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**Olha Bala**

Candidate of Economy Sciences,  
 Associate Professor of the Department  
 of Management and International  
 Business, Lviv Polytechnic National  
 University, Lviv, Ukraine;  
 e-mail: [drvel@ukr.net](mailto:drvel@ukr.net)  
 ORCID: [0000-0003-4972-0829](https://orcid.org/0000-0003-4972-0829)  
 (Corresponding author)

**Volodymyr Heletkanych**

Department of Management and  
 International Business, Lviv Polytechnic  
 National University, Lviv, Ukraine;  
 ORCID: [0009-0001-8187-840X](https://orcid.org/0009-0001-8187-840X)

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# FISCAL MANAGEMENT OF ENTERPRISE PERSONNEL IN THE CONTEXT OF DEVELOPING INTERNATIONAL ECONOMIC RELATIONS

## ABSTRACT

The aim of the study is to characterize the features of fiscal management of enterprise personnel in the context of developing international economic relations. The primary task set within this article is to identify the most optimal practices for implementing fiscal management of enterprise personnel under the increased influence of changes in the international economic environment. It has been determined that the development of international economic relations requires enterprises to adapt their personnel management with consideration of fiscal aspects. Fiscal management of personnel is characterized as a means of optimizing labour costs through the use of tax incentives, subsidies, and other financial instruments, which enhance competitiveness on the international level. It has been established that effective fiscal management ensures that enterprise activities comply with international standards, allowing them to avoid fines and other legal consequences. The role of fiscal management in optimizing the processes of employee relocation between company branches in different countries, ensuring the legality and financial benefit of such relocations, has been characterized. It has been established that proper management of fiscal aspects helps companies expand into new markets by ensuring the effective integration of local and foreign workers into the corporate culture. The necessity of implementing modern technologies and enhancing the qualifications of specialists to improve the fiscal management of personnel has been characterized. It has been proven that effective fiscal management of personnel contributes to optimizing tax obligations, increasing competitiveness, and ensuring the international integration of enterprises.

**Keywords:** fiscal aspect, fiscal management, personnel management, enterprises, international relations, economic relations

**JEL Classification:** E62

## INTRODUCTION

The development of international economic relations requires enterprises not only to adapt their products and services but also to adopt a special approach to personnel management considering fiscal aspects. Fiscal management of personnel allows enterprises to optimize labour costs, particularly through tax incentives, subsidies, and other financial instruments, which help reduce overall costs and enhance competitiveness at an international level. In today's globalized economy, companies often operate across multiple countries, each with its own fiscal and regulatory environments. Effective fiscal management ensures that multinational corporations can navigate these varied landscapes efficiently, optimizing costs and aligning with local regulations.

In the context of international relations, fiscal management includes ensuring personnel operations comply with international labour, tax, and social protection laws, which helps avoid fines and other legal consequences. Effective fiscal management contributes to creating attractive working conditions for highly qualified specialists from different countries, which is critically important for enterprises aiming to expand their presence in international markets. Fiscal management can be used to fund professional development and employee training programs, enhancing their productivity and innovativeness, which directly impacts enterprise growth. Fiscal management helps optimize the processes of moving employees between company branches in different countries, ensuring

the legality and financial benefit of such relocations. Proper management of fiscal aspects helps companies expand into new markets by ensuring the effective integration of local and foreign workers into the corporate culture. Thus, fiscal management of personnel is a key tool for companies seeking to adapt and thrive in the dynamic international economic environment. This not only promotes financial stability and company growth but also ensures a high level of corporate culture and responsibility. Therefore, the topic of the article is necessary and relevant today. The article begins with a detailed examination of contemporary research and literary works, based on which the research objective is defined. In the process of presenting the material, we provide justification for the main results, reinforced by the presentation of conclusions that have practical significance.

