

## IMPROVEMENT OF ENTERPRISE PERSONNEL MANAGEMENT BASED ON CLOUD HRM TECHNOLOGIES

*Mohylna Liudmyla*

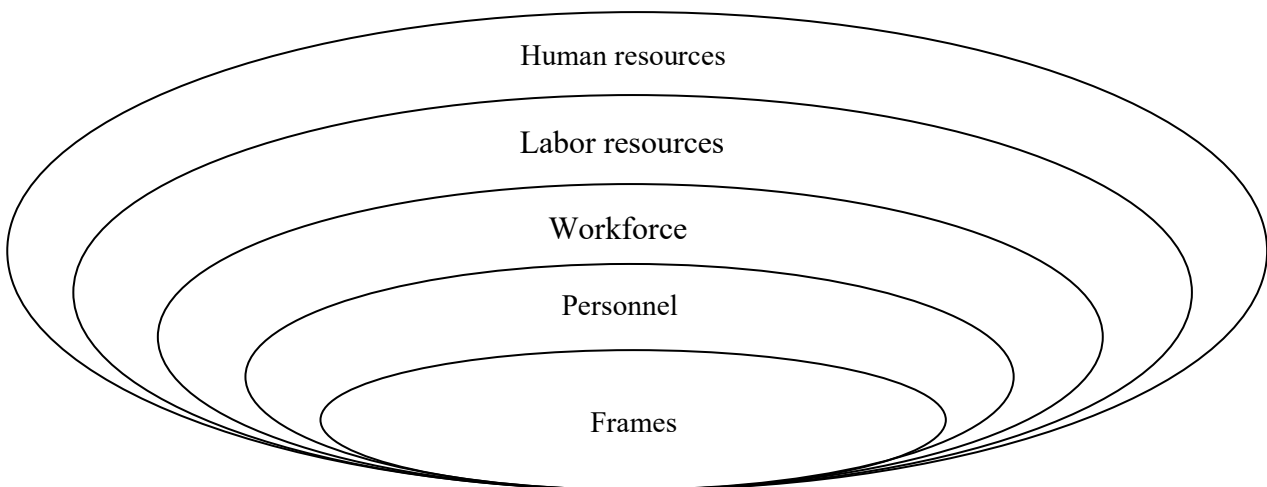
*PhD in Economic Sciences, Associate Professor, Sumy National Agricultural University, Ukraine*

*ORCID ID: 0000-0002-9053-5177*

Human resource management is an important component of the successful functioning of any enterprise, and this is especially true for private transport companies, where efficiency depends not only on the technical condition of transport, but also on the human factor. It should be emphasized that personnel is the main criterion for the enterprise's ability to compete.

Human resource management as a science began to take shape in the 20<sup>th</sup> century, when the need for a systemic approach to human resources became apparent. Modern theories of human resource management are based on research in psychology, sociology, economics and other sciences. Classical management theories, such as Frederick Taylor's school of scientific management, focused on rationalizing work and increasing productivity through standardization of processes. However, in the context of private motor transport enterprises, it is important to also consider humanistic theories that emphasize the importance of motivation, communication and personnel development.

First, let us justify the terms used in the constructed definition. An analysis of scientific publications related to this topic makes it possible to assert that the authors use different terminology in their works: we are talking about human and labor resources, personnel, staff. The correlation of terms used in the studies of economists can be represented using Euler circles (Figure 1). Labor resources include people both employed in the economy and not employed, but able to work. Personnel is the personnel of the enterprise. That is, these are all employees who take a direct part in the activities of the organization in order to achieve its goals. Staffs have a "tie" to the industry or enterprise, institution, organization in which they carry out labor activities, and they are hired.



**Figure 1.** Correlation of definitions of "human resources", "labor resources", "workforce", "personnel" and "staff"

*Source: generated by the author*

Enterprises with the same type of activity have, first of all, different production environments, which are presented as a set of conditions in which work is performed and include physical, social, psychological and environmental factors, that is, everything that surrounds a person in the process of work: technical equipment of the organization, features of technological processes and production, condition of buildings, structures and engineering communications, sanitary-hygienic and aesthetic conditions, relationships in the work team, etc.

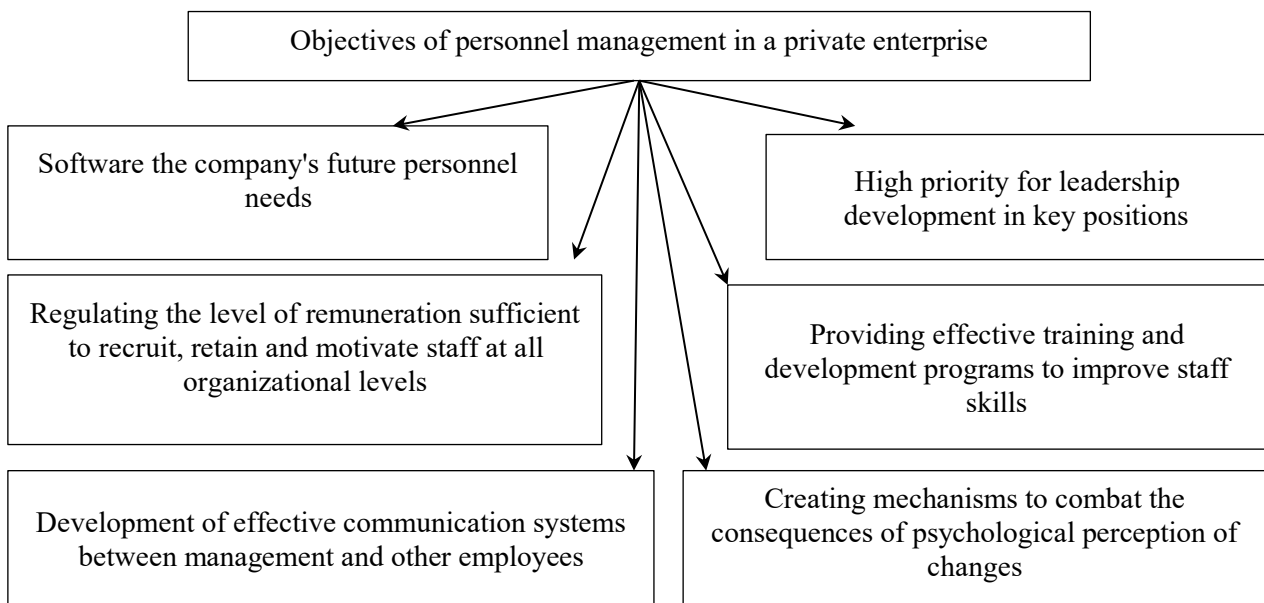
In order for an employee to be able to work successfully at a certain enterprise, he needs to go through the stage of industrial adaptation. This process includes familiarization with the specifics of the company's work, integration into communication networks, getting to know the team, mastering the corporate culture and

rules of conduct. The employee must also practically master his duties and requirements set by the enterprise, and establish interpersonal relationships with colleagues. He gradually overcomes industrial and social difficulties in order to move on to stable and productive activities. Even if a new employee has special training and experience in similar departments of other companies, in the new organization there may be different approaches to solving tasks that are already familiar to him.

The issue of personnel management is given much attention in the scientific economic literature, however, there is no single unified definition of this concept and there are many interpretations. In general, the essence of personnel management is the human resource acquired in a certain struggle on the labor market, which constitutes the value of companies. That is why in order to achieve economic benefits and goals of the enterprise, from the use of knowledge to the skills of its employees, it is necessary to stimulate, motivate and develop them.

We would like to emphasize that after thoroughly researching and studying the essence of the considered definition, we have proposed the following vision of it. In our opinion, human resource management is a strategic process of planning, attracting, developing and retaining employees. This term includes recruitment and selection of personnel, training and development, as well as performance evaluation.

The goals of personnel management, including a private enterprise, are key to its success and sustainable development (Figure 2). They help ensure that the qualifications of employees meet the requirements of the enterprise, increasing work efficiency, and also contribute to the formation of a motivational system that stimulates the productivity and loyalty of employees. The implementation of such goals ensures the competitiveness of the enterprise in the market through the optimization of human resources.



**Figure 2.** Objectives of personnel management in a private enterprise  
Source: generated by the author

The main goal of personnel management is to organize the team in such a way that joint efforts achieve an effective result. The main goal of the human resources management strategy is the development of the employee and the achievement of goals by the organization. This is achieved through: first, training and professional development of employees; second, improving the creative capabilities of employees; third, ensuring the social needs of employees. The organization's personnel management is subject to certain principles.

Thus, the enterprise's personnel management is aimed at the optimal use of personnel and time for the purpose of successful organization of its activities and comprehensive development of the individual. In general, the enterprise's personnel management is a function of line management.

