАЛЬНИМ КАПІТАЛОМ
НА КРОСС-КУЛЬТУРНИХ ПІДПРИЄМСТВАХ

The article addresses the pressing issue of managing intellectual capital within cross-cultural enterprises, highlighting the growing significance of this topic in the context of globalization, organizational transformation, and increasing cultural diversity in the workplace. The study focuses specifically on enterprises with multinational staff operating within a single country, where employees of diverse cultural backgrounds, value systems, mentalities, and communication styles interact on a daily basis. The research emphasizes that effective management in such settings requires a deep understanding of cultural differences and the implementation of adaptive intellectual capital management strategies aimed at maximizing employee potential. A comparative analysis of multinational corporations and organizations with multinational personnel is conducted to reveal their structural, functional, and managerial differences. Drawing on recent studies by both foreign and Ukrainian scholars, the article outlines the main challenges associated with the development and utilization of intellectual capital in multicultural environments, such as the necessity to foster cultural intelligence, incorporate cultural values into motivational frameworks, build a psychologically safe workplace climate, and overcome communication barriers in decision-making processes. Special attention is paid to practical human resource management aspects in multicultural teams, including interaction with international clients and partners, maintaining a balance between national traditions and corporate identity, and the strategic role of top management in promoting a tolerant and inclusive organizational environment. Based on the analysis, the author proposes a set of approaches that integrate cultural intelligence, adaptive behavior, and innovation-driven intellectual capital management. These approaches are presented as critical tools to enhance the operational efficiency and global competitiveness of enterprises functioning in cross-cultural settings. The article will be of interest to scholars of cross-cultural management as well as to practitioners working in culturally diverse organizations across different economic sectors.

Keywords: intellectual capital, cross-cultural management, multinational staff, cultural intelligence, intercultural interaction.

У статті розглянуто актуальні аспекти управління інтелектуальним капіталом у крос-культурному середовищі, що зумовлено посиленням процесів глобалізації, трансформацією моделей організаційного розвитку та необхідністю адаптації менеджменту до мультикультурного контексту. У центрі уваги – підприємства з мультинаціональним персоналом, що діють у межах однієї країни, однак мають представників різних культур, з власними ментальними установками, традиціями, комунікаційними стилями та поведінковими нормами. Доведено, що ефективне управління таким персоналом потребує глибокого розуміння особливостей культурної різноманітності, а також розробки адаптивних стратегій управління інтелектуальним капіталом, які забезпечують максимальну реалізацію потенціалу працівників. У процесі дослідження проведено порівняльний аналіз транснаціональних корпорацій та організацій із мультинаціональним штатом, виокремлено їх структурні, функціональні та управлінські відмінності. На основі аналізу сучасних досліджень зарубіжних і українських вчених обґрунтовано ключові проблеми формування, розвитку та використання інтелектуального капіталу у мультикультурному середовищі, зокрема: необхідність розвитку культурного інтелекту, врахування менталітету при формуванні мотиваційної політики, важливість створення сприятливого психологічного клімату, подолання міжкультурних бар'єрів у комунікації та спільному прийнятті рішень. Увагу також приділено практичним аспектам управління персоналом у крос-культурних командах: взаємодії з клієнтами та партнерами з інших країн, забезпеченню балансу між національними традиціями і корпоративними цінностями, ролі топменеджменту в підтриманні толерантного та інклюзивного середовища. У підсумку запропоновано комплекс підходів, орієнтованих на інтеграцію культурного інтелекту, адаптивної організаційної поведінки та інноваційного управління інтелектуальним капіталом як засобу підвищення ефективності та конкурентоспроможності підприємств у глобальному просторі. Стаття може бути корисною як для науковців, що досліджують питання крос-культурного менеджменту, так і для практиків, які працюють у мультикультурному бізнес-середовищі.

Ключові слова: інтелектуальний капітал, крос-культурне управління, мультинаціональний персонал, культурний інтелект, міжкультурна взаємодія.

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Formulation of the problem. In today's globalised and internationalised business environment, effective intellectual capital management is becoming increasingly important, especially in companies with a cross-cultural environment. Intellectual capital is the combination of knowledge, skills, innovative potential, organisational culture and social capital, which plays a key role in creating added value and ensuring

the competitiveness of companies. At the same time, a cross-cultural environment complicates the processes of managing this capital due to differences in mentality, values, communication styles, and approaches to decision-making. In practice, many companies face difficulties in integrating different cultural models into a single knowledge and innovation management system. Insufficient adaptation to

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cultural differences can lead to a loss of intellectual potential, reduced staff motivation, conflicts within teams, and inefficient use of resources. At the same time, scientific research on the formation and implementation of intellectual capital management mechanisms in a cross-cultural context remains limited, and existing approaches need further adaptation to a multicultural environment.

