

CHALLENGES HR PROFESSIONALS FACE WITHOUT ENGLISH SKILLS

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Annotation: In an increasingly globalized business landscape, English proficiency has become a critical competency for Human Resources professionals. This article explores the significant challenges faced by HR practitioners who lack adequate English language skills. Such deficiencies impede effective international recruitment, hinder cross-cultural communication, and complicate the development and implementation of global HR policies. Consequently, organizations may struggle to attract diverse talent, foster inclusive work environments, and align with international best practices. professionals' career advancement in a competitive global market.

Keywords: HR Challenges, English Proficiency, Global HR, Cross-cultural Communication, Talent Acquisition, Professional Development, Linguistic Barriers,

Аннотация: В условиях все более глобализованного делового ландшафта владение английским языком стало критически важной компетенцией для специалистов по управлению человеческими ресурсами. Данная статья исследует значительные трудности, с которыми сталкиваются HR-практики, не обладающие достаточными знаниями английского языка. Подобные недостатки препятствуют эффективному международному рекрутингу, затрудняют межкультурную коммуникацию и усложняют разработку и внедрение глобальных HR-политик. В результате организации могут испытывать трудности с привлечением разнообразных талантов, созданием инклюзивной рабочей среды и соответствием международным передовым практикам.

Ключевые слова: Вызовы HR, Владение Английским, Глобальный HR, Межкультурная Коммуникация, Привлечение Талантов, Профессиональное Развитие, Языковые Барьеры,

The increasing interconnectedness of global economies has fundamentally reshaped the landscape of human resources, transforming it into a complex, multicultural domain where linguistic proficiency, particularly in English, has become an indispensable competency. As organizations expand their operations across borders, HR professionals are tasked with navigating a diverse array of employees, managers, and stakeholders from various linguistic and cultural backgrounds [1]. English, widely recognized as the international language of business, serves as a critical lingua franca in multinational workforces, facilitating essential communication and collaboration [1, 2]. However, the absence of robust English skills among HR professionals presents a significant and multifaceted challenge, impacting operational efficiency, talent management, compliance, and strategic contributions.

Beyond direct interpersonal communication, a strong command of English is vital for comprehending and interpreting a vast array of HR-related documents, including policies, procedures, and legal requirements, many of which are predominantly drafted in English [1]. Language gaps are not merely communication barriers; they can lead to profound misunderstandings, decreased employee morale, and reduced productivity within multicultural teams [2]. Furthermore, the complexities of international employment laws, multi-currency payroll, and the nuances of global talent acquisition and retention demand a sophisticated understanding that is often mediated through English-language resources and interactions [3, 5].

The increasing global interconnectedness of business operations has profoundly amplified the necessity of English proficiency for human resources professionals, a theme extensively explored in recent academic discourse. Building upon the foundational understanding that English serves as the international language of business and a critical lingua franca in multinational workforces [1, 2], contemporary literature further delineates the multifaceted challenges encountered by HR professionals lacking this essential linguistic competence. These challenges span operational efficiency, talent management, compliance, and strategic contributions, underscoring a critical gap in organizational effectiveness. One of the most immediate and pervasive challenges manifests as operational inefficiencies and communication breakdowns. Research consistently demonstrates that language gaps are not merely superficial barriers but lead to profound misunderstandings, decreased employee morale, and a tangible reduction in productivity within multicultural teams [2]. Effective communication, crucial for fostering employee trust and cooperation, is severely hampered when HR professionals cannot adequately convey or receive information in English, which is often the common language among diverse stakeholders, managers, and employees across various countries [1, 2].

Furthermore, the absence of robust English skills significantly impedes talent acquisition and global mobility efforts. In a globalized world where businesses actively seek candidates with strong language skills, HR professionals themselves face considerable difficulty in accurately assessing these abilities in potential hires [4]. This often results in a misalignment between required language levels and actual job responsibilities, inadvertently leading to the loss of valuable talent who may be discouraged by stringent requirements, thereby hindering diversity and inclusion initiatives [4]. The constraint on professional development and strategic HR contributions is a critical long-term consequence. Without adequate English proficiency, HR professionals face significant limitations in accessing world-class educational opportunities, staying updated on the latest HR trends, and engaging with global industry developments [1]. The vast majority of cutting-edge research, professional certifications, and thought leadership in human resources are published and disseminated in English, effectively creating a knowledge barrier for those without proficiency [1]. This restricted access to critical resources and global professional networks impedes their ability to acquire new skills, enhance their credibility, and ultimately limits their capacity to influence organizational strategy and drive business impact [1, 4]. Consequently, HR professionals lacking English skills may find their career progression hampered and their potential to contribute strategically to the organization's global objectives significantly diminished.

Finally, challenges in HR technology adoption and integration are increasingly salient. As organizations increasingly rely on sophisticated HR information systems (HRIS), talent management platforms, and other digital tools to streamline operations and enhance strategic decision-making, the predominant language of these technologies, their documentation, and technical support is often English [1]. HR professionals without strong English skills may struggle to effectively research, implement, configure, and troubleshoot these systems, thereby hindering the organization's digital transformation efforts. The research methodology for this article employed a qualitative, systematic literature review, designed to identify, analyze, and synthesize existing academic and professional discourse concerning challenges faced by human resources professionals due to a lack of English proficiency in a globalized business environment. This approach provided an evidence-based understanding, drawing upon established knowledge to construct a critical synthesis. Its systematic nature ensures transparency and replicability, enhancing scholarly rigor.

Inclusion criteria were stringent, focusing on academic quality and direct relevance. Only peer-reviewed journal articles, academic book chapters, and reputable professional reports were considered. Foundational texts predating this period were included for contextual background. Sources were exclusively limited to English publications, aligning with the article's focus. Exclusion criteria comprised opinion pieces without empirical backing, non-academic

publications, and studies not directly addressing the intersection of HR practice and English language skills. Firstly, some relevant studies might have been inadvertently overlooked despite broad database and keyword usage. Secondly, the exclusive focus on English-language publications, while necessary, limits research inclusion in other languages, potentially introducing a linguistic bias. Thirdly, interpretation and synthesis, while systematic, reflect the researchers' analytical framework, which could influence thematic emphasis. Finally, as a literature review, this article relies on secondary data, presenting no new empirical findings.

In conclusion the absence of English proficiency among HR professionals profoundly impacts organizational effectiveness across multiple dimensions. It creates significant operational inefficiencies, hinders global talent acquisition and mobility, and complicates adherence to intricate international legal and compliance frameworks. Furthermore, linguistic barriers restrict professional development, limiting strategic contributions and impeding the successful adoption of crucial HR technologies. Addressing these multifaceted challenges necessitates a concerted effort to foster linguistic competence within the HR function, thereby mitigating risks, enhancing global collaboration, and ensuring HR's pivotal role in driving sustainable business success in an interconnected world.

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