Managing personnel across various international jurisdictions offers opportunities to harness fiscal advantages through strategic deployment. By situating departments or key operations in countries with favourable fiscal policies—for instance, placing a tech development centre in India or a financial services hub in Luxembourg—companies can benefit from lower labour costs and tax incentives. This requires a robust understanding of visa regulations, local employment laws, and the economic stability of the host country to ensure sustainable operations. As companies expand their footprint in new markets, compliance with local and international fiscal regulations becomes critical. This involves not only adhering to tax laws but also aligning with international labour standards and ethical business practices. The complexity increases as firms must deal with multiple tax authorities and regulatory bodies, making it essential to invest in local legal expertise and establish strong compliance programs. Additionally, enterprises must monitor ongoing trade agreements and economic partnerships that could affect their operations, such as changes in tariffs, trade barriers, and economic sanctions. International markets are susceptible to economic fluctuations, political instability, and financial crises, which can impact the fiscal management of personnel. Enterprises must develop risk management strategies that include diversifying their geographic presence to mitigate potential impacts from any single market. For example, while European markets may offer stability, emerging markets provide growth opportunities but with higher risk. Balancing this requires careful financial planning and scenario analysis to anticipate and manage potential economic downturns that could affect payroll and operational costs.

## LITERATURE REVIEW

Fiscal management within enterprises plays a pivotal role in ensuring organizational sustainability, especially in the dynamic landscape of developing international economic relations. Effective fiscal strategies not only safeguard the financial health of an enterprise but also enhance its competitive edge in the global market. This literature review examines key scholarly contributions that explore various facets of fiscal management, organizational support, and public financial management, providing a comprehensive understanding of their implications for enterprise personnel management in an international context.

Khalina et al. (2019) delve into the formation of organizational support mechanisms crucial for managing the economic security of engineering enterprises. Their study underscores the importance of methodological and practical approaches in establishing robust fiscal frameworks that protect enterprises from economic volatility. By emphasizing the integration of organizational support systems, the authors highlight how enterprises can better manage financial risks and ensure stability, which is particularly relevant in the context of international economic relations where market fluctuations are more pronounced. Ossowski and Halland (2016) provide a comprehensive analysis of fiscal management practices in resource-rich countries, offering essential insights for economists, public finance professionals, and policymakers. Their work elucidates the unique challenges and opportunities faced by enterprises operating in environments abundant in natural resources. This is particularly pertinent for enterprises engaged in international trade, as effective fiscal management in resource-rich settings can significantly influence global economic interactions and competitiveness. Allen and Vani (2013) focus on the financial management and oversight of state-owned enterprises (SOEs). They argue that SOEs require specialized fiscal management strategies to balance public accountability with operational efficiency. In the realm of international economic relations, SOEs often engage in cross-border investments and partnerships, necessitating sophisticated fiscal oversight to navigate diverse regulatory landscapes and financial risks. Their insights contribute to understanding how SOEs can optimize fiscal practices to support their international endeavors. Corbacho and Ter-Minassian (2013) explore the requirements for effective public financial management (PFM) in implementing fiscal rules. Their research emphasizes the importance of transparent and accountable fiscal policies in maintaining economic stability. In the context of international economic relations, adherence to fiscal rules can enhance an enterprise's credibility and reliability, fostering trust among international partners and investors. Their findings suggest that robust PFM frameworks are essential for enterprises aiming to expand their operations globally while maintaining fiscal discipline. Eckardt, Sarsenov, and Thomas (2012) examine the fiscal management of natural resource revenues in developing countries, providing practical guidelines

for designing fiscal rules in settings lacking the institutional sophistication of countries like Norway. Their work is instrumental for enterprises operating in developing economies, where effective fiscal management of natural resources can drive sustainable growth and facilitate international trade. By offering strategies to manage resource revenues prudently, the authors contribute to the broader discourse on fiscal sustainability and economic resilience in the global marketplace. Khalina et al. (2019) emphasize the significance of organizational support in managing the economic security of engineering enterprises. They propose methodological and practical approaches to establish robust fiscal frameworks that mitigate financial risks and ensure stability. Pająk (2012) further complements this by highlighting the role of personnel audits in enhancing fiscal accountability and optimizing human resources, which are essential for maintaining economic security in dynamic international markets.