Therefore, there is a scientific and practical problem of the need to develop and implement effective management strategies that take into account cultural diversity and ensure the optimal use of intellectual capital in cross-cultural enterprises. The relevance of this issue necessitates a comprehensive study of the peculiarities of intellectual capital management in a multicultural business environment and the search for adaptive models for its development.

Analysis of recent achievements and publications. In the modern scientific literature, there is a growing interest in studying the problems of intellectual capital management in the context of a cross-cultural environment, which is due to globalisation processes and the growing multiculturalism of organisations. Foreign researchers (Gupta, Massa, Azzopardi, 2016; Nosratabadi et al., 2020) focus on the importance of cultural intelligence of leaders and organisational culture as factors in the effective use of intellectual capital. Their works indicate that cultural sensitivity, trust and intercultural communication contribute to the effectiveness of teamwork, knowledge sharing and innovation. At the same time, in the Ukrainian scientific space, the relevance of the topic is reflected in the works of Hryhoruk, Khaustova, Lentjushenkova and others, who study the peculiarities of human and structural capital development in the context of digitalisation and intercultural interaction. However, despite the existence of certain developments, the issue of intellectual capital management in cross-cultural enterprises has not yet been sufficiently studied. Particular attention should be paid to the development of adaptive approaches that take into account the specifics of the multicultural environment, interpersonal interaction and organisational behaviour in such structures.

The purpose of the research is to identify the features of intellectual capital management in cross-cultural enterprises and substantiate practical approaches to improving its efficiency, taking into account cultural diversity, in order to create a favourable environment for the preservation, development and realisation of the intellectual potential of employees in multicultural organisations.

Presentation of the main material. The presence of representatives of different nationalities in an organisation has a positive impact on its functioning due to the introduction of new experience and knowledge from the carriers of another culture, as well as the expansion of professional opportunities.

However, it should be noted that a multinational company (corporation) (MNC) and an organisation with multinational staff are not identical.

Australian researchers in the field of human resource management Dowling P. J., Welch D. E. [5] define a multinational organisation as a firm that carries out and controls business operations within several foreign countries.

The form, structure and organisational features of different kinds of multinational companies can have quite a strong variation and be different from each other. However, it is possible to identify the following principles that underlie most MNCs and which, in turn, distinguish this form of international business organisation from other forms of multinational activity:

- orientation towards corporate integrity, which is based on the notion of shareholding;
- striving to achieve the same strategic goals for the different companies of a given MNC, as well as the realisation of joint strategic objectives;
- a single management vertical (with varying degrees of rigidity), as well as a single centre of control in the form of a holding company, a bank or a group of companies interconnected with each other;
- the open-ended nature of MNCs.

Multinational corporations (MNCs) are firms that participate in some form of international business in order to maximise global welfare.³⁴ Their main characteristics are universalisation, blurring of national boundaries, openness, increasing number of factors in international relations, increasing complexity of their functions, and decreasing role of traditional policy actors. Thus, we conclude that multinational companies are the main participants of international activities, operate in international markets, have production units (subsidiaries) in different countries, with activities in the external market being a higher priority than in the domestic market, and carry out their activities on a global scale, in a heterogeneous country environment.

Now let us consider a slightly different category of organisations related to internationality – a company with multinational staff.

For the purposes of this study, let us give the following definition of an organisation with a multinational workforce. An organisation with multinational staff is an organisation created as a result of globalisation economic processes, aimed at organisational unity, functioning on the territory of the state to implement strategic goals, consisting of staff of different nationalities (representatives from near and far abroad). The specificity of these organisations consists in the presence of employees significantly different from the local staff. These are differences that have arisen in the process of internationalisation: cultural, linguistic, legal, economic, etc.), manifested in all aspects of human resource management. A comparison of multinational corporations and organisations with multinational staff is shown in Table 1.

