



e-ISSN 3041-2498

# Public Management and Policy

<https://www.eu-scientists.com/index.php/pmap>



## Comparison of the American and Eastern European Models of HR Management in the Recreational Business Environment

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### ARTICLE INFO

#### Research Article

#### DOI:

[10.70651/3041-2498/2026.5.23](https://doi.org/10.70651/3041-2498/2026.5.23)

#### Received:

12 April 2026

#### Accepted:

13 May 2026

#### Published online:

15 May 2026

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### ABSTRACT

The article examines the content of American and Eastern European models of HR management in the recreational business environment. The importance of effective HR management as the main factor in ensuring competitiveness in market conditions and improving the quality of recreational services is substantiated. The characteristics and criteria for the functioning of the studied models are considered, as well as their differences due to historical, institutional and cultural features of development. It is established that the American model of HR management is based on individualism, orientation towards achieving high results, constant improvement of professional competencies of employees, personal responsibility, and the use of flexible motivation mechanisms. The features of the Eastern European model of HR management are determined, which is characterized by the integration of traditional principles of personnel work with creative practices of social development and appropriate working conditions, the formation of human capital and the adaptation of personnel policy to dynamic changes in the external environment. The practical significance of the research is the possibility of using these results to improve HR management systems in recreational organizations. The application of the above advantages of both models can contribute to more effective development of human potential, improving the quality of recreational services and strengthening competitiveness.



### KEYWORDS

HR management, recreational business, American model, Eastern European model, human capital.



## Порівняння американської і східноєвропейської моделей HR-менеджменту у середовищі рекреаційного бізнесу

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| СТАТТЯ                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | АНОТАЦІЯ                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| <p><b>Дослідницька</b></p> <p><b>DOI:</b><br/><a href="https://doi.org/10.70651/3041-2498/2026.5.23">10.70651/3041-2498/2026.5.23</a></p> <p><b>Отримана:</b><br/>12.04.2026 р.</p> <p><b>Прийнята:</b><br/>13.05.2026 р.</p> <p><b>Опублікована:</b><br/>15.05.2026 р.</p> <p><b>Авторське право</b><br/>© 2026 авторів</p>  <p>Цей твір ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0).</p>  | <p>У статті досліджено зміст американської і східноєвропейської моделей HR-менеджменту в середовищі рекреаційного бізнесу. Обґрунтовано значення ефективного HR-менеджменту як головного чинника забезпечення конкурентоспроможності в умовах ринкових відносин та підвищення якості рекреаційних послуг. Розглянуто характеристики та критерії функціонування досліджуваних моделей, їхні відмінності, зумовлені історичними, інституційними та культурними особливостями розвитку. Встановлено, що американська модель HR-менеджменту ґрунтується на індивідуалізмі, орієнтації на досягнення високих результатів, постійному вдосконаленні професійних компетентностей працівників, персональній відповідальності, застосуванні гнучких механізмів мотивації. Визначено особливості східноєвропейської моделі HR-менеджменту, яка характеризується інтеграцією традиційних принципів кадрової роботи із креативними практиками соціального розвитку та відповідними умовами праці, формуванням людського капіталу та адаптацією кадрової політики до динамічних змін зовнішнього середовища. Практична значущість проведеного дослідження полягає у можливості використання цих результатів для вдосконалення систем HR-менеджменту в рекреаційних організаціях. Застосування наведених переваг обох моделей може сприяти ефективнішому розвитку людського потенціалу, підвищенню якості надання рекреаційних послуг і зміцненню конкурентоздатності.</p> <p><b>КЛЮЧОВІ СЛОВА</b></p> <p>HR-менеджмент, рекреаційний бізнес, американська модель, східноєвропейська модель, людський капітал.</p> |

## 1. Introduction

The intensification of transformation processes accompanying the development of the economy in the context of the fourth industrial revolution leads to the transition to an innovative model of economic development and the formation of new strategic priorities both at the macroeconomic level and at the level of individual organizations that act as independent system-forming economic entities. These changes determine the need to adapt the system of strategic management of organizations to the dynamically changing conditions of the external and internal environment. In modern conditions, effective HR management is of key importance, which acts as one of the determining factors in ensuring sustainable development and increasing the competitiveness of organizations.