The process of personnel management is aimed at achieving specific goals of the organization. The effectiveness of the organization's management activities is determined by the real results of its activities. In

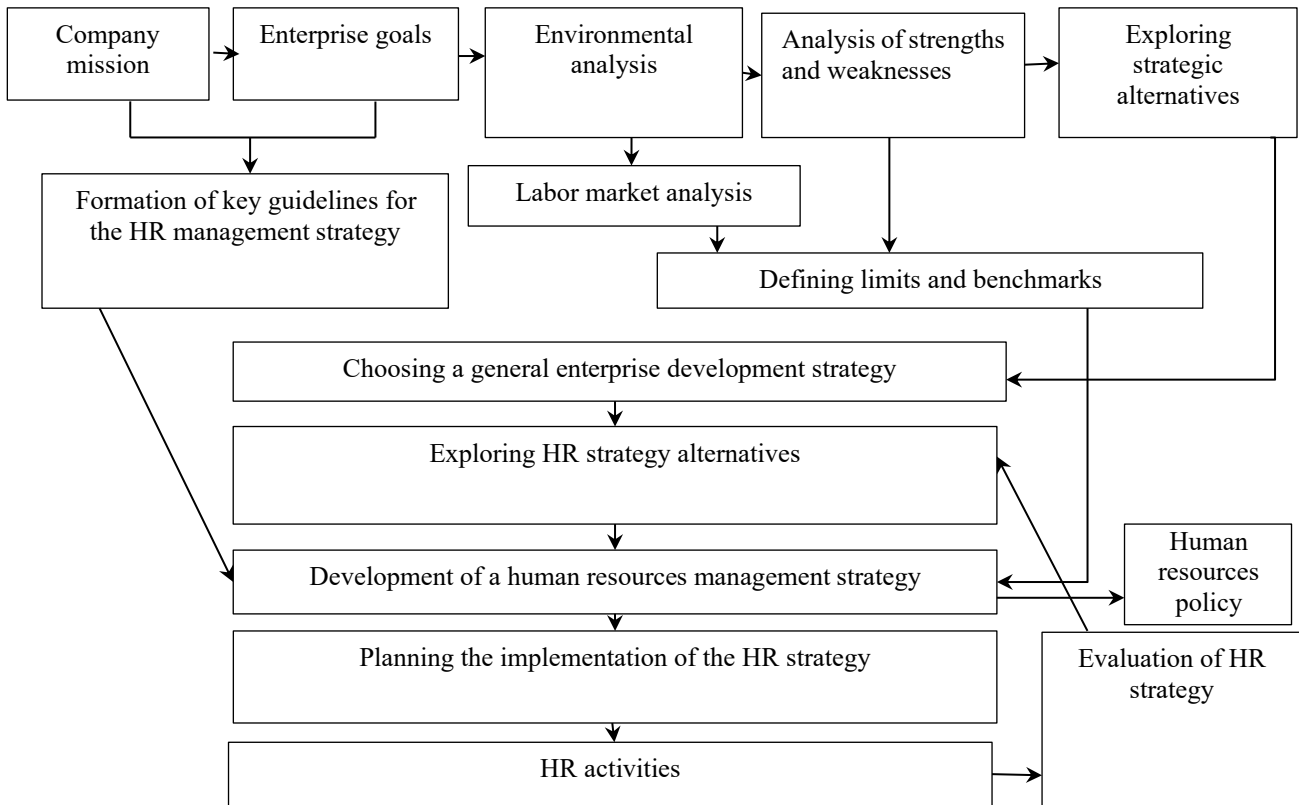
general, the practice of developing effective methods of personnel management in economic science has a long history, but the relevance of this task does not decrease today. The dynamism of the external environment of the enterprise, innovative changes in production and implementation lead to the fact that previously productive personnel management systems do not guarantee the expected return. This leads to the idea that sustainable personnel management efficiency can be achieved only by integrating performance factors in a single systemic mechanism of personnel management, which is potentially capable of adapting to inevitable changes.

Personnel is becoming one of the key types of resources with a constantly updated productivity potential, on which the sustainable economic activity of the enterprise depends. Discussing the issue of synchronicity of personnel strategy and the general strategy of enterprise development, scientists came to the conclusion that personnel strategy can be subordinated to the general strategy of the enterprise and, in the case of ensuring the interests of personnel, is implemented through the participation of personnel management in strategic management. It can also act as an autonomous means of solving management problems with its own principles, but at the same time should not contradict the general strategy of the enterprise. A systematic approach as a tool for increasing the efficiency of personnel management of the enterprise is achieved through deep integration of the interests, goals and objectives of all participants in economic activity during the development of a personnel management strategy. This process provides a harmonious complement to the key measures of the general strategy of enterprise management. Creating an effective human resources management strategy is one of the main factors in the successful functioning of the enterprise. Such a strategy involves a set of management actions aimed at maximum use of the potential of employees.

The development of a human resources management strategy includes an analysis of the characteristics of the enterprise, determining the possibilities for its development in both the short and long term (Figure 3). These actions must be consistent with tactical and operational plans that directly relate to the main areas of business activity. It is also important to take into account the impact of the external environment on management processes and adapt the personnel strategy accordingly.

The HR strategy plays an important role in achieving the business goals of the enterprise, optimizing the processes of hiring, adapting and developing personnel. It contributes to improving the qualifications and motivation of employees, as well as establishing effective relations between management and employees. Successful implementation of the HR strategy allows you to increase the efficiency of personnel work, improve the quality of products or services and increase profits. The implementation of the HR strategy is a key condition for the enterprise to adapt to external changes and increase its overall efficiency.

Personnel management implies not only the formal organization of work with people (planning, selection and placement), but also a number of social factors of a social nature: a democratic management style, concern for people's needs, taking into account their individual characteristics, and others. In unstable conditions, personnel management (with an unstable situation in the country) should take into account a whole range of problems that adapt the employee to the external and internal conditions of the organization's work. Personnel management in the field of anti-crisis management should include the use of effective measures, namely: to reduce the organizational structure of management, it is necessary to reduce management levels, not jobs; it is also necessary to strengthen the personnel reserve for the highest level of the organization; at the same time, one should not engage in mass staff reductions. It is necessary to create a structure of employees with the best characteristics for the current situation and the financial recovery plan; in order to assess the staff, it is necessary to regularly conduct quantitative and qualitative assessments; it is recommended to support and train employees of the organization who have leadership qualities or are inclined to managerial activities; Based on the creation of a strategic and tactical personnel reserve, it is necessary to prepare potential candidates for key management positions; it is necessary to give priority to the team, rather than individual efforts of the company's personnel; it is necessary to identify and preserve the core of the organization's human resources potential.



**Figure 3.** The main stages of forming and implementing a human resources management strategy for a private enterprise

Source: generated by the author

According to the anti-crisis personnel policy, it is necessary to form such a personnel system to achieve not only economic and social consequences, but also subject to compliance with current legislation. Today, when hostilities are observed in the country, personnel management is forced to change its policy. There are several reasons for their organization: limited financial resources and the need for organizational measures, which is accompanied by a reduction in a number of social development programs or a reduction in the number of personnel. The main ideological principle of the anti-crisis intervention policy is to survive with minimal losses of personnel potential and ensure the maximum possible social security for personnel. Thus, in modern realities at Ukrainian enterprises, a crisis situation often arises, which primarily indicates insufficiently effective and high-quality personnel management.

In recent years, a number of changes have been observed in the practice of human resources services, primarily related to changes in personnel strategies, the introduction of innovative technologies in personnel management, as well as the automation of procedures that are easily algorithmized: the introduction of electronic document management, personnel accounting, as well as working time accounting, drawing up vacation schedules and shift schedules, salary calculations and accrual of additional payments, organization of employee training in a distance format, etc. That is why human resources management in the information society has certain trends, the characteristics of which are given in Table 1.

When identifying key trends in HR management, it is necessary to highlight the main fundamental changes in HR management of enterprises that contribute to increasing the efficiency and effectiveness of commercial activities of enterprises of various forms of business.

**Table 1.** Trends in HR Management in the New Economy

Trend name	Brief description
Changing the psychology of the employer and employees	Enterprise specialists in the new economy must possess key qualities: the ability to work in a team, awareness of the need for continued education, readiness for change, knowledge of the basics of self-management and communication skills, and the ability to adapt to the current situation.
Shaping the knowledge economy	Based on the collective intelligence, qualifications and ingenuity of employees, modern tools, freedom of creativity and business, and instant response to ongoing changes.
Competition for resources and workers	The competitiveness of personnel in the conditions of growing competition is of crucial importance for the effective operation of the enterprise; therefore it is necessary to pay special attention to the factors that ensure it. Global competition in the labor market has strengthened the demand for workers and increased wages. Competition for workers increases the cost of labor.
Managing and embracing change	The readiness of staff to realize the need for individual and group awareness of change, behavioral change, and belief in the success of the change, which depends on their level of competence and enthusiasm for change.
The new role of the HR manager	The HR manager acts as a mentor and consultant, brings the technology of enterprise HR management to each employee, and contributes to the inclusion of personnel in the list of strategically important factors of activity.

Source: [6, p. 165]

These include: the formation of a personnel ecosystem, increased attention to corporate social responsibility, active implementation of new work methods and new places to work, digitalization of recruitment technologies, digital transformation of employee training, HR marketing, increased attention to external and internal HR branding tools (Table 2).