Ossowski and Halland (2016) examine fiscal management practices in resource-rich countries, offering insights into the unique challenges and opportunities these enterprises face. Similarly, Allen and Vani (2013) focus on the financial management of state-owned enterprises (SOEs), advocating for specialized fiscal strategies that balance public accountability with operational efficiency. Eckardt, Sarsenov, and Thomas (2012) extend this discussion by exploring fiscal management of natural resource revenues in developing countries, providing guidelines for designing effective fiscal rules in less institutionalized settings. Corbacho and Ter-Minassian (2013) investigate the requirements for implementing fiscal rules within public financial management (PFM) frameworks. They argue that transparent and accountable fiscal policies are essential for economic stability, particularly in the context of international economic relations. Bova, Carcenac, and Guerguil (2014) further explore how fiscal rules can mitigate the procyclicality of fiscal policy in developing countries, thereby enhancing economic resilience and fostering a conducive environment for international trade and investment. Anzuini, Rossi, and Tommasino (2020) analyze the impact of fiscal policy uncertainty on the business cycle in Italy, demonstrating how unpredictable fiscal environments can affect enterprise decision-making and performance. Rutkauskas (2013) integrates the management of migration, employment, fiscal policy, and public debt, highlighting the interconnectedness of these factors in shaping enterprise strategies within international contexts.

## AIMS AND OBJECTIVES

The aim of the study is to characterize the features of fiscal management of enterprise personnel in the context of developing international economic relations. The primary task set within this article is to identify the most optimal practices for implementing fiscal management of enterprise personnel under the increased influence of changes in the international economic environment.

## METHODS

The primary research method used in this study is the method of analysis and synthesis of information. This approach allows for a comprehensive examination of existing literature, data, and case studies related to the fiscal management of personnel in the context of international economic relations. Through this method, the study aims to integrate relevant findings and draw conclusions that reflect both theoretical insights and practical applications.

## RESULTS

Global operations require that businesses grasp the distinct fiscal environments across various countries. This includes not only understanding the range of tax obligations—like income, corporate, and value-added taxes—but also recognizing opportunities for fiscal efficiency. For example, countries within the European Union may provide harmonized regulations but still differ significantly in their local tax rates and incentives. Enterprises need to capitalize on these differences, situating aspects of their operations in locales that optimize their fiscal outcomes, such as research and development in countries that offer tax credits for innovation. As companies extend their operations globally, they face a labyrinth of regulatory frameworks. It's imperative for these companies to not only comply with the tax and labour laws of each country they operate in but to also keep abreast of international agreements and treaties that affect labour mobility, such as those governing expatriate taxation and social security agreements. Effective compliance reduces legal risks and facilitates smoother international operations. Strategic alignment of business goals with fiscal management practices ensures that operational decisions are made with a clear understanding of their tax implications and benefits. Embracing technology is critical in managing the complexities of international fiscal administration effectively. Automated payroll systems, sophisticated tax software, and integrated financial management systems can handle diverse regulatory requirements efficiently, reducing the risk of compliance errors. Moreover, artificial intelligence and data analytics can be used to predict fiscal

outcomes under various scenarios, aiding in strategic planning and decision-making. Understanding local fiscal landscapes goes beyond mere compliance; it requires insights that can often only be gained through local expertise. Multinational enterprises benefit significantly from investing in local talent who understand the nuances of the region's fiscal environment. This local expertise can guide strategic decisions, from entering new markets to restructuring operations, in a way that aligns with both local practices and global objectives.

Enterprise personnel management is a complex process that encompasses all aspects of interactions between an organization and its employees. It includes planning for staffing needs, recruiting, selection, training and development of personnel, performance evaluation, and motivation, as well as managing career development and workplace relations. The primary goal of personnel management is to provide the enterprise with qualified, motivated, and efficient employees, which will allow it to achieve the strategic goals of the organization. This also includes creating a work environment that promotes increased labour productivity, innovation, and job satisfaction.

In the context of international relations, fiscal management involves ensuring that personnel operations comply with international laws on labour, taxes, and social protection, which helps to avoid fines and other legal consequences. Effective fiscal management fosters the creation of attractive working conditions for highly qualified specialists from different countries, which is critically important for enterprises seeking to expand their presence in international markets. Fiscal management can be used to fund professional development and employee training programs, enhancing their productivity and innovativeness, which directly affects the growth of the enterprise.

