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INTEGRATION OF ARTIFICIAL INTELLIGENCE IN INTERNATIONAL HUMAN RESOURCE MANAGEMENT STRATEGIES UNDER GLOBAL TALENT SHORTAGE

In the context of globalisation and rapid digital transformation, International Human Resource Management (IHRM) faces new challenges in integrating Artificial Intelligence (AI) and addressing the structural talent shortage.

IHRM has evolved from a focus on expatriation and compliance to the strategic management of global talent pools in a VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) world. In 2026, the main drivers of change are the rapid integration of AI, demographic shifts, and the global talent shortage.

According to Deloitte's 2026 Global Human Capital Trends 7 out of 10 business leaders consider speed and flexibility as the main competitive strategy for the next three years. At the same time, 59% of organisations choose a tech-focused approach to AI, which increases the risk of unrealistic expectations about return on investment by 1,6 times compared to human-centric models [1].

The global talent shortage remains critical. Manpower Group's 2026 Talent Shortage Survey shows that 72% of companies have difficulty finding suitable candidates. The most in-demand skills are now AI Model & Application Development (20%) and AI Literacy (19%). They emphasise the need to redesign work for effective human-AI collaboration and the importance of talent intelligence for building organisational resilience [2].

Main trends and challenges in IHRM reflect the growing integration of AI and global labour market pressures. The shift from "human + machine" to "human × machine" blurs the boundaries between employees and AI, requiring a redesign of work focused on cooperation rather than substitution. Organisations that embed AI into workflows and support continuous learning demonstrate greater adaptability, though this also creates "cultural debt" around trust, fairness, and authorship, particularly in multinational environments. At the same time, global talent shortages, especially in AI-related skills, intensify the need for large-scale upskilling and reskilling, as well as the expansion of flexible employment formats. Companies increasingly implement global talent strategies, such as offshoring and hybrid employment, while maintaining compliance across diverse legal systems. In

this context, HR is evolving into a strategic partner, responsible for talent orchestration through the integrated management of people, skills, and technologies to address global risks and demographic changes.

Ukraine's labour market reflects both global trends and specific wartime challenges. The workforce has shrunk by approximately 25% since 2021 due to migration, mobilisation, and casualties. Unemployment stands at around 15.5%, compared to pre-war levels of about 9-10%. Employers face critical shortages in construction, transport, energy, industry, and blue-collar professions. At the same time, 74% of companies in Kyiv report significant staff shortages. The IT sector remains a strong point and an important part of Ukraine's contribution to global talent pools. There are about 340,000 IT specialists in Ukraine, of whom roughly 245,000 works in the country. The number of AI/ML specialists reached 6100 in 2025, but the migration of experienced professionals creates a talent gap. Ukraine ranks 2nd in Eastern Europe in the number of AI companies and is actively developing its national AI strategy through 2030 [3].

Ukraine can become an attractive talent hub for MNCs through remote work, gig models, and IT outsourcing. Global trends in AI integration open opportunities for Ukrainian specialists in AI development and data analytics. To adapt successfully, the following steps are recommended:

- introduce large-scale upskilling and reskilling programmes in AI literacy and digital skills through partnerships between universities, government, and MNCs;

- use talent intelligence platforms for real-time skills mapping and global mobility of Ukrainian talent;

- reform the labour market to increase participation of women, veterans, and youth;

- adopt a human-centric AI approach: redesign jobs for human-AI collaboration and build a perpetual learning culture to reduce "cultural debt";

In 2026, success in International HRM depends not on the speed of automation, but on the ability to develop the "human edge" – adaptability, creativity, and good judgement – in symbiosis with artificial intelligence. For Ukraine, this means turning wartime challenges into opportunities by investing in AI skills, labour market reforms, and the integration of global talent. Organisations that can turn tensions into opportunities for dynamic talent orchestration will gain a sustainable competitive advantage in the global market.

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