Table 1

Comparison of multinational corporations and organisations with a multinational workforce

Criteria	Multinational Corporation (MNC)	Organisation with multinational staff
Peculiarities of geographical location of the company	Globalisation merged national companies operating in different countries	Organisation operating within the national market
Purpose of business	Maximising shareholder wealth on a global scale	Does not differ significantly from the objectives of a similar organisation without foreign employees
Location of subsidiaries and branches	Across countries	Within national borders
Scope of business	International, producing a global product	National, production and sale of the product both within the country and for export
Staffing	Legal units linked to parent company, staff are nationals of the host country («headquarters», expatriates, third-country nationals)	Legal units, staff – nationals, as well as representatives of near and far abroad countries.

Human resource management functions in organisations with a multinational workforce are subject to increased demands, the reasons for which, according to Armstrong M., are as follows.

Firstly, the complexity of managing a heterogeneous staff; secondly, the presence of distinctive cultural qualities; thirdly, possible problems in managing the interaction between people in personal contacts; fourthly, to solve complex problems, it is necessary to involve personnel of higher qualification. To maintain competitiveness, it is advisable for an organisation to have staff with global competence.

A number of authors in their studies (Dowling P. [3], Schuler R. [4], Harvey M. [5]) highlight the following

distinctive features in human resource management of a company with multinational staff:

1. Increased complexity of existing functions in the field of human resource management;
2. increased probability of problems and liabilities;
3. high dependence on external factors.

Dowling P., [3] points out that there are certain differences in personnel management at the national and international levels, which have five interrelated elements: the area of functioning of the organisation, cultural environment, level of trust in the countries of presence, interaction between top managers, complex functional structure.

Torrington D. [4] identifies distinctive features of international personnel management, presented in Fig. 1.

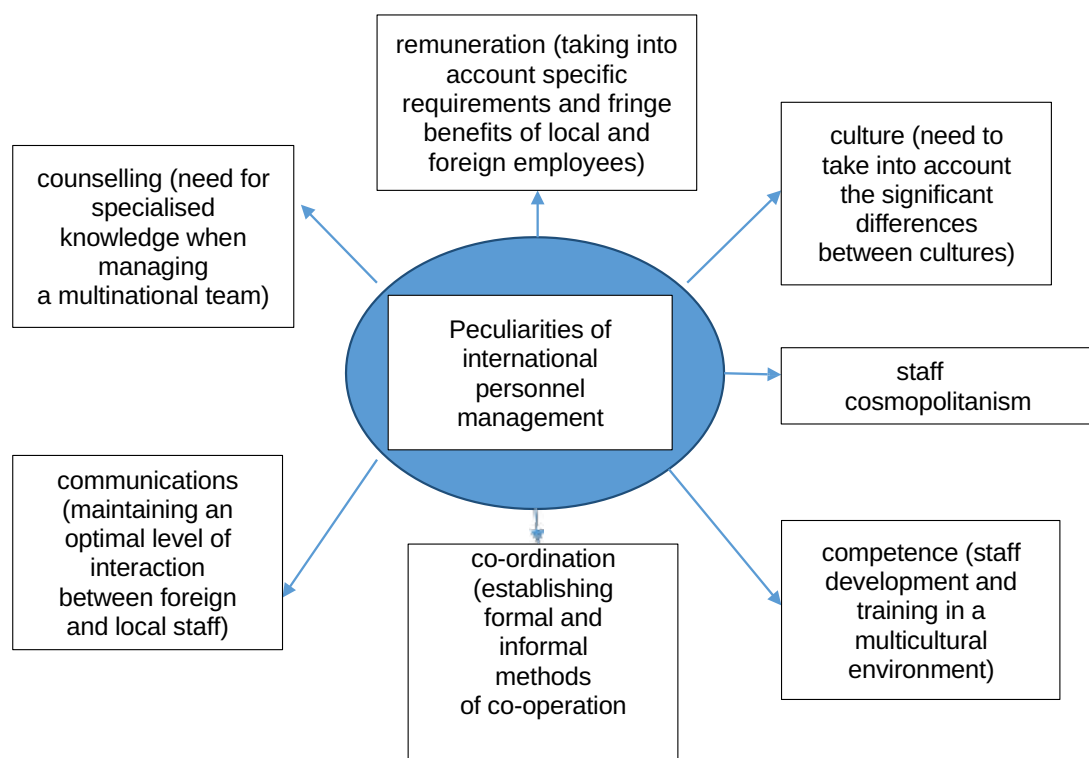


Fig. 1. Features of international personnel management

We believe that an organisation with multinational personnel has a number of features, among which we have identified the specifics of employees, interaction features, managerial features, labour relations, decision-making, features of partners and customers. The attributes of an organisation with multinational staff are presented in Table 2.