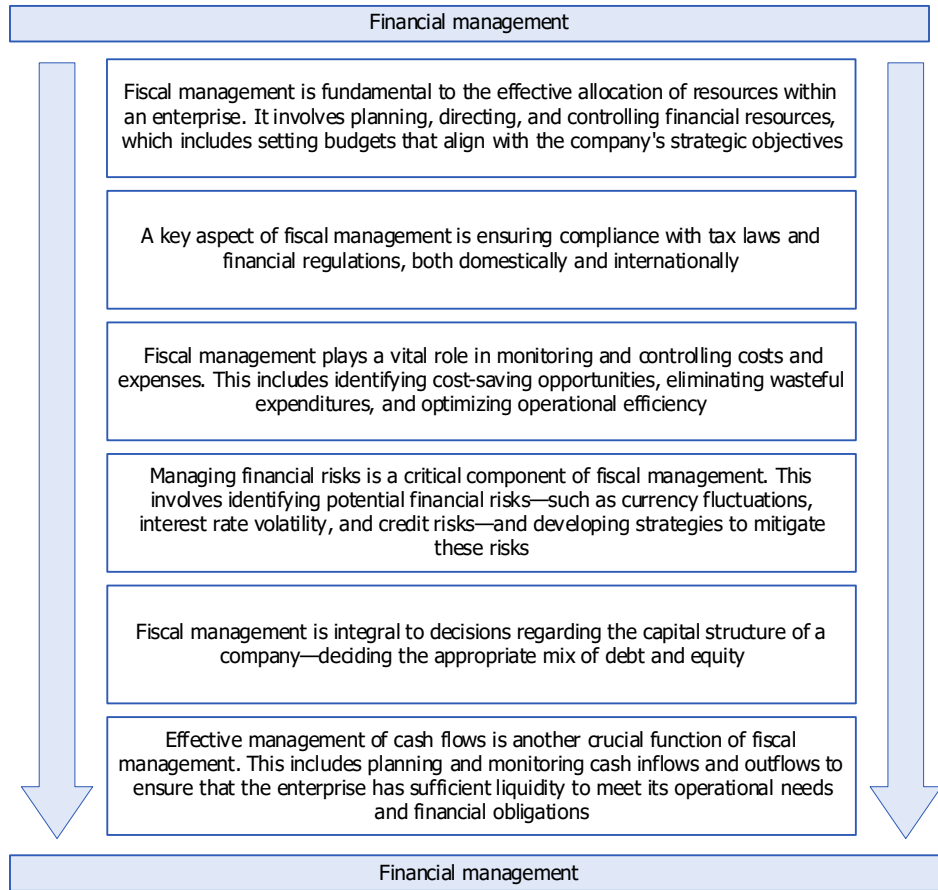
The specifics of the fiscal burden in different European countries are presented in Table 1.

Country	Characteristics
Scandinavian Countries (Sweden, Denmark, Norway, Finland)	These countries typically have some of the highest personal income tax rates in the world. For example, Denmark's top marginal tax rate can exceed 55%. The high taxes fund extensive social welfare programs including health care, education, and pensions.
Southern European Countries (Italy, Spain, Portugal, Greece)	These countries typically impose high Value Added Tax (VAT) rates, often above 20%. These nations have struggled with high levels of public debt, influencing fiscal policies and tax rates.
Eastern European Countries (Poland, Hungary, Czech Republic)	Generally, these countries have lower personal and corporate tax rates to stimulate economic growth. Many offer incentives to attract foreign direct investments, impacting the overall fiscal burden.

Effective fiscal management of enterprise personnel requires adaptation to the local tax regimes where the enterprise operates. For multinational corporations (MNCs) active in high-tax jurisdictions like Scandinavia, the cost of labour is significantly higher due to elevated income taxes and extensive social security contributions. These MNCs must strategically manage their payroll to maintain competitiveness while ensuring compliance with local tax laws. This might involve employing strategies such as gross-up salary agreements to cover the high taxes, thus making positions more attractive to potential employees and retaining talent. In regions like Southern Europe, where countries may face economic instability and high public debt, enterprises must navigate fiscal management challenges such as fluctuating tax rates and regulatory changes. The high VAT and corporate taxes can impact the cost structure of maintaining personnel. Businesses need to be agile, adjusting their fiscal strategies in response to local economic conditions to manage costs effectively. Additionally, anticipating potential fiscal reforms as a response to economic recovery plans or bailouts from international bodies like the EU or IMF is essential for long-term fiscal planning. Countries like Ireland offer a strategic advantage with their low corporate tax rates, making them attractive locations for establishing headquarters or key operations. Enterprises can leverage these favourable tax conditions by basing significant portions of their personnel in these jurisdictions, potentially reducing the overall fiscal burden. However, this requires careful management to ensure that such arrangements are compliant with international tax laws, particularly in light of increasing scrutiny on tax avoidance strategies by entities like the OECD.