In this regard, the role of the employee in the functioning of the organization increases its value. Previously, the personnel of the organization was mainly considered as a production resource. However, today an employee, especially a successful manager, is recognized as one of the most important strategic assets that can ensure innovative development and profitability of the organization.

A recreational organization integrates the processes of recruitment, adaptation, training, motivation, evaluation and retention of personnel into a single human resources management system. The peculiarities of the functioning of the recreational business are that the quality of the final product is largely determined by the level of interaction of employees with customers and their contribution to the creation of consumer value of services. That is why human capital is considered as one of the most important strategic resources, the effectiveness of which depends on the competitiveness of the organization. The most valuable thing is its ability to provide a high level of service and successfully adapt to dynamic changes in the market environment. Therefore, the above confirms the relevance of conducting research in this direction.

## 2. Literature Review

The art of human resource management is widely covered in the fundamental works of the authors [2; 5; 17; 23]. For an HR specialist in research [1; 11; 13; 14], the list of necessary competencies and ways of their formation are substantiated. In addition, a number of scientists [4; 9; 16; 24] have provided meaningful recommendations on human resources management in various sectors of the economy. Sources [6; 7; 15; 22] describe entrepreneurial relationships and processes of effective business in a market economy, but there is a limited number of scientific developments on recreational business. In our previous publications, various aspects of the functioning of the recreational industry were defined [18–21]. This paper attempts to compare the American and Eastern European models of HR management in the recreational business environment.

## 3. Problem Statement

The purpose of the study is to comprehensively study, compare and determine the advantages of the American and Eastern European models of HR management in the recreational business environment.

## 4. Methods and Materials

The methodology of this study consists of general scientific and special methods of cognition, as well as systemic, comparative, structural-functional and integrated approaches. Their use made it possible to substantiate the features of the formation and functioning of HR management systems in the recreational business environment. The study is based on the principles of comparative analysis of the American and Eastern European models of HR management with further synthesis and generalization of their conceptual foundations, motivation tools, approaches to human capital development and features of managerial culture. Determining the advantages and limitations of the studied HR management models provides additional opportunities for the management of recreational organizations to systematically improve business processes in this area.

## 5. Results and Discussion

The recreational business environment has been increasingly spreading in recent decades. The development of digital technologies contributes to the improvement of recreational organizations. This changes the requirements for the functional responsibilities of personnel and their management systems. Because of this, HR management mechanisms that can ensure the effective functioning of recreational organizations need to be detailed and develop recommendations for systematic use.

Taking into account these trends, each organization needs qualified personnel in its asset. Finding employees who have the optimal list of professional competencies for the recreational business environment requires time and money. Therefore, the preservation of the already existing personnel reserve is the art of a responsible manager. In this regard, the organization's HR management system should be based on a proactive strategic approach. This involves systematic forecasting of possible development scenarios and timely identification of risk factors in order to minimize the negative impact on business processes.

The introduction of a proactive approach to HR management in the recreational business environment requires the use of innovative actions. In the recreational business, it is the personnel that largely determines the quality of the services provided, which forms the competitive advantages of the organization. Under such conditions, the management of organizations must ensure continuous professional improvement of employees, the formation of a talent pool, the integration of innovative HR tools and the development of an organizational culture that can quickly adapt to the updated operating conditions.