**Table 2.** Fundamental changes in the field of personnel management

Change	Content
1 Forming a personnel ecosystem: managing employees outside the enterprise	Over the past few years, "alternative employment" such as freelancing, project work, part-time work or gig work has become increasingly common. The ecosystem includes both full-time and part-time employees, as well as contractors, remote workers, partners, agents, freelancers, gig workers and crowdsourcing workers, focused on various projects and individual tasks. As a rule, "alternative workers" have little interest in the overall strategy of the organization and do not seek to understand it. Among the problems faced by HR managers, one can single out the lack of HR software and effective tools that help employers manage such non-traditional employees, as well as training and performance evaluation systems for such employees.
2 Increasing attention to corporate social responsibility implementing new	In EU countries, the following criteria for assessing the level of development in the organization of corporate social responsibility have become widespread: absence of discrimination in personnel selection; level of employee integration; degree of integration into the team of employees with disabilities; availability of a system of support for employees employed in "critical positions" and their retraining; quality of dialogue with trade unions; observance of correct working conditions; – formation of hyperconnected workplaces;
3. working methods and new places to work	– formation of flexible and adaptive workspaces. Along with the traditional "corridor-office" system of workplaces, the concept of an open office, aimed at improving employee communications within the company's structural divisions, as well as the flexible office system (flex-office), are becoming increasingly widespread. The implementation of a flexible office system is advisable for companies that employ many employees who work remotely or have a flexible work schedule. Within the framework of the flexible office system, several work zones are distinguished, which are determined by the specifics and direction of activity, the duration and complexity of the work performed, individual or collective decision-making, etc.; - use of Agile and Scrum approach. The mission of Agile can be formulated as follows: we constantly discover more advanced and attractive methods of work and help other people in this. The Scrum methodology is based on a simple idea — "test and adapt". When developing a project, according to its author J. Sutherland, it is necessary to systematically check the progress of work and answer the questions: is the movement in the right direction; what does the customer really want to get; are there ways to improve the methods of development and work execution; how can the work be done more efficiently and quickly; are there factors that hinder your tasks

4 Digitalization of recruitment technologies	digitalization of recruitment technologies. Key trends in this area are automation of screening and the hiring process. The main tools of digital recruiting are: robot recruiter, chatbots, business process automation (the most popular services are VCV, Navicon, Preinterview and Skillaz), predictive analytics and work with big data, aggregation and uberization, cognitive selection (Design Thinking)
5 Digital transformation of employee training	Its main features can be considered: – constant exchange of experience and knowledge, learning while working on real work processes; – formation of personalized digital learning content; – ensuring access to training programs at any time, in any place and with any type of device (implementation of a mobile learning system and cross-platform solutions); – formation of an electronic distance learning system: massive open online course, for example, through the Coursera, EdX platforms, corporate open online course, small private online courses, webinars; – creation of virtual platforms for learning (solving cases and exercises in a virtual environment, creating virtual simulations); – providing the possibility of receiving instant feedback (automated verification of work using Big Data technology, implementation of microlearning technology with time-distributed assessment of granular knowledge, skills and abilities)
6 HR marketing, increased attention to external and internal HR branding tools	aimed at attracting potential candidates and forming a loyal, broad audience for the company. Among the current tools for attracting talented employees, one can note the technology "HR Ambassador" (HR brand ambassador)

Source: compiled by the author

It should be noted that most modern enterprises, and the automotive industry is no exception, tend to use digital tools for recruiting personnel more often than using traditional sources. One of the most promising digital tools that allows you to optimize mass recruitment in an organization, which involves the largest number of employees in a short time for positions that do not require high qualifications is chatbots. These are programs for interactive interaction between the employer and candidates. Currently, two main types of chatbots are used: text and telephone. Text chats are presented in the form of a chat with written answers from candidates. Telephone chatbots are an automatic call by a robot to candidates and recording oral answers to questions recorded in advance by the employer. This format allows HR staff to save a significant amount of time, since communication with candidates occurs without their personal participation.

It is worth noting that instead of the usual placement of job advertisements on the Internet, modern enterprises use the modern digital tool Clickme, created on the basis of the popular HeadHunter service. Clickme is a service for self-placement of smart advertising, which shows vacancies only to targeted candidates based on the interests and requests of the user. The recruiter selects the audience independently, setting the desired settings according to the criteria: region, gender, age, income, language skills, professional field, education. Thus, there is a transformation of the traditional source of recruitment – advertising in the media – into a modern and more effective recruitment technology. Also used are such tools as: robot recruiters; chat bots; targeted advertising of vacancies, etc.

Personnel management in a motor transport enterprise is an important element of ensuring its effective work and competitiveness and has its own characteristics. It is recruitment that plays a key role in forming a highly qualified workforce. The selection of professional drivers, mechanics, dispatchers and administrative staff is carried out taking into account their qualifications, experience and responsibility. Psychological testing and in-depth interviews help to select the best candidates. Training and development of personnel is the next important aspect. Regular advanced training, courses on road safety and vehicle maintenance allow employees to update their knowledge and skills. This contributes to improving the quality of work and safety on the roads. It should be emphasized that employee motivation is another critical factor. The introduction of a system of rewards and bonuses for high productivity and safe work stimulates employees to perform their duties qualitatively. Social guarantees, such as medical insurance and pension programs, increase staff loyalty to the enterprise. Favorable working conditions, including comfortable workplaces and modern equipment, reduce the risk of occupational diseases and accidents, which also contributes to increasing work efficiency. Personnel management in a transport enterprise requires a systematic and comprehensive approach. Such an approach

ensures not only the efficient operation of the enterprise, but also high quality of services and employee satisfaction, which ultimately has a positive effect on the overall efficiency of the company.

It should be noted that the successful functioning of the enterprise largely depends on a well-developed personnel policy. This assessment is the main tool for analyzing employee productivity and satisfaction. It involves analyzing key indicators such as productivity, staff turnover, and job satisfaction. Regular surveys, feedback, and periodic assessments allow you to identify strengths and weaknesses in personnel management, which allows management to take timely corrective measures to improve the working environment, increase staff motivation, and productivity. Effective personnel management is the key to the stable development of the enterprise and increase its competitiveness in the market.

The availability of labor resources and the completeness of their involvement give some enterprises absolute and comparative competitive advantages over others. The role of labor potential in ensuring and increasing the competitiveness of enterprises is particularly significant. It is no coincidence that more and more attention is now being paid to the personnel component of enterprises, since today it is impossible to achieve successful development and stable competitive advantages, remaining within the framework of the former system of personnel management. It is necessary to radically change the attitude towards this area, develop progressive approaches to personnel management of enterprises, and organize large-scale training in the skills of their practical use. And the primary stage of this process is the development of a competitive personnel policy.

The personnel policy of any motor transport enterprise is largely determined by a number of specific factors such as: the peculiarity of transport products, the heterogeneity of motor transport enterprises in terms of structure, scale, areas of activity and forms of ownership, the specifics of the drivers' labor process, etc. It should be noted that the level of solving the problems of the personnel policy of a motor transport enterprise is quite low, due to the level of general culture of employees in this industry, the low proportion compared to other areas of the national economy of specialists with higher education, insufficient professional training of personnel service employees, bureaucratization of structures that carry out personnel activities, etc.

Using various methods of collecting information, as well as based on data obtained through personal observation and assessment, it is possible to structure the main problems of the personnel policy of passenger transport enterprises regarding individual categories of employees (Table 3).

Obtaining high results of the enterprise's activity (decent profit/revenue) by optimizing personnel costs is the main direction of the personnel policy of passenger motor transport enterprises. Moreover, as a tactic of behavior in a crisis situation, such a measure as job reduction was taken. Thus, it turns out that the same amount of work must be performed by fewer people, for the same amount of salary. In addition, the staff is forced to stay overtime to perform this amount of work, but the employees are not paid for this time. The personnel management style of state passenger motor transport enterprises can be characterized as authoritarian, with minimal consideration of the needs of employees, provided that the maximum possible powers and completeness of information are concentrated at the upper levels of management.

**Table 3.** Main problems of personnel policy of passenger transport enterprises regarding certain categories of employees

Personnel category	Main problems
Drivers	Forced rework; non-compliance with work and rest schedules; unfair wage structure; low level of driver qualifications; loss of prestige of the profession
Technical service employees	Low level of training of repair workers (quite often, repairs of the car fleet are carried out by "self-taught" people); difficult working conditions in the absence of an appropriate technical and technological base
Administrative and managerial staff	Lack of participation in management decision-making; low professional potential compared to personnel in other sectors of the economy; bureaucracy of those structures that implement personnel policy for the enterprise; low level of professional training of personnel services employees

Source: own research

Although training qualified employees and maintaining their qualifications require significant financial investments, modern companies view these costs as investments that should provide a return in the form of increased efficiency. From this point of view, one of the main tasks of personnel policy is to maximize the

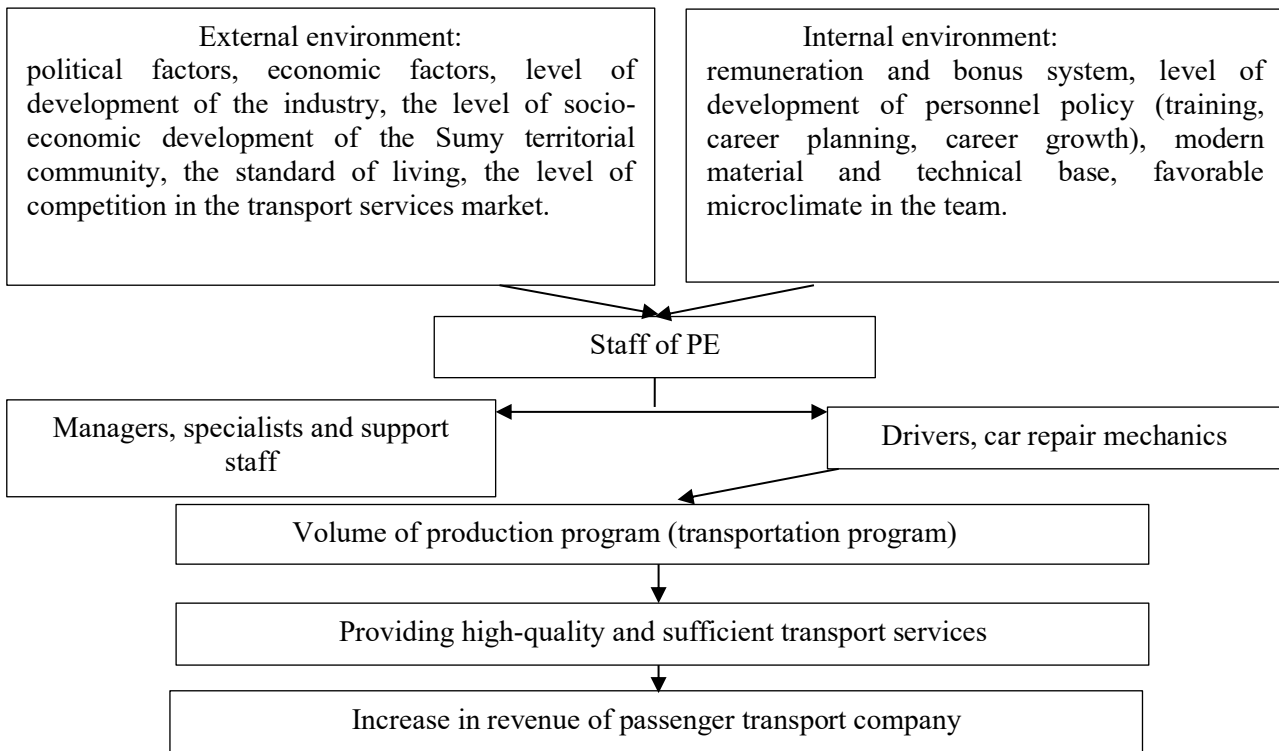
results of these investments. Therefore, the theoretical and practical aspects of assessing the effectiveness of personnel development are of great importance not only for business, but also for all enterprises that seek to rationally use their resources.