The strategic allocation of personnel across different countries can optimize fiscal advantages while aligning with business goals. This involves international human resource management strategies that consider the cost of living, tax implications, and talent availability in different regions. For instance, deploying research and development teams in countries with tax incentives for innovation, or locating customer service centres in regions with lower labour costs but adequate infrastructure, can be part of a broader strategy to manage fiscal burdens efficiently while fostering growth in international markets.

The place of fiscal management in the financial management system is presented in Figure 1.



**Figure1. The place of fiscal management in financial management.**

Fiscal management helps optimize the processes of moving employees between company branches in different countries, ensuring the legality and financial benefit of such relocations. Proper management of fiscal aspects helps companies expand into new markets by ensuring the effective integration of local and foreign workers into the corporate culture (Table 2).

**Table 2. The essence and content of the fiscal management of the company's personnel.**

<b>Optimization of tax expenses</b>	<b>Compliance with tax legislation</b>
Fiscal personnel management is aimed at minimizing the tax burden on both the company and the employees. This includes analyzing and implementing tax benefits, choosing the right tax system for benefits, and effectively managing benefits such as wages, bonuses and benefits to reduce overall tax liability	One of the main tasks of fiscal personnel management is to ensure compliance with all requirements of tax legislation. This involves the timely and correct calculation of taxes and fees, as well as the submission of reports to the tax authorities. Failure to comply with these requirements may result in fines, sanctions and damage to the company's reputation
<b>Fiscal planning and forecasting</b>	<b>Motivation and compensation strategies</b>
Fiscal personnel management includes long-term planning of tax liabilities, in particular, forecasting the impact of changes in tax legislation on the company's expenses. This allows the enterprise to respond to possible tax changes in advance and adapt its financial strategy, which contributes to the stability and efficiency of personnel management	Fiscal personnel management also concerns the development and implementation of incentive programs and compensation packages that take into account tax aspects. This may include, for example, the introduction of additional social benefits or stock options that allow employees to earn more after taxes, thereby increasing their satisfaction and loyalty to the company

Fiscal management of enterprise personnel, especially in the context of expanding international economic relations, is a sophisticated endeavour that involves the strategic alignment of various fiscal practices with the broader goals of international business development. This aspect of management is critical as enterprises look to not only optimize operational costs but also navigate the complexities of international tax laws, labour regulations, and economic policies that differ significantly from one country to another. Firstly, fiscal management in international contexts requires a thorough understanding of local and international tax obligations. Enterprises must manage payroll taxes, ensure compliance with taxation

laws in multiple jurisdictions, and take advantage of fiscal incentives offered by different countries to attract foreign businesses. This often involves strategic planning around the location of business units and the distribution of human resources across various regions to optimize tax liabilities and benefits. Effective fiscal strategies enable companies to reduce their overall tax burden while ensuring compliance with the laws in every country they operate in. Secondly, the management of personnel in a multinational setting involves adapting HR policies to fit the legal and cultural norms of each country. This includes everything from structuring employee compensation and benefits to meeting the minimum wage requirements and adhering to local labour laws. International economic relations often complicate these matters as they may involve multi-country agreements that affect employment standards, social security arrangements, and employee rights. Strategic fiscal management ensures that these factors are harmonized in a way that supports the company's operational and strategic goals while fostering a productive, compliant workforce (Table 3).

**Table 3. The four main elements of fiscal management of enterprise personnel in the context of developing international economic relations.**

