

УДК 005.96:316.77:005.332.3

**CROSS-CULTURAL HR LEADERSHIP THROUGH SOCIAL
COMMUNICATION TECHNOLOGIES: ENGINEERING THE
COMMUNICATION PROCESS**

**КРОС-КУЛЬТУРНЕ HR-ЛІДЕРСТВО ЧЕРЕЗ СОЦІАЛЬНО-
КОМУНІКАЦІЙНІ ТЕХНОЛОГІЇ: ІНЖИНІРИНГ
КОМУНІКАЦІЙНОГО ПРОЦЕСУ**

Майстренко Ольга Валентинівна,

кандидат економічних наук, доцент кафедри креативного менеджменту
і дизайну, Харківський національний економічний університет імені Семена
Кузнеця

<https://orcid.org/0000-0002-8007-3191>

Близнюк Олександр Васильович

аспірант кафедри менеджменту, бізнесу і адміністрування
Харківський національний економічний університет
імені Семена Кузнеця

<https://orcid.org/0009-0006-7133-2813>

Maistrenko Olga,

PhD (Economics), Associate Professor, Simon Kuznets Kharkiv National
University of Economics,

Bliznyuk Oleksandr,

Phd student,
Simon Kuznets Kharkiv National University of Economics

This article explores the concept of intercultural leadership in HR using social communication technologies as a strategic approach to the communication process.

It examines the complex challenges that HR leaders face in navigating multicultural organizational landscapes, especially in the digital environment, and proposes a model that enhances leadership effectiveness through the use of social communication tools, adaptive management approaches and the transformation of the role of an HR leader in a globalized business environment, with an emphasis on the cross-cultural context. Special attention is paid to mechanisms for overcoming communication barriers and the formation of an organizational culture aimed at inclusiveness and mutual respect. The results of the study demonstrate the potential of social communication technologies for developing leadership qualities of HR managers and increasing the effectiveness of personnel management in international companies.

Keywords: HR leadership, cross-cultural environment, social communication technologies, communication process, communication message, social interaction, personnel management.

У цій статті досліджується концепція міжкультурного лідерства у сфері управління персоналом за допомогою соціально-комунікаційних технологій як стратегічного підходу до комунікаційного процесу. Вона розглядає складні проблеми, з якими стикаються керівники відділів управління персоналом, орієнтуючись у мультикультурних організаційних ландшафтах, особливо в цифровому середовищі, та пропонує модель, яка підвищує ефективність лідерства за допомогою інструментів соціальної комунікації, культурного інтелекту та адаптивних управлінських підходів.

У сучасній глобалізованій економіці організації працюють у різних культурних контекстах, що вимагає лідерства, яке може подолати культурні розбіжності та сприяти ефективній комунікації. Традиційні стилі адміністративної комунікації радянської епохи, що характеризуються високим контекстом та ієрархічною жорсткістю, поступово замінюються в українських організаціях більш відкритими, прозорими та горизонтальними підходами. Проте залишки комунікації з високим контекстом, де неформальні канали та

особисті стосунки залишаються центральними, продовжують формувати внутрішню динаміку. Це середовище вимагає удосконаленої моделі лідерства у сфері управління персоналом, яка синтезує традиційні культурні норми із західними стандартами прозорості та східними моделями комунікації, заснованими на емпатії.

Також у статті досліджується трансформація ролі HR-лідера в умовах глобалізованого бізнес-середовища, з акцентом на крос-культурний контекст. Обґрунтовується необхідність застосування соціально-комунікаційних технологій як інструменту побудови ефективного комунікаційного процесу в міжнародних колективах. Запропоновано модель комунікаційного інжинірингу, що поєднує стратегічне проектування комунікаційних повідомлень, аналіз культурних детермінант сприйняття інформації та впровадження цифрових рішень для організації соціальної взаємодії. Особлива увага приділена механізмам подолання комунікаційних бар'єрів та формуванню організаційної культури, спрямованої на інклюзивність і взаємоповагу. Результати дослідження демонструють потенціал соціально-комунікаційних технологій для розвитку лідерських якостей HR-менеджерів та підвищення ефективності управління персоналом у міжнародних компаніях.