Effective human resource management is critically important for the success of any company. Evaluating the effectiveness of this process allows us to understand how productively PE "KOMPOL" (hereinafter referred to as a PE) uses its personnel. Such an assessment helps to identify weaknesses in personnel management and provides an opportunity to eliminate them. Attracting and retaining qualified employees ensures stable growth and development of the company. Personnel management, based on an objective assessment of its results, allows not only to retain important employees, but also to quickly respond to changing personnel needs. Currently, there is a problem of providing passenger transport enterprises with specialists with appropriate qualifications. There is an acute need for working personnel. The personnel of the enterprise can be conditionally divided into two groups: the first is managers and specialists responsible for organizing passenger transportation; the second is bus drivers and mechanics engaged in technical maintenance of transport. It is the number of this second group that determines the volume of transportation.

Effective management of both groups of personnel is an important condition for ensuring the stable operation of the enterprise and its further development. First of all, the results of the work of a research private enterprise and high quality of service provision are achieved with the presence of highly qualified management. It is the professional competencies and extensive knowledge base of the manager that allows the organization to adjust the process of service provision taking into account existing socio-economic conditions and increase the profitability of enterprises.

In quantitative terms, the structure of the enterprise's personnel is dominated by working professions, mainly drivers. This professional group has a rather low level of education and has great professional mobility. The main personnel problem of transport is that the quality of services depends on the work of low-skilled workers. Accordingly, special attention of the personnel service should be paid to forming a core of personnel from highly qualified employees and gradually increasing the qualification potential of employees of organizations as a whole, as well as forming a personnel reserve. In the management of personnel of a motor transport enterprise, the so-called "technocratic approach" prevails, which is based on the philosophy of positivism (one of the founders is F. Taylor). This approach is the basis for an authoritarian management style, in which a person is not distinguished as a separate personality, but is perceived as a part ("cog") in a man-machine system. Improving the performance of a private enterprise is achieved through rationalization – increasing the level of exploitation of all the components of these systems, in particular human resources.

This style of enterprise management is now outdated and ineffective for objective reasons. The most effective approach to personnel management is humanistic, which involves creating conditions for comfortable work, allowing employees to feel their significance for the enterprise, see the results of their activities and link them with the achievements of the motor transport enterprise as a whole. This approach allows reducing staff turnover, increasing the level of employee satisfaction. Thus, in motor transport enterprises, it is necessary to change the personnel policy towards a humanistic approach, to pay more attention to personnel as the main driving force of the enterprise. Due to the high level of personnel turnover, it is necessary to analyze the reasons and motives for employee dismissals. The composition and number of employees are influenced by a system of factors, which can be divided into external and internal by the form of influence (Figure 4).



**Figure 4.** Personnel of a motor transport enterprise: formation factors and dependence of achieving the goal of PE on its characteristics  
 Source: own research

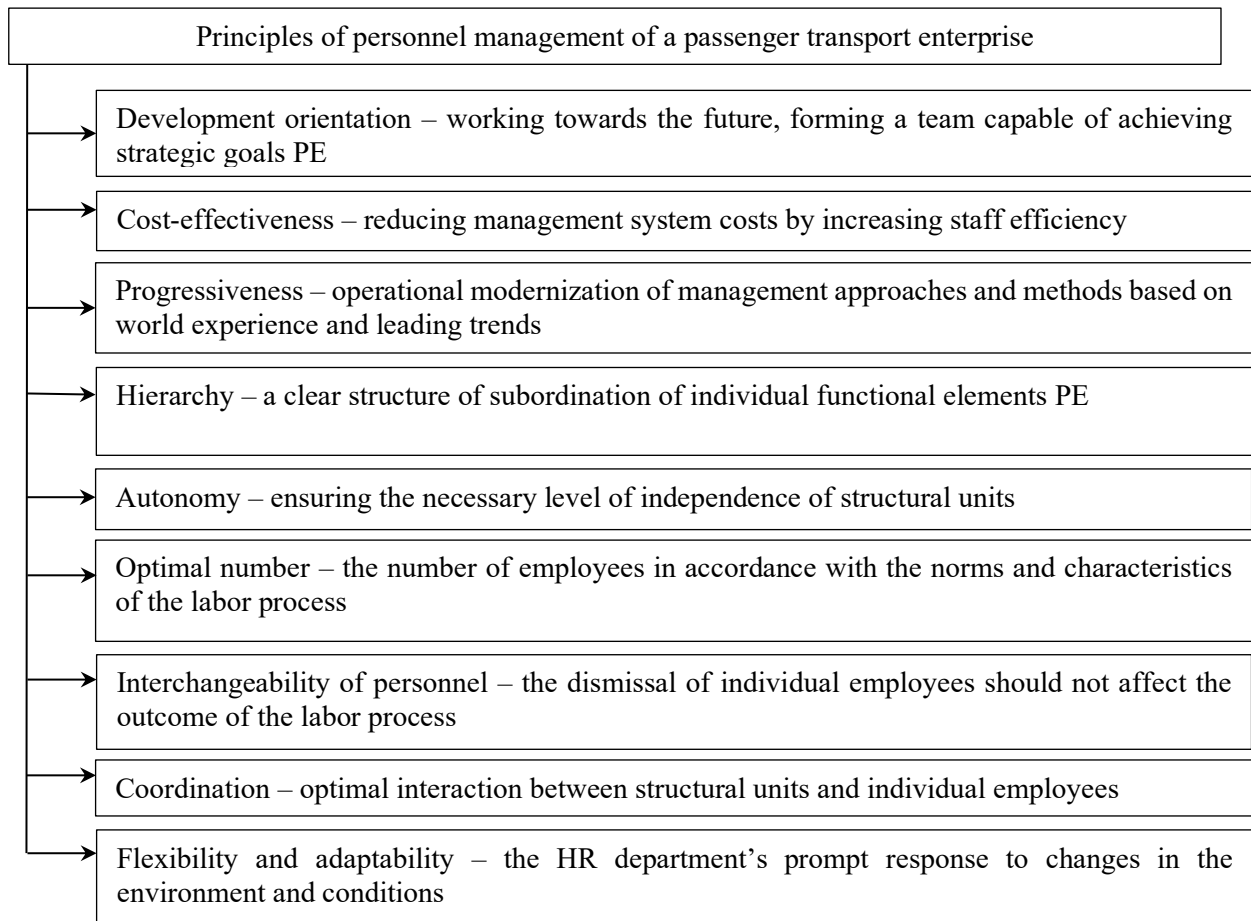
External factors have an indirect effect on the employee's desire to change the place of work; internal factors depend on the level of organization of the labor and production process in PE.

The number of support staff depends on the number of main workers (mainly minibus drivers), as well as such an important indicator of the work of a motor transport enterprise as the volume of the transportation program. The larger the transportation plan, the more the need for transport services is satisfied and, accordingly, the quality of service provision increases.

The quality is also greatly influenced by the qualification level of the staff. In turn, the improvement of transport services contributes to the growth of passenger traffic and the increase in the income of PE. There is a direct relationship between the number of main workers and the volume of the production program – the more workers, the larger the program, and vice versa, with a decrease in the number of staff, the transportation program also decreases.

It should be emphasized that the principles of personnel management in PE are closely related to the assessment of the effectiveness of personnel management, since they determine the approaches and methods that affect the results of personnel work and the overall success and goal of the enterprise (Figure 5). Each of the principles of personnel management creates the basis for the effective functioning of the enterprise.

The assessment of the effectiveness of personnel management is based on the analysis of how successfully these principles are implemented and allows you to adjust management approaches to achieve better results. It shows how effectively the principles of management are implemented in practice and what results this brings to the enterprise. Improving the staffing of the enterprises of the motor transport complex is facilitated by the application of a number of basic principles of personnel management.



**Figure 5.** Principles of personnel management of the private enterprise PE  
Source: own research

In our opinion, the most important principle is the orientation towards development, since it is he who sets the necessary vector, the direction of development, which is achieved subject to compliance with other principles as a result of the coordinated work of the entire team of a private motor transport enterprise. The principles of personnel management are aimed at forming the necessary personnel structure, filling vacant positions taking into account the professional and qualification characteristics of candidates and, importantly, maintaining the stability of the team and its development. Implementation of the listed principles will allow enterprises to reduce the number of layoffs, contribute to increasing labor productivity and maintaining a favorable microclimate in the team, these principles are the basis for improving the quality of services. Therefore, it is necessary to solve the problems of personnel shortage taking into account existing factors while using the experience of past years, applying modern methods and principles of personnel management. It is necessary to take into account that personnel is the main and most important resource of motor transport enterprises and the level of service quality depends on its quantitative and qualitative characteristics.