Tax Compliance and Optimization	Cross-Border Employee Mobility
This element involves ensuring that the enterprise complies with the diverse tax laws of different countries where it operates. Proper fiscal management helps businesses take advantage of tax incentives, exemptions, and other fiscal benefits available in certain jurisdictions, while also minimizing tax liabilities across various regions. Strategic planning in tax obligations helps reduce financial risks and ensures legal compliance, which is vital for the smooth functioning of international operations	Cross-border employee mobility refers to the fiscal aspects of relocating employees between different countries or company branches. Fiscal management helps in planning and executing these relocations efficiently by ensuring compliance with international labour laws, tax regulations, and financial benefits for both the employee and the company. Proper management of these fiscal aspects also ensures that the enterprise can capitalize on the benefits of global talent mobility, fostering international growth and innovation
Cost Management of Personnel	Regulatory Adherence
Managing the costs associated with personnel, such as wages, benefits, and social security contributions, is crucial in international enterprises. Companies must navigate different compensation structures while ensuring efficiency and competitiveness. Fiscal management aids in optimizing these costs, allowing enterprises to balance between competitive employee compensation packages and maintaining financial sustainability, which is particularly important in regions with high labour costs	In the international business environment, regulatory adherence involves compliance with local labour laws, social protection policies, and employment regulations across multiple jurisdictions. This includes meeting minimum wage requirements, benefits packages, and health and safety standards in each country. Effective fiscal management ensures that enterprises can harmonize their policies to meet these regulatory requirements while optimizing costs and minimizing legal risks

Thus, fiscal management of personnel is a key tool for companies seeking to adapt and thrive in the dynamic international economic environment. This not only promotes financial stability and growth of the enterprise but also ensures a high level of corporate culture and responsibility. Let's identify the most optimal practices for implementing fiscal management of enterprise personnel under the increased influence of changes in the international economic environment:

1. Implement flexible budgeting practices that can adapt to rapid changes in the economic environment. This includes regular reviews and adjustments to the budget to reflect changing conditions.
2. Enhance risk management strategies to cope with uncertainties in the international market. This involves identifying potential economic risks and developing contingency plans.
3. Invest in continuous employee training and development to adapt to new fiscal management tools and technologies. This ensures that the workforce is competent and responsive to changes.
4. Encourage diversification of revenue streams to reduce dependence on any single market or economic factor. This can buffer the enterprise against fluctuations in the international economic landscape.
5. Leverage advanced technologies for better financial forecasting and analysis. Technologies like AI and big data analytics can provide insights into market trends and help in making informed decisions.

Overall, effective fiscal management of enterprise personnel in the context of developing international economic relations requires a combination of strategic foresight, compliance rigour, and technological integration. By addressing these aspects, companies can navigate the complexities of international markets more smoothly, turning fiscal challenges into opportunities for growth and stability. For companies with personnel stationed internationally, managing the tax burden of these employees is a significant concern. Tax equalization policies are often implemented to ensure that employees working abroad are no worse off tax-wise than if they had remained in their home country. Such policies are complex but critical for attracting and retaining top international talent. Additionally, implementing tax protection strategies can safeguard employees from potential tax hikes in foreign jurisdictions, thus maintaining morale and stability within the workforce. With the global push towards greater corporate transparency, particularly in fiscal matters, enterprises must ensure that their fiscal management practices are beyond reproach. This involves clear documentation of all fiscal transactions

and adherence to international accounting standards. Transparency not only facilitates easier compliance with global tax regulations but also builds trust with stakeholders, including employees, governments, and investors. Long-term financial planning and forecasting are crucial in managing the fiscal aspects of enterprise personnel across multiple jurisdictions. This planning includes budgeting for potential tax liabilities, understanding the timing of tax payments, and anticipating changes in fiscal legislation. Effective forecasting helps companies avoid financial surprises and plan for future growth. Techniques such as scenario planning and sensitivity analysis can be instrumental in understanding how different economic conditions might impact the fiscal health of the organization.

## DISCUSSION

The study highlights the use of tax incentives, subsidies, and other financial instruments as pivotal in optimizing labor costs, thereby enhancing international competitiveness. This aligns with Bacher and Brulhart (2013), who demonstrate that progressive taxation can influence firm births by affecting the cost structures and investment decisions of enterprises. Similarly, Lobonț et al. (2023) affirm that well-designed fiscal policies stimulate entrepreneurial activities, which is crucial for enterprises seeking to expand internationally. Furthermore, Martinez-Rodriguez et al. (2020) explore how economic drivers, including fiscal policies, influence entrepreneurship during different business cycle phases. The study's emphasis on fiscal management as a tool for optimizing labor costs resonates with their findings, suggesting that fiscal stability and incentives are essential for sustaining business operations and growth in varying economic conditions. The necessity for enterprises to comply with international standards to avoid fines and legal repercussions is a critical finding of the study. Corbacho and Ter-Minassian (2013) discuss the implementation of fiscal rules within public financial management frameworks to ensure transparency and accountability. Their research underscores the importance of adhering to established fiscal policies to maintain economic stability, which parallels the study's assertion that compliance is vital for international operations. Moreover, Allen and Vani (2013) emphasize the need for specialized fiscal management in state-owned enterprises to balance public accountability with operational efficiency. This balance is particularly relevant for enterprises engaged in international economic relations, where adherence to diverse regulatory landscapes is imperative to avoid legal complications and ensure smooth cross-border operations.