Ключові слова: HR-лідерство, крос-культурне середовище, соціально-комунікаційні технології, комунікаційний процес, комунікаційне повідомлення, соціальна взаємодія, управління персоналом.

Problem statement. In today's globalized world, effective organizational communication is a critical management resource that ensures the competitiveness, innovation and sustainability of organizations. For Ukraine, which is on the path of Euro-Atlantic integration and deep internal transformations, the issue of building professional communication systems is particularly relevant. The problem is that the Ukrainian practice of organizational communication is formed under the influence of two different paradigms: the Soviet command-administrative heritage and modern

Western management trends. This creates a unique hybrid model, the study of which is important for the further development of management theory and practice in Ukraine, as well as for the successful integration of Ukrainian business into the international space.

Analysis of recent research and publications.

The issue of cross-cultural leadership and communication management in organizations is the subject of intensive study by both domestic and foreign scholars. Recent research can be conditionally divided into several key areas that form the theoretical basis for this study.

The first area is related to the study of cross-cultural aspects of personnel management and leadership. The works of Hofstede G., Hofstede G.J., Minkov M. [1] remain fundamental for understanding the influence of cultural dimensions (individualism/collectivism, power distance, uncertainty avoidance, etc.) on management practices and employee expectations. In the context of Ukraine, the studies of Andrienko O. [2] and Kogan M. [3] systematize classical theories of managerial communication, adapting them to the specifics of the domestic business environment, which is formed under the influence of both European and post-Soviet practices. These works emphasize the hybrid nature of Ukrainian management, combining hierarchy with a desire for openness.

The second direction focuses on the role of communication and social communication technologies in HR. Modern studies, such as the works of Sivertzen A., Nilsen E., Olafsen A. [4] on the relationship between employer branding and organizational identity, as well as Phillips P., Phillips J., Pulliam L. [5] on measuring ROI in corporate communications, prove that communication is viewed as a strategic investment resource, not as a cost. In Ukrainian scientific discourse, this trend is confirmed by works devoted to communication barriers (Sereda N.) and the development of communicative culture (Lytvynenko V., Kostyuk O.) [6, 7, 8]. In particular, Mykhaylova G. [9] analyzes the organizational and technological aspects of communication management, which is an important prerequisite for the concept of «process engineering».

The third direction concerns directly the engineering and design of communication processes. The concept of communication as an engineering discipline that requires clear design, modeling, and optimization is reflected in project management standards (e.g., PMBOK Guide, section on communications management), as well as in works on corporate social responsibility and stakeholder engagement (Freeman R.) [10]. Modern research in the field of digital communications (Litvin O.; Shevchenko I.) focuses on the integration of artificial intelligence, data analytics, and automated systems for personalizing communication messages and managing communication flows in real time [11, 12].

Highlighting previously unresolved parts of the overall problem. The unfinished parts of the general problem, which this article focuses on, are as follows: insufficient development of comprehensive models that would integrate classical theories of cross-cultural management with modern methods of engineering communication processes using social communication technologies. Existing models often consider these aspects in isolation; uncertainty of criteria for the effectiveness of the use of social communication technologies in the cross-cultural HR context. It is necessary to clarify which metrics (KPI) best reflect the success of communication engineering in conditions of cultural diversity; insufficient number of empirical studies confirming the effectiveness of specific communication engineering tools (for example, algorithms for analyzing the cultural context of messages, digital platforms for building dialogue in intercultural teams) in Ukrainian and Eastern European realities.

Thus, previous studies have created a solid theoretical foundation, but the problem of systematically implementing social and communication technologies into the process of designing and managing cross-cultural communication in HR remains unresolved, which determines the scientific novelty and relevance of this study.

Formation of the objectives of the article (task statement). The purpose of the article is the need to determine a conceptual model for designing communication processes for intercultural HR leadership based on the implementation of social and

communication technologies. To achieve this goal, it is necessary to solve the following tasks: to systematize theoretical and methodological approaches to understanding intercultural HR leadership and social and communication technologies as its tools; to investigate the features and problems of the communication process in the intercultural environment of international organizations and identify key points for its optimization. To propose criteria and indicators (KPI) for assessing the effectiveness of implementing the communication process design model, such as the level of employee involvement, the speed of information dissemination, the quality of feedback and the cultural competence index.