Based on the analysis of the economic activities of PE, it is possible to identify negative and positive aspects in the organization of personnel management (Table 4). The indicated shortcomings indicate problems in the organization of the company's personnel management system. Management should pay attention to these shortcomings, since they negatively affect the overall results of the enterprise.

**Table 4.** Advantages and disadvantages of the personnel management system in PE

Advantages	Disadvantages
Training of personnel before assuming official duties.	Lack of long-term human resources planning.
When hiring, preference is given to a candidate with experience, which allows you to avoid spending money on additional training.	Lack of personnel reserve due to the military situation in the country.
Rapid adaptation of personnel to an informal environment.	Lack of professional advancement of staff.
	Lack of encouragement for staff initiative.
	Partial lack of decent financial incentives.

Source: own research

Let us consider in more detail these shortcomings in the personnel management system. First of all, this is the lack of long-term personnel planning. Personnel selection is carried out only when there is a need to provide the enterprise with the necessary personnel, which leads to the hiring of employees only in case of urgent need. This approach gives rise to a number of problems, including delays in the selection of suitable candidates due to the urgency of the situation.

Everyone knows about the benefits of system analysis, study and research of business processes, especially about SWOT analysis of the personnel management system. No one has ever managed to build an enterprise that functions effectively and actively develops without feedback: analysis of the current state of affairs and achieved results, adjustment of goals and objectives in accordance with the strategy and mission, constant monitoring of indicators – what was planned and what turned out as a result – analytical methods are indispensable here. All this, of course, applies to the HR sphere, to which SWOT analysis of personnel assessment in the enterprise also belongs (Table 5).

Of course, that Using SWOT analysis allows an enterprise to objectively review its positions on the HR management system, identify strategic priorities and develop effective solutions to achieve long-term goals. It is a tool that helps turn potential challenges into new opportunities, ensuring stable and sustainable development of a private enterprise. SWOT analysis allowed us to form a complete list of strengths and weaknesses, opportunities and threats necessary to improve the human resources management strategy.

In summary, the assessment of the effectiveness of personnel management in PE in Sumy is not just a tool for determining the current state of affairs, but also an important element of strategic management. It allows you to identify the strengths and weaknesses of management, develop measures to improve efficiency and ensure sustainable development of the enterprise in the future. The management of PE should consider personnel management as a key factor of success, investing in the development of its employees and forming a corporate culture that contributes to the achievement of the enterprise's ambitious goals.

**Table 5.** SWOT analysis of the personnel management system

Strengths	Opportunities
Management's readiness for development Management, through informal sources, is interested in the climate in the team and the problems that concern the majority. Availability of professional development programs The presence of elements of a program to increase staff motivation – corporate New Year's holidays, bonuses, etc. Regular assessment of employee performance, income dependent on work results Extensive social package	Improve the company's image Innovative processes in the personnel management system Increasing the level of professionalism of personnel Regulate and implement a formal practice of surveying staff regarding satisfaction with working conditions and other motivational factors
Weaknesses	Threats
Insufficient professionalism of staff Increasing staff turnover Lack of career growth Stressful nature of the work. Insufficient staff to cover all passenger needs There is no practice of formal questionnaires, staff surveys regarding satisfaction with working conditions and other motivational factors. Limited budget for staff training	Instability of the economic situation in Ukraine There is strong competition for the best employees with other enterprises providing passenger services Limited financial resources Low efficiency of the personnel motivation system Low interest of ordinary employees in the development of the enterprise Unpreparedness to perform a large volume of passenger services

Source: author's own development

In essence, the specific content of enterprise personnel management is the process of effectively optimizing the allocation of human resources for a private enterprise engaged in passenger transportation. Based on this, in the enterprise personnel management system, it is necessary to make a reasonable distribution of all employees in the enterprise, taking into account their personal qualities and abilities, to ensure the effective use of human resources in the enterprise. In addition, in the process of personnel management, the comprehensive level of the enterprise's personnel team is improved through the development of human resources, which provides a stronger driving force for the long-term and stable development of the enterprise.

Analysis of problems existing in personnel management of PE:

1. Lack of awareness of innovation in enterprise management. Some modern elements have been incorporated into the enterprise development process, but there is no innovation consciousness, and some traditional management models are still used. This is mainly because the relevant management personnel of the enterprise are not familiar with the latest management innovations, do not pay attention to the important value of human resource management, and only focus on the short term.

2 Incomplete enterprise management system. In the process of enterprise development, a corresponding institutional system is needed as an important basis for the development of work. On this basis, the enterprise should innovate its own personnel management system and promote the efficiency of personnel managers in specific work through specific norms and standards, accurately analyze the specific reasons for the existence of various personnel management problems, and be able to solve them according to the actual situation.

3 The personnel composition of PE is not sufficiently optimized. The main content of the enterprise's personnel management is the need to achieve effective management and development of human resources, through the relevant personnel management work to comprehensively analyze and compare the actual working capacity and level of specific employees, and combine the actual status of the personnel with the work. The level is assigned to more reasonable work positions, which can effectively enhance the interest of the personnel, ensure the full fulfillment of the role of the personnel, and realize the long-term development of the enterprise.

The strategy of enterprise personnel management in modern conditions:

1 Create a modern concept of personnel management. PE should continue to create a new concept of personnel management based on traditional concepts of personnel management, emphasizing the importance of specialists. In the strategic goal of the enterprise, personnel management should take the initiative to influence its implementation. PE needs to spend a certain amount of time and money on personnel management.

2 Formulate a systematic performance appraisal and an effective incentive mechanism. The private enterprise should conduct in-depth consultation with employees when implementing appraisal plans. The content of the appraisal should be suitable for all employees who hold the same position. The appraisal standards should be clear and understandable. The appraisal results should be made public, and at the same time, it is necessary to point out the shortcomings of employees. In addition to suggestions for improvement, employees who excel in the appraisal should be encouraged. Usually, if large-scale appraisals are formal in nature and accompanied by a written report, each employee should be informed of this. From the formulation of the appraisal plan to the announcement of the appraisal results, everything should be honest, fair and transparent.

3. Create a flawless personnel management system. A perfect personnel management system is one of the conditions for the enterprise to be an industry leader. PE must create a set of intelligent systems for recruiting, assigning, training, promoting and dismissing personnel to ensure the smooth development of the service provision process at the enterprise.

4 Improving the personnel training mechanism. In the work on human resources management, the studied enterprise needs to pay attention to the effective development of human resources and the use of professional skills of employees, therefore, it is necessary to pay attention to timely training of employees. In addition to the selection of more professional personnel, it is also necessary to regularly train employees in PE so that the overall quality and professional level of the enterprise's personnel can be constantly improved and fully meet the requirements of the enterprise in its long-term development.

In conclusion, it can be said that it is necessary to further optimize the personnel management structure of the private enterprise under study, make personnel management work more important, and promote the long-term development of the private enterprise itself.

It should be emphasized that key problems in personnel management were identified at the experimental enterprise, and we developed recommendations for their elimination. To improve the personnel management

system in PE, a number of measures can be implemented (Table 6). The effectiveness of the enterprise's activities largely depends on how coherently the personnel management policy is implemented.

We would like to emphasize that due to the difficult military situation in the enterprises of Sumy, there is a high turnover of personnel. Our enterprise is no exception. At the same time, new personnel are coming to replace them. That is why employee adaptation is a critically important process for the successful work of PE, because it ensures the rapid integration of new employees into the corporate culture, increases their motivation and productivity.

Proper adaptation reduces the level of stress, helps newcomers to master their duties faster and minimizes the risk of errors. This also contributes to the formation of a positive working environment, which increases employee loyalty to the enterprise.

By investing in adaptation, the enterprise ensures stable development, improves teamwork and reduces staff turnover, which will ultimately have a positive impact on financial results. If we talk about innovative improvements to the mechanism for managing the personnel adaptation process, they can be implemented using the following tools:

- Buddying – a new employee is supported by an employee who is at the same level of the hierarchy as him, as a result of which adaptation takes place in a relaxed and informal manner. This situation helps to establish interpersonal relationships faster and helps create comfortable conditions for the newcomer, which ensures the new employee's quick entry into the position and acceptance into the team;

- Jobshadowing – a new employee becomes a "shadow" of an experienced specialist and observes him. The advantage of this method over mentoring and buddying is the release of an experienced specialist from the direct process of training a new student as such, according to which he can effectively perform his professional duties, bringing income to the enterprise;

- immersion – a method in which the adaptation of a new employee occurs as they master current job duties. This approach can be chosen only for experienced employees and allows a private enterprise to have no additional costs or to minimize them.

**Table 6.** Recommendations for improving the personnel management system in PE

<b>Direction</b>	<b>Recommendation</b>
Clear and interesting information	Conduct training to convey to employees the mission and goals of PE, ensuring that employees are aware of and responsible for their activities.
Recruitment and training	Provide the opportunity to send your employees to educational centers where they will improve their skills their professionalism and qualifications at the expense of PE.
Systematic training and retraining of employees	Systematic improvement of the professional level of personnel and, as a result, increased efficiency of the enterprise. Competent introduction of innovations and their application in PE.
Adaptation and mentoring programs	Improving the image indicators of a private enterprise in the labor market, maximizing the use of the professional abilities of personnel.
Implementation and expansion of motivational tools	Ensuring occupational safety, discipline, and teamwork skills.
Certification aimed at identifying basic skills, abilities, abilities, as well as the ability to learn	Adjust the management strategy of PE to its capabilities and requirements.
Work to reduce conflict situations and prevent them. Improving the social climate in the team	The formation of a permanent team interested in the strategic goals of the enterprise, understanding them as their own.
Increasing the education of the team	Opportunity for career growth, implementation of new ideas for optimizing processes by employees involved in direct activities.
Implementation of social programs	Full interaction with the employee and understanding of his aspirations and desires within the framework of work activities. The emergence of corporate culture.
Social motivation	Various celebrations can be organized at the company's own expense, such as anniversaries. Organizing various holidays, you can help improve the corporate culture of the staff, thanks to which employees will feel involved in their work and the relationships they have with their colleagues.