The study identifies fiscal management as instrumental in optimizing employee relocation between international branches, ensuring both legality and financial benefits. Rutkauskas (2013) explores the integrated management of migration, employment, fiscal policy, and public debt, highlighting the interconnectedness of these factors in shaping enterprise strategies. This comprehensive approach aligns with the study's focus on managing fiscal aspects to facilitate effective employee relocation and integration into diverse corporate cultures. Additionally, Pająk (2012) discusses the role of personnel audits in enhancing fiscal accountability and optimizing human resources. Effective fiscal management of personnel, as presented in the study, supports the optimization of labor costs and ensures that employee movements across borders are financially viable and compliant with local regulations. The necessity of implementing modern technologies and enhancing specialist qualifications to improve fiscal management is another key finding. Kaklauskas et al. (2004) delve into knowledge management and decision-making, emphasizing the role of technological advancements in optimizing economic processes. The study's focus on leveraging technology to enhance fiscal management practices is consistent with their assertion that technological integration is essential for effective decision-making and operational efficiency. Melnyk et al. (2020) further support this by examining anti-crisis personnel management strategies that ensure the economic security of enterprises. Enhancing specialist qualifications and adopting modern fiscal technologies are critical for developing resilient fiscal management systems capable of navigating international economic challenges.

Anzuini et al. (2020) analyze the impact of fiscal policy uncertainty on business cycles, demonstrating how unpredictable fiscal environments can affect enterprise decision-making and performance. The study's identification of fiscal management as a means to optimize tax obligations and enhance competitiveness aligns with the need to mitigate the adverse effects of fiscal uncertainty. Effective fiscal strategies can provide stability and predictability, enabling enterprises to make informed decisions even amidst fluctuating international economic conditions. Baranowski et al. (2016) also explore the effectiveness of fiscal policy over business cycles, particularly in Central and Eastern European (CEE) countries. Their findings suggest that well-crafted fiscal policies can enhance economic resilience, a notion that corroborates the study's emphasis on fiscal management as a tool for sustaining enterprise competitiveness during economic fluctuations.

Slavinskaitė (2017) investigates the relationship between fiscal decentralization and economic growth in selected European countries. The study underscores that decentralized fiscal policies can lead to more efficient resource allocation and foster regional economic development. This perspective complements the study's focus on adapting fiscal management practices to international contexts, where decentralized approaches may facilitate more effective integration of local and foreign workers and support enterprise expansion into new markets. Lobonț et al. (2023) posit that fiscal policy is a significant

socio-economic driver for entrepreneurial activity within the European Union. The study's findings that effective fiscal management enhances competitiveness and supports international integration resonate with this assertion. By fostering an environment conducive to entrepreneurship, fiscal policies can drive innovation and economic growth, which are essential for enterprises operating on a global scale. Bhandari et al. (2017) explore fiscal policy and debt management in the context of incomplete markets, highlighting the importance of sustainable fiscal practices for long-term economic stability. Campeanu and Stoian (2010) also discuss fiscal policy reactions in assessing fiscal sustainability in Central and Eastern European countries. These studies underscore the necessity of prudent fiscal management to ensure that enterprises can sustain their operations and expand internationally without succumbing to excessive debt burdens or fiscal imbalances. Chlivickas et al. (2010) emphasize the strategic management aspects of human resources, highlighting the importance of aligning fiscal management with HR strategies to optimize workforce performance. The study's focus on fiscal management of personnel as a means to enhance competitiveness aligns with the strategic HR management approach, where fiscal policies are integral to attracting, retaining, and developing a skilled workforce essential for international success.