Summary of the main research material. Ukrainian communications have adapted during the war: digital platforms have become not only a source of information, but also a tool for collecting evidence to bring perpetrators to justice. The «e-Enemy» application allows citizens to send messages with geolocation and verification, which greatly helps document war crimes. Modern HR leadership in the context of globalization ceases to be an administrative function and turns into a strategic center for talent management and organizational culture on a corporate scale. The effectiveness of such leadership directly depends on the ability to build bridges between different cultural paradigms. As Hofstede G., Hofstede G.J., Minkov M. point out, cultural dimensions such as power distance, individualism/collectivism, uncertainty avoidance and long-term orientation deeply influence employees' expectations of leadership, motivation and communication [1]. For example, in cultures with high power distance (typical for many Asian and CIS countries, including Ukraine) a clear hierarchy and directive leadership style are expected, while in cultures with low power distance (Northern Europe, USA) the desire for equality and consultative style prevails.

The Ukrainian context, as Andrienko O. notes, is hybrid: historical heritage forms a high level of hierarchy and centralization, while European integration aspirations and the development of international business stimulate the transition to more open and horizontal models [2]. This duality creates a unique challenge for the

HR leader, who must simultaneously respect traditional ideas about power and gradually implement practices aimed at expanding employee participation and initiative.

To understand communication process engineering as the systematic design, implementation, monitoring and correction of information flows in order to achieve specific business results. In a cross-cultural context, this process requires overcoming not only language, but also semantic and cultural barriers [6]. This is where social communication technologies become a key mechanism.

Our engineering model includes four interconnected phases, each of which has specialized tools:

Analysis & Design Phase: At this stage, an audit of the team's cultural profile and an analysis of information needs are carried out. Tools: analytical platforms (e.g. Google Analytics, Tableau for data visualization), surveys (SurveyMonkey, Google Forms) and employee sentiment analysis systems (eNPS platforms, AI-based text analytics for analyzing open-ended responses taking into account the cultural context) [5, 12].

Encoding & Adaptation: Transforming the key message into formats that are understandable to different cultural audiences. Tools: Automated translation and localization systems (Smartcat, Phrase), plugins for checking cultural correctness of texts, and tools for creating visual content (Canva, Adobe Express), since visualization is often a more universal carrier of meaning than text [11].

Multi-Channel Distribution: Delivering the adapted message through optimal channels: for formal communication: Intranet portals (Jive, SharePoint), corporate messengers (Slack, Microsoft Teams); for informal communication and relationship building: Social networks (Workplace by Meta, Yammer), platforms for virtual team events (Gatheround, Donut for informal acquaintances) [4].

The choice of channel should take into account cultural preferences. For cultures with high-context communication (China, Arab countries), video meetings and in-person meetings may be more effective, while for low-context cultures (Germany, USA) detailed text instructions and email may be more effective.

Feedback & Measurement Phase: A key phase for closing the loop and continuously improving the process. Tools: the aforementioned survey systems, engagement analytics (e.g., clickthrough rate (CTR) on internal ads, activity in discussions), as well as digital feedback panels and A/B testing of different message formats for different audiences [5].

Thus, Fig. 1 presents a logical flow from the higher goal (HR leadership) through the central process (communication engineering) to specific tools (technologies) and final results.