**Table 1. Characteristics of the American and Eastern European Models of HR Management in the Recreational Business Environment**

|                                | HR Management Model                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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|                                | American                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Eastern European                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Leitmotif</b>               | pronounced individualism                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Social development and comfortable working conditions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Control characteristics</b> | <ul style="list-style-type: none"> <li>- initiative, professional mobility of personnel and competitive environment, which stimulate the development of competencies of recreational business employees;</li> <li>- employees' desire for leadership, professional growth and high individual results;</li> <li>- encouragement of personnel in accordance with individual contribution, quality of service and results of the organization;</li> <li>- orientation to increase the profitability of organizations in the recreational industry, labor productivity and income level of employees;</li> <li>- independence of employees in making managerial and operational decisions aimed at improving the quality of recreational services;</li> <li>- dominance of the concept of Homo economicus, based on rational economic motivation and the desire to maximize personal benefit;</li> <li>- predominance of customer focus, service culture and consumer values as factors of competitiveness of the recreational business;</li> <li>- the use of a multi-component remuneration system, which provides for remuneration depending on the amount of work performed or time worked, and also includes bonus incentives and additional payments for the level of qualification, experience and work results achieved.</li> </ul> | <ul style="list-style-type: none"> <li>- priority of continuous improvement of education, qualification and development of personnel competencies as the basis for the quality of recreational services;</li> <li>- respect for the personality of the employee, recognition of his professional potential and creation of conditions for self-realization;</li> <li>- remuneration of personnel in accordance with qualifications, professional competencies and personal contribution to the development of the organization;</li> <li>- involvement of employees in management processes and improvement of business processes in recreational organizations;</li> <li>- focus on high quality of work, compliance with service standards and customer satisfaction;</li> <li>- systematic professional development, professional retraining and development of human capital;</li> <li>- provision of social guarantees and a decent level of remuneration as factors of motivation and retention of personnel;</li> <li>- participation of employees in the distribution of profits and the results of the activities of recreational organizations;</li> <li>- minimizing status differences, developing a corporate culture of cooperation and trust;</li> <li>- development of social partnership as the basis for sustainable development of recreational business organizations and effective HR management.</li> </ul> |

Source: Compiled by the author.

Table 1 presents the comparative characteristics of the American and Eastern European models of HR management in the recreational business environment, reflecting their key conceptual, organizational and functional features. Generalization and systematization of these indicators, carried out taking into account the analysis of scientific sources [3; 8; 10; 12], allow to identify fundamental

differences in approaches to HR management, determine the specifics of the formation of personnel policy of organizations in the recreational industry, and even assess the potential for adaptation of the best management practices to modern conditions of development of the recreational business.

The given characteristics of the American and Eastern European models of HR management in the recreational business environment indicate that in addition to the differences in the principles of organization, both models have common ultimate goals. They are based on the idea that human capital is a determining factor in the effectiveness of the organization, and rational HR management creates prerequisites for achieving long-term goals. This vision is largely consistent with the provisions of the concept of *Homo economicus*, which considers labor productivity as the result of a combination of effective organization of labor activity, the creation of comfortable working conditions, the use of effective motivation mechanisms, maintaining employees at an optimal professional level and providing adequate material incentives. The integrated use of these components contributes to improving the quality of recreational services, more fully satisfying consumer expectations, strengthening the competitive advantages of the organization and ensuring their economic efficiency.

If we move on to the differences in the characteristics of the compared models, then first of all, they are manifested in the philosophy of HR management. Thus, in Eastern European countries, a combination of traditional HR management practices with modern tools is being implemented. However, the American approach is based on the priority of personal responsibility of each employee and his individual results. It can be argued that the formation of such models was the result of the long-term influence of historical, socio-cultural and economic factors.

The American model of HR management in the recreational business environment is characterized by a pronounced orientation to individualism, competitiveness and personal responsibility of employees for the results of their activities. To a large extent, the formation of this model took place on the basis of the concept of *Homo economicus*. Its content lies in the labor behavior of a person aimed at maximizing personal benefit. This approach includes not only material incentives, but also as a tool for career development, promotion, professional growth, self-realization, etc. Constant maintenance of a high level of motivation with a further increase in labor efficiency is important for the recreational business environment.