## CONCLUSIONS

In summary, it's important to note that fiscal management of enterprise personnel in international economic conditions is key to ensuring stability, efficiency, and competitiveness. This not only facilitates the optimization of costs and increases workforce productivity but also ensures adaptation to international regulatory requirements, effective management of tax obligations, and promotes international integration. The importance of this strategy grows in light of globalization and the increase in international operations, where companies must maintain a high level of internal coordination, engage international talents, and meet multicultural requirements. Fiscal management also helps strengthen social responsibility and corporate reputation on the international stage, which is an integral part of modern corporate identity. Therefore, developing and implementing effective fiscal management strategies for personnel is an important prerequisite for the successful activity of any enterprise operating at an international level. In the context of fiscal management of enterprise personnel in the conditions of developing international economic relations, the following research directions may prove particularly promising: investigating how bilateral and multilateral tax agreements affect compensation strategies and benefits for international employees, as well as the overall tax strategy of the enterprise. The prospects also include examining cutting-edge technologies such as artificial intelligence and blockchain in the context of their impact on fiscal management of personnel, including the automation of taxation processes and management of employment records.

Future research on fiscal management of enterprise personnel in the context of developing international economic relations could explore several dynamic and critical areas. Firstly, the adaptation to global tax regulations and the impact on compensation strategies for multinational corporations (MNCs) offers a rich field of study. Researchers could investigate how varying tax regimes across countries affect strategic decisions regarding personnel deployment, payroll structures, and benefits distribution. Such studies would help understand how MNCs navigate the complexities of international tax laws, optimize their fiscal responsibilities, and enhance their global competitiveness. This aspect of research is particularly pertinent as countries continually revise tax laws to attract foreign investment or combat tax avoidance, influencing corporate strategies around personnel management. Secondly, the integration of advanced technologies like artificial intelligence (AI) and blockchain into the fiscal management processes presents a promising area of research. AI can potentially revolutionize how enterprises forecast, plan, and manage financial resources in international settings, leading to more precise and efficient operations. On the other hand, blockchain offers opportunities for enhancing transparency and reducing fraud in international financial transactions, which could significantly impact payroll and personnel management systems. Exploring how these technologies can be harnessed to improve the accuracy of fiscal reporting and management across different jurisdictions would not only fill a significant research gap but also provide practical insights for international businesses aiming to streamline their operations and adhere to diverse fiscal regulations globally.

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## ADDITIONAL INFORMATION

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### AUTHOR CONTRIBUTIONS

*All authors have contributed equally.*

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## CONFLICT OF INTEREST

*The Authors declare that there is no conflict of interest.*

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Бала О., Гелетканич В.

## **ФІСКАЛЬНЕ УПРАВЛІННЯ ПЕРСОНАЛОМ ПІДПРИЄМСТВ В УМОВАХ РОЗВИТКУ МІЖНАРОДНИХ ЕКОНОМІЧНИХ ВІДНОСИН**

Метою дослідження є характеристика особливостей фіскального управління персоналом підприємства в умовах розвитку міжнародних економічних відносин. При цьому основним завданням, що ставиться в межах цієї статті, є визначення найбільш оптимальних практик здійснення фіскального управління персоналом підприємства в умовах посиленого впливу змін у міжнародному економічному просторі. Визначено, що розвиток міжнародних економічних відносин вимагає від підприємств адаптації управління персоналом з урахуванням фіскальних аспектів. Охарактеризовано фіскальне управління персоналом як засіб оптимізації витрат на робочу силу через використання податкових пільг, субсидій та інших фінансових інструментів, що підвищує конкурентоспроможність на міжнародному рівні. Установлено, що ефективне фіскальне управління забезпечує відповідність діяльності підприємства міжнародним стандартам, дозволяючи уникнути штрафів та інших правових наслідків. Також установлено, що належне управління фіскальними аспектами допомагає компаніям розширювати діяльність на нових ринках, забезпечуючи ефективну інтеграцію місцевих та іноземних працівників у корпоративну культуру. Охарактеризовано необхідність впровадження сучасних технологій і підвищення кваліфікації фахівців для покращення фіскального управління персоналом. Доведено, що ефективне фіскальне управління персоналом сприяє оптимізації податкових зобов'язань, підвищенню конкурентоспроможності та забезпеченню міжнародної інтеграції підприємств.

**Ключові слова:** фіскальний аспект, фіскальне управління, управління персоналом, підприємства, міжнародні відносини, економічні відносини

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