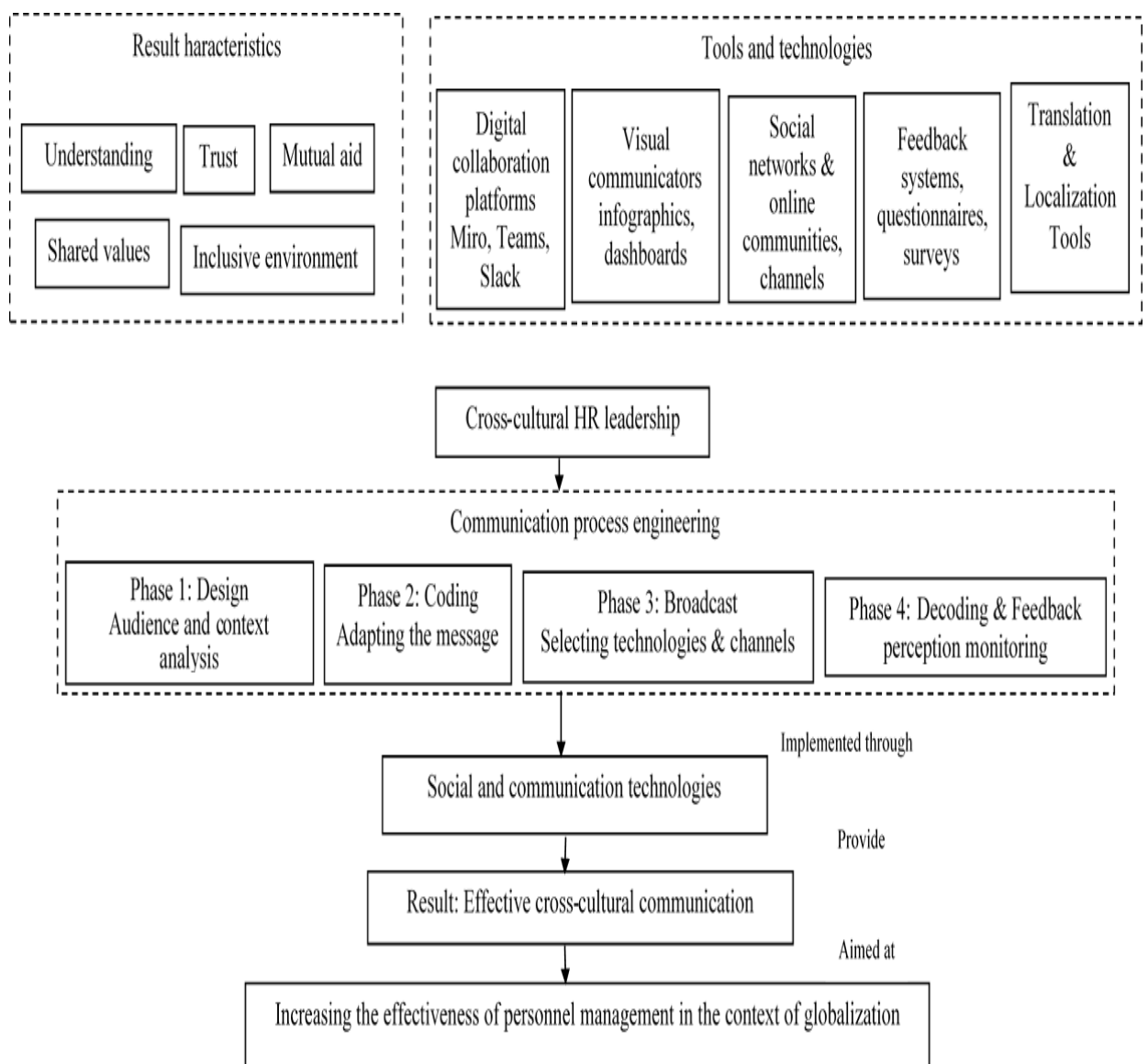


Fig. 1. Model of cross-cultural HR leadership based on communication process engineering

Thus, Fig. 1. represents a logical flow from the higher goal (HR leadership) through the central process (communication engineering) to specific tools (technologies) and final results. This scheme clearly demonstrates that cross-cultural leadership is not just personal qualities, but a structured process (engineering) that can be built, measured and improved with the help of modern technologies.

Implementing this model requires the HR leader to play the role of an architect of communication processes, not an administrator. For example, launching a new corporate project in an international team should include: creating a communication matrix that defines who receives what information, when, through which channel and in what format for each cultural group; using video instructions with subtitles in different languages instead of long text documents.

Creating separate chat rooms in Slack for informal discussion of the project, which helps reduce the power distance. Regularly conducting short online surveys to quickly collect feedback and identify misunderstandings. Effectiveness is assessed using a combination of quantitative and qualitative KPIs:

Quantitative: time between sending a message and its reading by the entire target audience; level of engagement (likes, comments, reactions); eNPS index; percentage of key indicator implementation after communication campaigns.

