

## 5. Загальні проблеми інноваційного розвитку економіки в умовах євроінтеграції

Filatova M., Chaikovska M.  
Odessa I. I. Mechnikov National University,  
с. Odessa

### IMPACT OF MIGRATION PROCESSES ON THE FORMATION OF INTERCULTURAL TEAMS

**Relevance of research.** In the face of global challenges, the modern business environment encounters numerous demands, requiring flexibility and adaptability from every economic actor [1, 172]. Business operations are influenced by both internal and external factors. Among external factors, we can include political conflicts, economic instability, and natural processes, which simultaneously serve as primary causes of migration. Population migration can encompass the movement of individuals across international borders within their own country, and internal migration in the form of people relocating from one region to another within the country (often from rural to urban areas). These processes directly impact the micro-level operations of companies, particularly in terms of work organization and corporate culture, as well as at the macro-level, affecting the country's economy due to the outflow of skilled labor.

**Analysis of recent research and publications.** The study of migration processes is currently a subject of active research by both domestic and foreign scholars. Scholars like Sadchenko O., Chaikovska M., Semenкова M., as well as researchers such as Castles S., H. de Haas, and Miller M., have dedicated their scientific works to the topic of the impact of migration processes on society. Questions related to the development of intercultural teams under the influence of migration processes have been explored in the academic works of Lytvynenko K., Veshko O., Hofstede G., Trompenaars F., and others. Contemporary society is characterized by an intensification of migration processes, the blending of cultures, and the dynamics of intercultural conflicts. Therefore, this issue requires further theoretical and practical research.

**The purpose of the article.** The study focuses on the aspect of forming intercultural teams within businesses under the influence of migration processes.

**Presenting main material.** Migration is the result of geographical disparities in labor supply and demand. Wage (income) disparities between the departure and destination areas serve as signals for migration [2, p. 185]. Today, several types of migration can be identified, as presented in table 1.

Table 1

Primary types of migration	
Criterion	Types of migration
Direction	Internal migration – movement within one country. International migration – movement of people across international borders, between countries
Causes	Voluntary migration – the movement of individuals by personal choice with a specific purpose. Forced migration – the movement of individuals due to factors beyond their control.
Term	Permanent migration – the movement of individuals with the intention of establishing permanent residence. Temporary migration – the movement of individuals for a short-term period with the intention of returning to their home country. Seasonal migration – the movement of individuals based on seasonal purposes, such as work, leisure, and more

Source: developed by the author.

Analyzing the mentioned types of migration, it can be observed that migration processes are a complex and multifaceted phenomenon that significantly influences societal processes in the country, its

economy, politics, and more. Migration results in the blending of cultures, which is a prerequisite for creating intercultural teams in enterprises and new conditions for interaction among team members [3, p. 129].

Today, the process of migration is highly relevant for Ukrainians, not only due to the armed conflicts in Ukraine but also because of Ukrainians' desire for better and higher-paying job opportunities that match their qualifications and skills. Therefore, the reasons for Ukrainian citizens relocating to other countries can include political conflicts, unfavorable economic and humanitarian conditions, as well as limited opportunities for highly skilled professionals to realize their potential within the Ukrainian business environment. Thus, migration processes affect not only the Ukrainian economy but also the economies of the countries that host these displaced individuals.

Ukrainians become part of intercultural teams through adaptation to life abroad and engaging in professional activities in these new circumstances. Therefore, it is important to consider the countries to which Ukrainians migrate and the cultural specifics of these countries. In table 2, according to the State Border Guard Service data, citizens of Ukraine most frequently crossed the border with Poland, Romania, and Hungary.

Table 2

**The number of border crossings from February 24, 2022, to May 1, 2023,  
according to the State Border Guard Service of Ukraine**

Border segment	Total crossings	At the entry to Ukraine	At the exit from Ukraine	Migration balance
Poland	19 936 060	9 042 429	10 893 631	-1 851 202
Romania	4 469 787	2 105 445	2 364 342	-258 897
Hungary	4 405 629	2 142 325	2 263 304	-120 979
Moldova	3 259 835	1 494 669	1 765 166	-270 497
Slovakia	2 283 454	1 044 561	1 238 893	-194 332

Source: adapted by the author based on [4–5]

Based on the provided data, we can conclude that a significant number of Ukrainians continue to reside in Poland today and are actively developing professionally, even opening their businesses. Additionally, many Ukrainians have remained in Moldova and Romania, working under local company work conditions. Therefore, the issue of creating intercultural teams with Ukrainian cultural representatives is relevant and requires an understanding of the cultural specifics of each of these cultures.

It is considered that Poland has a more developed economy compared to Romania and Moldova, which often results in higher average wages in the Polish labor market. However, this mainly applies to the local population, which enjoys significant advantages in working conditions over individuals from other countries. As a result, intercultural teams operating in Poland may exhibit significant disparities in wage levels, working hours, and employee treatment. For Ukrainians, self-management and a commitment to continuous development can be essential factors in their effectiveness within such teams. Highly knowledgeable professionals are generally highly regarded in European companies, regardless of their attitude towards the local culture, as the contributions of these workers are essential to the national economies of these countries.

In terms of work conditions in Romania, wages in the labor market of this country are generally lower than in many European Union countries. However, a significant advantage is the relatively lower cost of living, allowing Ukrainian migrants to save money. Work conditions in Romania are more standardized, and the country has a limited number of job positions for foreigners. Consequently, Ukrainians, whose mentality tends to value freedom, may find it somewhat challenging to work under such conditions. To be effective in their work, they need to exhibit discipline, restraint, and respect for cultural differences.

In Moldova, there is often a significant outflow of skilled labor, leading to foreign workers frequently occupying substantial positions. This results in a highly multicultural work environment, and employees need to adapt to the specifics of interaction between various cultures simultaneously.

Today, scholars have varying viewpoints on the positive or negative impact of cultural blending and the formation of cross-cultural teams on business operation in the contemporary business environment. However, most support the idea that intercultural teams can function effectively and have a positive impact on company performance due to a well-established system of cross-cultural management. Consequently, the

synergistic effect of intercultural team activity can lead to improvements in an enterprise's innovation climate, the development of the staff's global competence, and easier adaptation to various markets.

**Conclusions.** Therefore, migration processes are actively developing worldwide, leading to the formation of intercultural teams with representatives from different regions of the world. Migration introduces various cultural, social, and linguistic aspects that need to be considered in the work organization process. The functioning of these teams can lead to increased work performance, as the perspectives and experiences of intercultural team members are the foundation of effective and more creative problem-solving. Thus, the phenomenon of intercultural team functioning can be viewed as a way to advance modern enterprises and create conditions for innovation.

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