When managing a company with a multinational workforce, top managers face the influence of various factors (political, economic, national) on the performance of business processes.

The influence of these factors can be manifested as follows:

- political – stability/instability of the state authorities of the employee's country; types of government regimes, etc.);
- economic – rates of inflation and economic development, purchasing power, per capita income in the employee's country;
- national (religion, traditions, customs, acceptable behavioural norms). Moreover, the influence of these factors creates not only certain difficulties, but also additional favourable opportunities. Difficulties are related to the difficulties in managing a heterogeneous national and cultural composition of the team, speaking different languages. Opportunities are generally related to the diversity of political, financial and cultural factors.

As the boundaries of managerial influence expand, it becomes necessary to study the peculiarities of

interaction with representatives of diverse cultures.

Thus, a classical organisation, making a decision to hire foreign workers and thus acquiring the status of an organisation with multinational staff, faces, on the one hand, certain risks, but, on the other hand, receives a number of opportunities for its development. Compliance with certain rules and principles will allow the company to increase its competitiveness in the market and significantly improve its performance.

Conclusions. As a result of the study, it has been found that effective management of intellectual capital in cross-cultural enterprises is a complex and multidimensional process that requires taking into account the specifics of intercultural interaction, personnel characteristics, organisational structure and external influences. Differences in mentality, values, communication models and approaches to management inherent in representatives of different nationalities have a direct impact on all aspects of an organisation's activities. At the same time, as the analysis shows, such diversity can become a source of innovation, new knowledge and competitive advantages, provided that management strategies are properly adapted to the multicultural environment. The article pays special attention to the differences between multinational corporations and organisations with multinational staff, which allows for a deeper understanding of the nature of interaction in teams with representatives of different cultures. It is determined that intellectual capital management in the context of

Table 2

Characteristics of an organisation with multinational staff

Trait	Characteristic feature
Employee specifics	Multinationality. In an organisation with multinational staff, representatives of different countries, with different mentality, ethnic composition, attitude to life, work, employer, discipline, tasks, etc. are working in the organisation. Employees from near and far abroad countries often have different qualification levels.
Interaction specifics	It is important for personnel to know and take into account the communicative characteristics of representatives of different nationalities, which will allow them to respond adequately to each other in order to avoid conflict situations. Business communication is ensured by social distance, which can be different for representatives of different cultures.
Management specifics	Management of a multinational team should be based on the principle of mutual respect, taking into account the peculiarities of the mentality of an employee of another national culture. Personnel policy should focus on national traditions and peculiarities. Managers of multinational organisations should actively implement personnel mechanisms that promote optimal inclusion of representatives of other cultures in the work of the team.
Labour relations	Taking into account the specific attitudes to work of employees of different nationalities. This is necessary for organising joint work and is part of employee motivation. Representatives of different cultures have significantly different attitudes towards the organisation and loyalty to it. Identification of this attitude will help to understand the reliability and loyalty of the employee. Many factors influence the formation and preservation of personnel loyalty, such as work incentives, psychological climate, solving personnel problems, wages, safety and security of employees, team spirit, corporate culture and others.
Decision making	The effectiveness of a company with a multinational workforce depends on how clearly its employees understand the essence of teamwork. Management decision-making in multinational organisations should be based on the principle of joint participation.
Partner and customer specifics	Interaction with clients and partners from other countries (cultures). Interaction with foreign partners and customers is built not only for commercial purposes, but also on the basis of cross-country friendly relations.

cross-culturalism should take into account not only the basic functions of HRM, but also such factors as the level of cultural intelligence of managers, the degree of trust in the team, the peculiarities of motivation, adaptation and interpersonal communication of employees. The generalisation of international and Ukrainian experience has shown that management approaches to the formation, development and use of intellectual capital should be adaptive and flexible. In particular, in order to improve the efficiency of intellectual capital management in cross-cultural organisations, it is advisable to introduce practices of intercultural training, formation of a single corporate culture, institutional support for foreign employees and development of models of joint decision-making.

Thus, the results of the study demonstrate the importance of further development of integrated intellectual capital management strategies that combine approaches to cross-cultural management, human resource development and innovation. Such strategies should be based on the principles of cultural respect, flexibility, dialogue and effective interaction in a heterogeneous environment, which, in turn, will contribute to the formation of stable and competitive enterprises in the international market.

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