Qualitative: Results of focus groups, in-depth interviews, analysis of cases of successful/unsuccessful implementation of solutions in different branches.

Thus, the proposed model of communication process engineering based on social communication technologies allows transforming cross-cultural communication from a source of risks into a strategic resource of HR leadership. It provides a systematic approach to creating an inclusive environment where every employee, regardless of cultural background, has the opportunity to be heard, understood, and involved in achieving common goals.

Conclusions. The conducted research allows us to formulate the following conclusions, that cross-cultural HR leadership in modern conditions requires a transition from reactive communication management to proactive design. The proposed model of communication process engineering, which includes the phases

of design, coding, translation and evaluation, provides HR professionals with a systemic tool for overcoming cultural barriers and forming an inclusive environment. Social communication technologies act as a critical energizing component of this model, and not just an automation tool. The effectiveness of the entire communication cycle directly depends on the correct choice of technologies (digital collaboration platforms, analytics tools, feedback systems) taking into account the cultural characteristics of the audience. The Ukrainian context is characterized by hybridity, combining high-contextuality, hierarchy with the desire for European standards of openness and transparency. This requires the HR leader to have increased communicative sensitivity and the ability to adapt global practices to local realities, using technology to gradually change organizational culture. The effectiveness of communication process engineering can and should be measured. The combination of quantitative (speed of information dissemination, level of involvement, eNPS) and qualitative (in-depth interviews, case analysis) KPIs allows you to get a comprehensive picture and adjust the strategy in a timely manner.

The authors sees prospects for further research in the following areas:

- in-depth study of the impact of artificial intelligence (AI) on cross-cultural communication. Research on the capabilities of AI for real-time analysis of the cultural context of messages, automated content adaptation, and detection of micro-conflicts in intercultural teams before they escalate;

- development of detailed practical cases and generalization of best practices of implementing the communication process engineering model in specific sectors of the Ukrainian economy (IT, agricultural sector, logistics), which have a high share of international interaction;

- research of communication strategies during deep organizational changes (M&A, relocation, business model transformation) precisely in a cross-cultural environment, with an emphasis on the role of technology in overcoming resistance and maintaining trust;

- analysis of the ethical aspects of the use of social and communication technologies, in particular the issues of personal data protection, manipulation of

public opinion within the team and the risks of digital inequality among employees with different levels of technological competence.

Thus, the presented work does not close the issue, but opens up new directions for scientific research, the relevance of which will only grow in the context of deepening globalization processes and digitalization of society.

REFERENCES

1. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill. 576 p.
2. Andriienko, O. O. (2020). *Upravlinska komunikatsiia: teoriia ta praktyka* [Management communication: theory and practice]. Vyd. dim «Osvita Ukrainy». 280 p.
3. Kohan, M. S. (2021). *Komunikatsiia v upravlinni* [Communication in management]. Vyd. KhNEU. 315 p.
4. Sivertzen, A. M., Nilsen, E. R., & Olafsen, A. H. (2013). Employer branding: Employer attractiveness and the use of social media. *Journal of Product & Brand Management*, vol. 22 (7), pp. 473-483. Available at: https://www.researchgate.net/publication/262909730_Employer_branding_Employer_attractiveness_and_the_use_of_social_media: (accessed August 27, 2025).
5. Phillips, P. P., Phillips, J. J., & Pulliam, L. F. (2016). *Measuring the Success of Employee Engagement: A Step-by-Step Guide for Measuring Impact and Calculating ROI*. ASTD Press. 224 p.
6. Vasylenko, K., & Shutiak, I. (2023). Komunikatyvni bariery v profesiinomu spilkuvanni ta shliakhy yikh podolannia [Communicative barriers in professional communication and ways to overcome them]. *Grail of Science*, vol. 26, pp. 442-446. DOI: <https://doi.org/10.36074/grail-of-science.14.04.2023.079> (accessed August 27, 2025).
7. Lytyvnenko, V. I. (2017). *Kultura dilovoho spilkuvannia* [Culture of business communication]. Tsentr uchbovoi literatury. 240 p.