Source: own research

For each employee who comes to work at PE it is necessary to select his own tool for rapid adaptation in the team, depending on his experience and psychological characteristics. It should be emphasized that drivers are constantly faced with stressful situations due to various passengers, and therefore, among the general measures aimed at improving their working conditions, the following can be distinguished: regular medical examinations and medical check-ups of employees; implementation of social programs that promote health; creation of a favorable psychological atmosphere in the team to reduce stress. This may include organizing corporate events, trainings, developing corporate social networks, arranging rest rooms, as well as creating psychological support centers or including a psychologist in the staff, monitoring the level of stress among employees and other initiatives.

In PE it is necessary to improve another aspect of effective personnel management – delegation of responsibility. It allows managers to distribute tasks among employees, giving them the opportunity to demonstrate their abilities and develop skills. Delegation of responsibility contributes to the development of a sense of independence and initiative among employees, which is important for cultivating leadership qualities and strengthening teamwork. It also allows employees to make more thoughtful and effective decisions in their workplaces. Ultimately, support and encouragement of employees are critically important for maintaining a high level of motivation and job satisfaction. Recognition of employees' efforts and their achievements contributes to the creation of a positive and productive working climate. In confirmation of the uncompromising impact of human resource development on the effectiveness of PE, we will compile a Table 7.

**Table 7.** The impact of personnel development on the efficiency of PE

<b>Personnel development impact indicators</b>	<b>Impact description</b>
Labor productivity	Trained and motivated employees work more efficiently and productively.
Quality of services	Trained employees are able to provide better services.
Passenger satisfaction level	A high level of service thanks to trained and motivated employees increases passenger satisfaction.
Reducing staff turnover	Trained and motivated employees feel great loyalty to a private enterprise and stay at work longer or may take additional time off in case of force majeure.
Reputation of PE	A private enterprise that invests in the development of its employees has a better reputation as an employer and attracts qualified candidates.

Source: compiled by the author

Therefore, all the above recommendations will directly contribute to increasing labor productivity. In addition, the growth of the professional level of employees will improve the quality of passenger services, which, in turn, will strengthen passenger satisfaction and loyalty. As a result, a positive image of a private enterprise as an employer that invests in its personnel will increase its attractiveness in the labor market and help attract highly qualified personnel. Thus, systematic and targeted development of human resources is a strategically important direction for any enterprise that seeks to increase its efficiency, competitiveness and ensure sustainable long-term development.

We have established that the technology of searching, selecting and hiring employees working at the enterprise is regulated and includes a number of stages, at each of which the actions of specialists are implemented using appropriate methods and within the time limits specified for each performer. Thus, at the first stage, an application for the search for a specialist is received from the manager. An employee of the human resources department begins processing and checking the data, while discussing the details of the vacancy, selecting search strategies and work procedures. After 1-2 weeks from the moment of receiving the application, the person responsible for the search must propose candidates for consideration. If the decision is positive, individual candidates are assigned an interview, the results of which form an opinion about the candidate's compliance with the requirements and working conditions. At the second stage, the candidate is checked. At the third stage, the applicant's data is again transferred to the manager for a decision on the possibility of hiring, after which the applicant is offered employment. In general, the procedure takes a long time; sometimes closing the vacancy is delayed up to two months. In addition, specialists are involved in the work, which are constantly forced to interact with each other to coordinate actions. The process of personnel adaptation in the enterprise is aimed at solving several tasks: minimizing financial and time costs for an

employee to enter a position and team; acquiring the necessary professional skills and abilities; accepting the values and rules existing in the enterprise by the employee.

Thus, employees, albeit to varying degrees, express dissatisfaction with the organization of selection, hiring and adaptation at the enterprise, with the main problem being the large loss of time. Interviews with specialists in the personnel selection department showed that they have to solve the problems of rapid and mass selection, work with a large flow of candidates, while routine tasks take up about 30% of working time. This negatively affects the speed and quality of closing the vacancy, the duration of adaptation and its content. The timing of the working day of the HR specialist confirmed our observations (Table 8).

**Table 8.** Indicators of working time spent on individual recruiting operations in traditional work

Operation name	Time costs	
	minutes	% of working day
Posting information about a vacancy	40	8.33
Conducting telephone interviews with potential candidates	45	9.38
Working with mail and writing emails, letters, notifications	130	27.09
Formation of a candidate base	145	30.21
Search for candidates from the database	30	6.25
Conducting an interview	75	15.63
Other actions	15	3.11
Together	480 (8 hours)	100.00

Source: according to own research

Thus, during the working day, a specialist can productively work on only one or two applications for closing a vacancy, despite the fact that, as a rule, he can have up to 15 applications for various positions in his "order portfolio". In this situation, recruitment specialists express a positive attitude towards the automation of work processes, since this leads to a significant reduction in working time spent on standard, repetitive operations, facilitating their implementation, better storage and use of data for prompt personnel decision-making. In the practice of personnel management today, many automated systems of both domestic and foreign production have begun to be actively used. One of the most frequently used by enterprises is the E-Staff platform [7]. E-Staff is a full-cycle system that automates most routine operations in recruiting. However, it has a significant disadvantage for a small passenger company – high cost (15,000 USD or 620,387 thousand UAH) [3]). There are cloud technologies that cost less. These include the following cloud technologies, namely: HURMA System, Zoho People, BambooHR, Workable, SmartRecruiters, CakeHR, ADP Workforce Now [2]. Table 9 presents the three largest HRM systems.

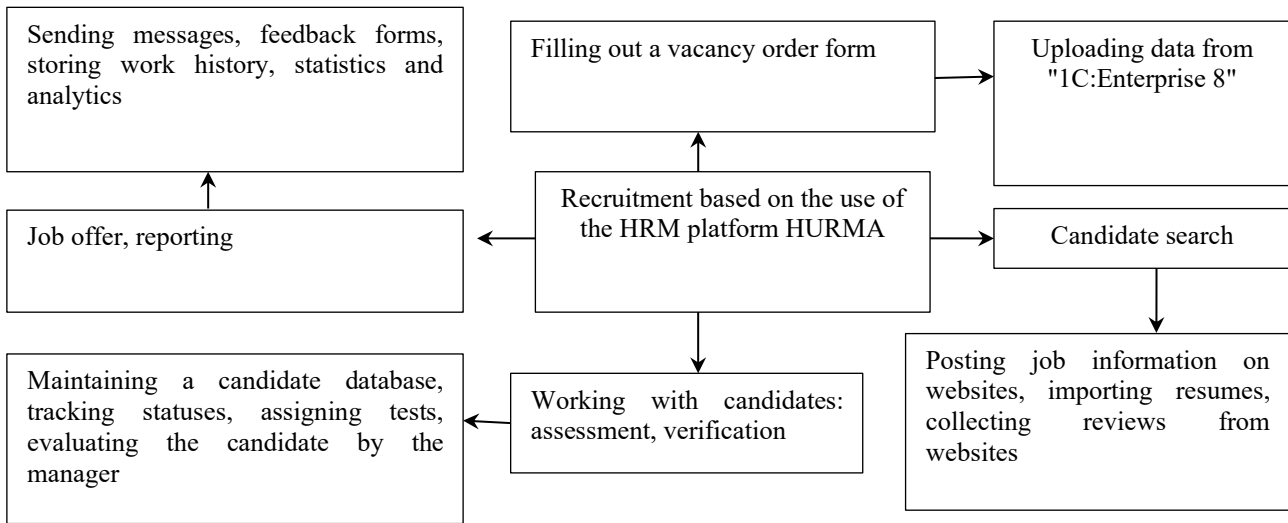
**Table 9.** Comparison of the best HRM systems

Parameters	HURMA System	Zoho People	BambooHR
Free trial period:	Yes	Yes	Yes
Linkedin integration	there are	there are	there are
Integration with Google Calendar	there are	there are	there are
Performance management:	Yes	Yes	Yes
OKR module:	there are	no	no
Integration with job portals:	Yes	Yes	Yes
Interface language	Ukrainian, English and Spanish.	English, German, French, Portuguese and over 10 different languages	English, French, Spanish, Italian and others
Knowledge base	there are	no	there are
Mobile format	mobile version and AI Parther chatbot	mobile application	mobile application

Source: [2]

For example, the ATS system and cloud HRM platform HURMA 45 USD or 1861 UAH per month. They also offer to conclude an agreement to use this cloud technology for a year. This will cost 432 USD or 36 USD per month [4].

This platform is characterized by flexible settings, convenience of many operations for personnel selection, which fully meets the set goal. The functionality of the system is extensive and includes solutions to a number of tasks: working with candidates for vacancies, using external job sites, hiring, adaptation planning, etc. (Figure 6).



