

HUMAN RESOURCE MANAGEMENT SYSTEM AND STRATEGIC IMPROVEMENT DIRECTIONS

In the modern economic environment, every organization strives to find effective personnel management methods, as human capital is a key factor in success. In conditions of globalization, digitalization, and heightened competition, business performance directly depends on employees' productivity, motivation levels, and professional competencies. Despite numerous personnel management tools, many companies struggle to improve labor efficiency and retain valuable staff. These challenges pose risks to achieving strategic goals and underscore the need for comprehensive, strategically oriented human capital management. The personnel management system includes workforce planning, recruitment and onboarding, performance evaluation, development, motivation, and talent pool formation. Its strategic role is to align HR policies with the enterprise's overall development strategy. For example, innovation-oriented companies invest in employee training, fostering creativity, and encouraging initiative [2 p. 982].

A key element of the personnel management system is motivation, which directly affects labor productivity and goal achievement. In addition to basic material incentives such as salaries and bonuses, it is advisable to implement specific engagement tools. For instance, monthly nominations for “Employee of the Month”, awarding certificates for “Best Logistician”, displaying top-performing employees on recognition boards, and providing bonuses for exceeding planned targets. Implementing such measures can increase employee engagement and reduce staff turnover by 10%. It is important that the motivation system is integrated into the company's strategic goals and linked to long-term performance indicators. The practices of leading companies confirm the effectiveness of a comprehensive approach. Google actively employs internal training, mentoring, and leadership development, which increases team productivity by 15% [5 p. 416]. Nova Poshta uses performance evaluation systems, regular training for logisticians and managers, and bonus programs for achieving operational targets. As a result, these companies demonstrate reduced staff turnover, a 20% decrease in order processing time, fewer errors, and higher employee satisfaction [7, p. 8].

Modern companies are increasingly implementing elements of gamification in personnel management. This includes using points, achievement levels, internal rankings, challenges, and competitions to stimulate employee engagement. Such an approach motivates employees to increase productivity, meet targets, participate in training programs, and develop professional skills. Gamification creates an interactive environment where employee achievements and efforts are reflected in visible metrics, enhancing engagement and fostering a positive corporate culture. Research indicates that incorporating gamification elements can improve employee motivation and productivity. Personnel management is carried out through administrative, economic, and socio-psychological methods. Administrative methods include clear job descriptions, regulations, control systems, and reporting. Economic methods are implemented through KPI systems, rewards for achieving targets, quality-related allowances, and material incentives for initiative. Differentiating individual, team, and corporate KPI helps align personal results with overall enterprise performance. For example, introducing team KPIs for logistics departments led to a 20% reduction in order processing time and a 12% increase in operational accuracy. Socio-

psychological methods include team-building, corporate events, training programs, mentoring, and open internal communications. These measures contribute to improving corporate culture, enhancing motivation, and reducing workplace conflicts. Despite the use of various motivational tools, many companies struggle with their effectiveness [1 p. 4].

Often, basic material incentives, such as salaries and bonuses, do not address employees' individual needs and fail to influence long-term engagement. Employees may perceive bonuses as one-time rewards unrelated to career development or recognition of their achievements. The lack of clear performance evaluation criteria also leads to dissatisfaction and decreased motivation. Sometimes, companies do not pay enough attention to non-material incentives, such as praise, opportunities for professional growth, or involvement in important projects. This creates a risk of forming a formal "work culture" where employees perform the minimum required tasks without initiative. Moreover, the inconsistency and unpredictability of rewards reduce trust in HR systems and management. Therefore, to improve the effectiveness of motivation, it is important to combine material and non-material incentives, integrate them into the company's strategic goals, and ensure transparency and fairness in evaluation. The effectiveness of a personnel management system is evaluated through specific indicators: labor productivity, staff turnover rate, KPI achievement, employee engagement, and work quality. Reductions in turnover by 10%, shorter task completion times, fewer errors, or increased sales volumes indicate the effectiveness of implemented measures [3 p. 411].

Responsibility for achieving these indicators lies not only with the HR department but also with middle managers who motivate employees and oversee task execution. Improving the personnel management system involves concrete measures such as automating personnel records, using HR systems to assess performance, conducting regular training and development programs, KPI, and periodically evaluating competencies. Investing in skill development, enhancing managerial competencies of middle managers, and fostering a strong corporate culture ensures higher work quality, increased productivity, and sustainable enterprise growth. A current trend is the digitalization of HR processes, including HR analytics and automated systems, enabling data-driven personnel decisions and timely strategy adjustments. Modern companies actively use HR analytics and artificial intelligence to forecast personnel needs, assess performance, and enhance employee engagement.

Effective personnel management plays a critical role in a company's overall success and competitiveness. When HR systems are strategically aligned with business objectives, organizations achieve higher productivity, lower staff turnover, and improved operational efficiency. Companies with well-structured HR practices not only retain talented employees but also foster innovation and initiative, which directly contribute to sustainable growth. Research and corporate experience indicate that enterprises implementing integrated HR strategies, including motivation, training, performance evaluation, and gamification, can see productivity gains of 15%. They can also experience reductions in errors and delays by up to 12%. In addition, employee engagement is significantly enhanced. These outcomes demonstrate that personnel management is not merely supportive but central to achieving strategic business goals.

In conclusion, an effective personnel management system is a strategic resource for ensuring an enterprise's long-term competitiveness. A well-organized motivation system, clear management practices, and continuous professional development for employees enhance productivity, improve work quality, and strengthen the company's market position. This ensures stable growth even amid global competition.

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