8. Kostiuk, O. V. (2018). *Etyka ta psykholohiia dilovoi komunikatsii* [Ethics and psychology of business communication]. «Mahholiia 2006». 192 p.
9. Kovalenko, O. V., & Martynets, M. M. (2023). Teoretyko-metodolohichni aspekty komunikatsiinoho menedzhmentu [Theoretical and methodological aspects of communication management]. *Mizhnarodnyi naukovyi zhurnal «Internauka». Serii: «Ekonomichni nauky»*, vol. 5, pp. 231-237 Available at: <https://doi.org/10.25313/2520-2294-2023-5-8920> (accessed September 01, 2025).
10. Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. Cambridge University Press.
11. Lytvyn, O. M. (2022). Tsyfrova transformatsiia HR-komunikatsii: trendy ta vyklyky [Digital transformation of HR communication: trends and challenges]. *Ukrainskyi zhurnal z biznes-ekonomiky*, vol. 1(2), pp.45-52. Available at: <http://www.businesseconomy.org.ua/index.php/uk/arkhiv/13-2-2022> (accessed September 01, 2025).
12. Chernenko, N. I. (2022). Shtuchnyi intelekt v upravlinni personalom [Artificial intelligence in personnel management]. *Tavriyskyi naukovyi visnyk*, vol. 12, pp. 76-83 Available at: <https://doi.org/10.32851/2708-0366/2022.12.11> (accessed September 01, 2025).

СПИСОК ВИКОРИСТАНОЇ ЛІТЕРАТУРИ:

1. Hofstede, G., Hofstede, G. J., & Minkov, M. *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill. 2010. 576 p.
2. Андрієнко О. О. *Управлінська комунікація: теорія та практика* : монографія. Київ : Вид. дім «Освіта України», 2020. 280 с.
3. Коган М. С. *Комунікація в управлінні*: навч. посібник. Харків : Вид. ХНЕУ, 2021. 315 с.
4. Sivertzen, A. M., Nilsen, E. R., & Olafsen, A. H. (2013). Employer branding: Employer attractiveness and the use of social media. *Journal of Product & Brand Management*, 22 (7), pp. 473-483. URL:

https://www.researchgate.net/publication/262909730_Employer_branding_Employer_attractiveness_and_the_use_of_social_media (дата звернення: 27.08.2025).

5. Phillips, P. P., Phillips, J. J., & Pulliam, L. F. (2016). *Measuring the Success of Employee Engagement: A Step-by-Step Guide for Measuring Impact and Calculating ROI*. ASTD Press. 224 p.

6. Василенко К., Шутяк І. Комунікативні бар'єри в професійному спілкуванні та шляхи їх подолання. *Grail of Science*. 2023. № 26. С. 442–446. DOI: <https://doi.org/10.36074/grail-of-science.14.04.2023.079> (дата звернення: 27.08.2025).

7. Литвиненко В. І. Культура ділового спілкування: навч. посібник. Київ : Центр учбової літератури, 2017. 240 с.

8. Костюк О. В. Етика та психологія ділової комунікації. Львів : «Магнолія 2006», 2018. 192 с.

9. Коваленко О. В., Мартинець М. М. Теоретико-методологічні аспекти комунікаційного менеджменту *Міжнародний науковий журнал «Інтернаука»*. Серія: «Економічні науки». 2023. №5. URL: <https://doi.org/10.25313/2520-2294-2023-5-8920> (дата звернення: 01.09.2025).

10. Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. Cambridge University Press.

11. Литвин О. М. Цифрова трансформація HR-комунікації: тренди та виклики. *Український журнал з бізнес-економіки*. 2022. Т. 13, № 2. С. 45–52. <http://www.businesseconomy.org.ua/index.php/uk/arkhiv/13-2-2022> (дата звернення: 01.09.2025).

12. Черненко Н. І. Штучний інтелект в управлінні персоналом. *Таврійський науковий вісник*. 2022. № (12), С. 76-83. URL: <https://doi.org/10.32851/2708-0366/2022.12.11> (дата звернення: 01.09.2025).