**Figure 6.** Recruitment automation using the HURMA cloud HRM platform  
Source: own development

Let's consider the sequence of actions during the implementation of the technology of personnel selection and adaptation during the implementation of the HURMA platform for optimizing personnel process data. In order to automate the selection of resumes, it is necessary to set certain parameters by keywords so that the most valuable candidates, whose experience and qualifications meet the stated requirements, are not missed through the workflow and redirected to a folder for priority consideration. It is necessary to develop notification letters to candidates for vacancies for their automatic distribution. This notification must be used at the stage of completing the initial telephone interview in case of a positive result. The letter to the candidate should contain: information about the company; description of the compensation package and the procedure for receiving remuneration for work; travel plan; contact person details. Before the interview, the candidate will have the opportunity to familiarize himself with complete and reliable information about the company, its scale and development opportunities in it, which constitute the compensation package, etc. The text should be motivating so that the applicant can quickly decide on a place of work. This will allow the recruitment specialist to increase the intensity of work, increase the number of interviews, especially during mass recruitment. For candidates who have been accepted for employment, you can create an SMS message about their upcoming start of work. Since a sufficient amount of time can pass from the approval of the candidacy to the date of their start of work, it is expected that such a message will have a positive effect on the attitude towards the company and will strengthen the decision made. A few days before the start of work of a new employee, the HR department employee creates a message to the manager, to which they attach a photo of the employee, a list of materials necessary for work, their competencies, etc. It is necessary to automate this mailing by creating a template for it in advance and uploading the entire list of necessary information.

The construction of the newsletter is carried out depending on the category of personnel, since the organization of the workspace of each of them has significant differences. For the centralized organization of the adaptation process of newly hired employees, it is necessary to introduce them with adaptation instructions on production equipment, social relations, etc. The developed instruction should contain frequently asked questions from employees; the organizational structure of the enterprise, information on who to contact in case of problems, infrastructure opportunities for recreation; a description of traditional activities for employees. This will allow recruitment specialists, as well as managers, not to waste time on these organizational issues. The regulations for the adaptation process are necessary not only for employees, but also for the manager. In order to optimize the process, an adaptation program should be developed that allows you to systematize work with newly hired employees and contains an adaptation plan, a goal map and a memo for the mentor. In

addition, a newsletter informing about the end of the employee's probationary period will be useful for the manager. Since during a long probationary period (90 days), information about its end date may be lost sight of, its automation by generating a corresponding letter will solve the problem of providing the employee with feedback on the results of the trial. It is possible to automate conducting surveys based on the results of the initial adaptation, also sending reminders to the recipients. In current practice, each employee is invited to participate in a survey two weeks after the date of his employment, which is dedicated to identifying the level of his professional adaptation and socio-psychological comfort in the company's team. At the same time, a questionnaire is sent to the employee's manager, in which he evaluates the employee who is on probation and the recruitment specialist who recommended this candidate. Optimization of the selection and adaptation technology is facilitated by synchronization of the HURMA software product with the existing «1C: Enterprise 8» system. When combining 1C: ZUP and HURMA, data upload to the personnel selection program is automated. The uploaded data includes departments, employees, staffing positions, and vacancies. When synchronizing the two systems, only one platform – HURMA – will be required for a full-fledged recruitment process, which will lead to a single, simplified system for the work of recruitment department specialists.

Synchronization of HURMA with work sites will lead to the fact that the necessary vacancy and application for the selection of a specialist can be promptly placed on the specified sites. As part of the study, we tested this technology at one workplace of a HR specialist of the demonstration (Demo) version of the HURMA platform. Repeated timing of the costs of a working day for the execution of applications showed a significant reduction (almost 50%) and the possibility of increasing the specialist's labor productivity (Table 10).

In addition to increasing work efficiency, we have noted an increase in the satisfaction of both specialists themselves and candidates, employees and employers with the improvement of the quality and efficiency of personnel procedures. Thus, the automation of a number of processes of personnel selection and adaptation technology will help save time resources of personnel selection specialists and reduce financial costs. It should be recalled that in 2023 the average number of employees There were 22 people, and the net income from the sale of services was UAH 3,519,000. The cost of using the HRM platform HURMA is UAH 1,488.6 per month, which is UAH 17,863.2 per year (provided that a contract is signed for a period of 1 year).

**Table 10.** Time consumption indicators for individual recruiting operations while working on the HURMA platform

Operation name	Time costs	
	minutes	% of working day
Posting information about a vacancy	10	2.08
Conducting telephone interviews with potential candidates	45	9.38
Working with mail and writing emails, letters, notifications	30	6.25
Formation of a candidate base	55	11.46
Search for candidates from the database	15	3.13
Conducting an interview	75	15.63
Other actions	15	3.11
Together	245 (4.09 hours)	51.04

Source: own research

According to our research, the time spent on routine tasks is 30% of working time, and after the implementation of HURMA, there was a reduction in time spent on routine tasks by 50% and the possibility of increasing labor productivity. In 2024, there are 261 working days. The working day lasts 8 hours. The total working time of one employee (HR specialist) per year is  $261 \times 8 = 2088$  hours. Time spent on routine tasks before the implementation of HURMA:  $2088 \text{ hours} \times 30\% / 100\% = 626.4$  hours per year. Time spent on routine tasks after the implementation of HURMA: A 50% reduction means that:  $626.4 \text{ hours} \times 0.5 = 313.2$  hours per year. Total saving of working time of one HR specialist:  $626.4 \text{ hours} - 313.2 \text{ hours} = 313.2$  hours per year. The average salary of a HR officer is 15,000 UAH per month. For a year, we have the amount of  $15,000 \times 12 = 180,000$  UAH per year. That is, the cost of one hour of work of this employee is  $180,000 \text{ UAH} / 2088 \text{ hours} = 86.2$  UAH per hour. Savings in monetary equivalent:  $313.2 \text{ hours} \times 86.2 \text{ UAH} = 26,997.84$  UAH. Thus, using the HURMA platform allows you to save and receive a net financial gain of  $26,997.84 - 17,863.2 = 9,134.64$  UAH per year.

Let's consider another cloud platform – Zoho CRM. The Medium technical support package costs \$37 per month. However, if the company is only interested in HR management, then Zoho People Plus is offered, which will cost \$9 per month with an annual cooperation [5]. The annual cost of using the Zoho CRM HRM platform is UAH 4466.4 or USD 108 [3]. Using the Zoho CRM platform in the Zoho People Plus offer allows you to save and get a net financial gain of UAH 26997.84 – 4466.4 = UAH 22531.44 per year. It is clear that comparing the two cloud HRM platforms; we can say that the net financial gain from using Zoho People Plus will be more effective by UAH 13396.8. But there is one significant disadvantage – there is no Ukrainian-language version. To work with this platform, a human resources employee must have perfect English or German, but not all HR specialists in a regular enterprise can boast of this, and therefore we are not considering other cloud HR platforms.

It is clear that when using the HURMA cloud platform, the net financial gain is small, but if the company expands again in the future and provides passenger services on suburban routes, the HR specialist will be entrusted with more and more routine functions. It should be emphasized that if an employee works with this cloud platform, the company will receive additional benefits in the form of: increased productivity of HR specialists, the possibility of faster and more efficient recruitment, a reduction in the number of errors and increased accuracy in maintaining personnel documentation. The implementation of the HURMA HRM platform is advisable, since it allows not only to offset its costs, but also brings additional cost savings, increasing the productivity of specialists. In addition, it contributes to the optimization of business processes, which is especially important for an enterprise that works with a significant flow of candidates and is engaged in personnel recruitment.

PE is an organization, which is responsible for the life and health of people – not only those transported, but also for the safety of others in the process of providing passenger services. In addition to direct services for transporting people, this researched enterprise carries out repair operations in the event of a breakdown of motor vehicles. Thus, it becomes obvious that increasing the motivation of the personnel of a passenger enterprise is one of the main areas of management activity of its management. However, in the process of forming an effective system of motivation of labor of PE, one cannot ignore such a type of motivation as an intangible form. As a rule, such stimulation depends on the personal effectiveness of the work of a particular employee and is expressed in a handshake and personal gratitude of the manager, reducing the high significance of the work of drivers of a private enterprise to an axiom. As already noted in the work, the driver must bear and realize personal responsibility for his own work. In particular, there must be an understanding that he may lose bonus payments, as well as not receive a certain part of his salary and even be fired if the following events occur: facts of non-compliance with the rules for operating the vehicle entrusted to the employee are discovered; the route is disrupted due to the driver's fault; the rules for working with passengers are grossly violated, etc. Thus, we can talk about an effective system of motivation for drivers at PP only if the management manages to form a system of motivation for drivers, in which their personal goals coincide with the strategic goals of the automobile enterprise. At the same time, the legitimate interests of the employees themselves will be strictly observed.

In addition to the basic salary, an important element of the motivation system is additional remuneration, which includes material and non-material incentives. It allows for maximum individualization of remuneration, taking into account many factors, including the competence and contribution of the employee himself. The remuneration covers everything that is valuable to the employee or can become so. It can be internal or external. Internal remuneration reflects psychological satisfaction from work, the joy of creativity and the awareness of the importance of one's activities, which can arise through recognition of merit, achievement of goals and benefit to society.

Intangible incentives that do not require investment from the company but have a great impact on employee efficiency and the socio-psychological climate in the team:

- recognition of the driver's merits in the form of praise and thanks, announced publicly;
- congratulations on significant dates – anniversaries, birthdays, weddings, birth of a child, retirement, etc., corporate holidays and parties contribute to team cohesion and strengthening organizational culture;
- a gallery of honor where the results of work are displayed.

Thus, the proposed measures can be used to improve the labor incentive system. The proposed measures will allow not only to take into account the tariff (permanent) part of the salary, but also to make the income of the employee dependent on labor productivity and the final results of the private enterprise. This approach seems to be the most progressive in the field of employee incentives, which provides both a guarantee of receiving a permanent salary and the possibility of a significant increase in income based on the results of

work. In order to increase the labor productivity of the enterprise, it is necessary to pay special attention to such an intangible incentive factor as improving working conditions, namely, providing employees with the necessary equipment, the lack of which does not allow them to quickly and efficiently perform their duties. In addition, it is necessary to convince employees that the work they perform is very important for the enterprise, that the quality of their work directly affects the image.