Over the past decades, the American model of HR management has undergone fundamental changes in its emphasis, gradually shifting from purely economic motivation mechanisms to a human-centered approach. As for the HR management system, individualistic values began to dominate in the United States. It is worth noting that employers give preference to specialists who are able to work independently, take initiative, quickly adapt to new conditions, generate non-standard solutions, take responsibility, etc. This has led to improvements in a variety of tangible and non-material incentives, covering health and pension provision, paid vacations, disability compensation, funding for professional development and vocational education programs, and corporate social initiatives. A traditional aspect of American management practice is the use of flexible remuneration systems that allow employees to independently form an individual social package depending on personal and professional needs. In the recreational business environment, the quality of services is of great importance, which directly depends on the professional training and motivation of personnel, their communication skills, etc. – all this is embodied in this management model, which creates a favorable basis for increasing operational efficiency, strengthening market positions and forming sustainable competitive advantages.

The Eastern European model of HR management in the recreational business environment is characterized by the introduction of a complex of economic, organizational and social means of motivational influence aimed at increasing the efficiency of recreational industry organizations and the development of human capital. A feature of the Eastern European model of HR management is a pronounced social orientation that increases the well-being of employees, develops social partnership and encourages them to participate in management processes. The amount of remuneration, as a rule, is determined by the employee's personal contribution to the achievement of the strategic goals of the organization, the level of quality of recreational services provided, participation in the implementation of innovative solutions and the fulfillment of established performance indicators. This approach ensures the coordination of the interests of the staff and the organization, strengthens the motivation for highly productive work and creates conditions for the sustainable development of organizations in the recreational sphere.

State and corporate social support programs play an important role in the functioning of this model. Their goal is to create comfortable working conditions and increase the level of social protection

of personnel. Such actions are ensured by a consistent HR management policy, which is focused on retaining talented employees and strengthening their commitment to the organization. In the recreational business environment, the combination of such components as the use of transparent mechanisms for evaluating professional activities, achieving certain performance indicators, as well as involving top managers in the creation of mechanisms for distributing financial results and strategic management forms an integral system of HR management.

The scientific basis is determined when comparing the American and Eastern European models of HR management in the field of recreational business. Thus, in order to identify strengths and weaknesses in both models of HR management, the following criteria were generalized: duration of hiring, specialization of the employee, participation in managerial decision-making, control over the activities of HR management, participation in profits. The content of the study is given in Table 2.

**Table 2. Criteria for the functioning of the American and Eastern European models of HR management in the environment of recreational business**

| Criteria                                           | HR Management Model                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                    | American                                                                                                                                                                                                                          | Eastern European                                                                                                                                                                                                                                                                           |
| <b>Duration of employment</b>                      | Mostly medium-term employment (no more than 5-8 years)                                                                                                                                                                            | Mostly long-term employment (8 years or more)                                                                                                                                                                                                                                              |
| <b>Employee specialization</b>                     | Orientation to a narrow specialization of labor and a clear delineation of functional responsibilities of personnel                                                                                                               | Wide specialization of personnel, which involves general and professional training, as well as training directly on the job                                                                                                                                                                |
| <b>Participation in managerial decision-making</b> | Focus on individualism and leadership qualities of personnel in managerial decision-making, the predominance of personal responsibility, initiative, self-confidence and the desire for professional achievement                  | The practice of employee participation in managerial decision-making as an element of planning and control processes, based on the principle of balancing the interests of personnel and the organization                                                                                  |
| <b>Control over HR management activities</b>       | A high degree of centralization of management and control, clear individual responsibility of personnel for the results of activities, as well as a focus on timely and high-quality performance of tasks                         | The use of internal mechanisms of control and self-control of personnel, focused on assessing the effectiveness of activities, as well as a detailed comparison of planned and actual indicators in the system of strategic management of the organization                                 |
| <b>Profit Sharing</b>                              | The use of programs for the participation of employees in the distribution of profits, including the formation of pension funds, financial incentives for managerial personnel and the payment of annual bonuses in organizations | Participation of employees in the distribution of profits as a tool for retaining personnel, in which top management is responsible for the strategic development of the organization and the well-being of employees, and state support is carried out through a system of bonus payments |

Source: Compiled by the author.