In the modern business environment, an important factor in the success of an enterprise is its ability to maintain high motivation. That is why for the implementation of the project to improve the system of non-material motivation of employees of PE, the following costs can be proposed, which are given in Table 11. The table below reflects the distribution of financial resources for measures aimed at increasing morale and employee satisfaction.

Each item has a specific goal and justification, which indicates the desire of PE to create a favorable working environment. The first item is the design of a greeting board with expenses of 3,000 UAH. This event will allow the enterprise to demonstrate attention to employees, celebrate their achievements and important events in life. The importance of this item lies in increasing the sense of belonging to the team, which will contribute to strengthening the corporate culture. Corporate events, for which 45,000 UAH are provided, are a powerful tool for bringing the team closer together. They promote informal communication; reduce barriers between employees and management, which will positively affect teamwork. The regularity of such events (three times a year) will ensure constant support for a positive atmosphere in the team.

**Table 11.** Costs for the implementation of the project to improve the system of non-material motivation of employees of PE

No	Expense item	Expenses per year, UAH
1	Greeting board design	3000
2	Corporate events (3 times a year)	45000
3	Organization of sporting events	10000
4	Board of Honor	5000
5	Gifts for the best employees	15000
6	Caring for employees' children (sweet gifts for all children for the New Year and for children on September 1 – for those going to first grade – a first-grader gift set)	22000
	Total	100000

Source: own development

Organizing sports events, which requires 10,000 UAH per year, will contribute to the physical health of employees and strengthen team spirit. Involving employees in sports events will also affect the development of leadership qualities and team interaction. The Board of Honor, which will cost 5,000 UAH, is another important element of intangible motivation. It will allow PE to publicly recognize the achievements of its employees, which will stimulate others to achieve high results. Recognition of employees' merits will contribute to their professional growth and increase loyalty to the enterprise.

Gifts to the best employees, for which 15,000 UAH are provided, are a manifestation of individual attention to the results of work. They demonstrate that the private enterprise appreciates the diligence and contribution of everyone and additionally motivates employees to achieve new heights. Finally, caring for the children of employees (22,000 UAH) will emphasize the social responsibility of PE. Gifts for the New Year and September 1 will create a positive emotional connection between the enterprise and its employees, which will increase the level of employee satisfaction with work. Thus, the costs provided for in Table 11 are an important investment in creating a stable, satisfied and motivated team, which, in turn, will contribute to the success of PE.

Another suggestion is to use the savings from the bonus fund to pay an annual bonus. Due to the fact that some employees may not receive a monthly bonus for various reasons (dismissal, vacation, sick leave, de-bonus), the bonus fund in the current month may not be used in full. The saved part can be planned to be credited to the bonus fund at the end of the year. An employee can receive a bonus at the end of the year provided that:

- 1 If his work experience is 11 months or more.
- 2 If the employee has no disciplinary sanctions at the time the bonus is accrued.

This use of the bonus fund savings will reduce staff turnover, increase discipline and interest in the results of their work.

In addition to improving the compensation system for motivating the personnel of PE, attention should also be paid to non-compensatory ones. In non-material incentives, the main direction of work is to raise the status of an individual employee and increase employee loyalty. To do this, it is necessary to introduce a system for registering employees who have distinguished themselves. The manager must develop criteria for the effectiveness of the work of his subordinates and determine the best employee of a certain unit every week and every month. The photo of the "best" should be placed on the Honor Board. It is necessary to hold monthly meetings with the presentation of symbolic gifts to the leaders. It is planned to hold corporate evenings every year, where the results of the work of PE should be highlighted and certificates, awards and gifts should be presented to employees who have distinguished themselves.

However, along with bonuses, de-bonuses play an important role in the personnel management system. This is a mechanism that is used in cases of failure by employees to fulfill their duties or violation of labor discipline. De-bonuses are intended to point out to the employee their mistakes and stimulate him to improve his work results. It serves as a kind of reminder of responsibility for fulfilling job duties. The relationship between bonuses and de-bonuses is that they complement each other. If a bonus encourages reaching new heights, then de-bonuses remind of the consequences of failure to fulfill duties or violating standards. Together, these mechanisms form a balanced motivation system that takes into account both incentives and responsibility. Companies that effectively combine these two approaches are able to create a culture in which employees understand that their contribution is important, but at the same time they are responsible for their actions. Thus, bonuses and de-bonuses are interdependent elements of an effective motivation system that promotes the development of professionalism and discipline among employees. Only through the correct combination of these tools can PE achieve maximum results and ensure stable development.

It is proposed to divide the de-bonus indicators into two types: indicators that apply to all categories of employees; indicators that apply to individual positions. Table 12 presents the de-bonus indicators for all categories of employees. This system of measures is aimed at reducing the number of facts of violation of labor discipline, will contribute to improving the quality of service to the population, and trust in public transport, increasing the prestige and competitiveness of PE.

**Table 12.** De-bonus rates for all categories of employees of PE, UAH.

<b>Violation</b>	<b>Amount, UAH</b>
Being late for work	200
Absence from work	500
Chatting with friends while working	250
Rudeness when communicating with a passenger	600
Absence from work without a valid reason	8000

Source: own development

In order to maintain the natural level of staff turnover, it is necessary to conduct a survey every six months to identify those employees who plan to leave and are actively looking for a new job. The survey should identify changes in the basic needs and motivators of employees. The data obtained should be used during the annual review of the labor motivation system. We also presented a questionnaire to study the socio-psychological climate in PE, because the psychological well-being of employees is a state of satisfaction, confidence and general well-being of the employees of the enterprise. It should be emphasized that in the modern world, many enterprises pay attention to the psychological aspects of work no less than to the material ones, which requires studying the peculiarities of work, motivation and attitude of employees to the enterprise. A motivated and satisfied employee is very responsible for his job duties, is ready to work overtime with less resistance, is proactive, and is also more loyal to innovative changes. To determine the level of socio-psychological climate in the team, you can conduct questionnaires, surveys, tests, and interviews. A competent manager can independently assess the state of the socio-psychological climate. The main indicator for him may be high staff turnover and low levels of labor discipline. Analysis of the identified indicators can serve as an impetus for taking measures to eliminate factors that have a negative impact.

In conclusion, it should be emphasized that an effective motivation system will allow PE to stimulate employees to their professional growth, reduce staff turnover and create a favorable corporate culture. The

implementation of the elements of improving motivation that we have proposed will increase employee satisfaction, their involvement and productivity. Ultimately, this will contribute to strengthening the company's position in the market and ensuring its long-term development.

Thus, we have considered the essence of the theoretical and methodological principles of personnel management in a private enterprise. In our opinion, personnel management is a strategic process of planning, attracting, developing and retaining employees. Personnel development management plays an important role in improving the efficiency of an enterprise's operations and increasing its competitive advantages over similar enterprises in the same industry [1]. Using Euler circles, the correlation of the basic concepts of personnel management was considered, namely: human resources, labor resources, labor force, personnel and staff. The main stages of the formation and implementation of the personnel management strategy in a private enterprise were highlighted.

We at the experimental enterprise identified key problems in personnel management and developed recommendations for their elimination. The conducted research allowed us to find out that the current system of personnel selection and adaptation has a fairly large range of routine operations that can be automated, minimizing the possibility of making mistakes and freeing up part of the working time of specialists to solve significant tasks. In order to optimize personnel management technologies through automation, you can use the HURMA cloud HRM platform. Using the HURMA platform allows you to save and get a net financial gain of  $26997.84 - 17863.2 = 9134.64$  UAH. per year.

It is proposed to spend 100 thousand UAH per year on the implementation of a project to improve the system of non-material motivation of employees of PE, because this will be an important investment in creating a stable, satisfied and motivated team. Another proposal is to use the savings of the bonus fund to pay an annual bonus to employees. Along with bonuses, de-bonuses play an important role in the personnel management system. Only through the correct combination of these tools can PE achieve maximum results and ensure stable development.

The proposed measures will help PE improve personnel management, increase motivation, reduce turnover, and create a favorable corporate culture for long-term development.

## REFERENCES

1. Mohylna L., Kharchenko T., Klietsova N. (2023) Main aspects of managing the socio-economic development of enterprise personnel in the context of sustainable development. *Economy and Society*, N. 54. DOI: <https://doi.org/10.32782/2524-0072/2023-54-55> (accessed 03 February 2026) (in Ukrainian).
2. Review of the 7 best HR systems on the Ukrainian market in 2024. *HURMA*. URL: <https://hurma.work/blog/porivnyannya-populyarnih-hr-sistem-shho-obrati-i-chomu/> (accessed 03 February 2026) (in Ukrainian).
3. Official exchange rate of the hryvnia against foreign currencies. *National Bank of Ukraine*. URL: <https://bank.gov.ua/ua/markets/exchangerates> (accessed 01 February 2026) (in Ukrainian).
4. Tariffs of the cloud HRM platform HURMA. *HURMA*. URL: <https://hurma.work/tariffs/> (accessed 01 February 2026) (in Ukrainian).
5. Zoho People Plus Price. *CRMOZ*. URL: <https://uk.crmoz.com/zoho-bundles-free-trial> (accessed 01 February 2026) (in Ukrainian).
6. Chyzh V. I., Gavrylenko Ya. V. (2021) Staff Development as a Component of Management Strategy in the Information Society. *Modern Economics*, N. 26 (2021), P. 160–166. DOI: [https://doi.org/10.31521/modecon.V26\(2021\)-24](https://doi.org/10.31521/modecon.V26(2021)-24) (accessed 01 February 2026) (in Ukrainian).
7. E-Staff. *CRMindex*. URL: [https://crmindex.com.ua/products/e\\_staff](https://crmindex.com.ua/products/e_staff) (accessed 01 February 2026) (in Ukrainian).