A comparison of the functioning of the American and Eastern European models of HR management in the recreational business environment demonstrates differences in determining the strategic priorities of the organization's interaction with the main stakeholders. Thus, the American model is characterized by a focus on the interests of capital owners, investors and shareholders, which is due to the high level of development of the stock market and the dominance of the market value of the organization. is considered as one of the factors in increasing the efficiency of business and ensuring its investment attractiveness. In turn, in the Eastern European model, the management apparatus of the organization is the most important. Bank financing in this process prevails over the mechanisms of the stock market. Such specificity determines a closer relationship of the HR management system with the strategic development of the organization, maintaining its financial stability and long-term increase of human capital.

In 2024, the International Academy of Innovations in HR identified 11 main trends in strategic human resource management, reflecting the current challenges and requirements of today's socio-economic environment. They are as follows: effective use of the potential of hidden labor; integration of sustainable development principles into HR strategy; search for solutions to the phenomenon of labor productivity; development of inclusive practices; rejection of ineffective practices of attracting inappropriate personnel; ensuring a balance between professional and personal life of employees; rethinking the traditional Ulrich model; strengthening the role of HR as a strategic partner of the organization; priority talent development (Talent Management); expanding the interaction of HR services with relations departments and the public; transformation of the workforce under the influence

of generative artificial intelligence (GAI). These areas characterize the transformation of approaches to personnel management and are aimed at increasing the efficiency of the use of human capital.

Among the trends listed above, the first positions are occupied by those related to increasing labor productivity and finding effective solutions. Their implementation involves the transition to a creative, cognitive, and creative paradigm of HR management, which is focused on unlocking the labor potential of employees. In this context, the process of improving the HR management system in the recreational business may involve the implementation of the following areas:

- elimination of manifestations of the phenomenon of productivity, which is characterized by a weak relationship between the financial results of organizations and the level of labor productivity of employees, by improving the system of motivation and rational management of human capital in the field of recreation;
- the application of an inclusive strategy in the HR management system of recreational organizations provides equal access for representatives of different social categories;
- creation of an environment focused on continuous professional improvement of personnel, expansion of their competence potential and purposeful formation of human capital makes it possible to ensure the compliance of employees with modern challenges and requirements of the functioning of organizations in the recreational sphere;
- the formation of a corporate culture according to the concept of DEIB (Diversity, Equity, Inclusion and Belonging) involves the creation of an open working environment in a recreational organization;
- adaptation of the HR management system of a recreational organization to the principles of the ESG concept (Environmental, Social, Governance) forms in employees a focus on environmentally responsible behavior, compliance with social labor standards and the use of effective management mechanisms;
- creating conditions for maintaining a balance between professional activities and personal life of employees (Work-life balance) through the introduction of flexible work formats;
- transformation of the functions of HR departments in the direction of the formation of strategic HR management centers focused on the disclosure of human potential, the implementation of long-term personnel strategies and ensuring the stable development of organizations in the recreational business environment.

## 6. Conclusions

The American and Eastern European models of HR management have fundamental differences due to the specifics of their evolution, the nature of the institutional environment and the established traditions of management practice. The American model provides for a concentration on individualization, material and non-material motivation, the widespread use of innovative HR technologies, talent development and assessment of personnel performance. The Eastern European model is characterized by a combination of traditional methods of personnel administration with creative methods of HR management and is in the process of adaptation to international standards, taking into account the national characteristics of the functioning of organizations in each country.

The expediency of adapting the most effective management practices of the American model of HR management with the simultaneous consideration of the advantages formed within the framework of the Eastern European approach is confirmed. The combination of innovative tools of strategic personnel management with traditionally formed institutional mechanisms creates the basis for building a flexible and effective HR management system in organizations in the recreational sector. This model allows for ensuring the comprehensive development of human capital, increasing the level of quality of recreational services, strengthening the competitive position of organizations and forming the resilience of organizations to the impact of changes in the external environment.

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