

## IMPROVEMENT OF THE PERSONNEL MANAGEMENT SYSTEM AT THE ENTERPRISE

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*Resume – the article outlines the main areas of enhancement in the personnel management system and discusses various options of incentives.*

*Резюме – в статье описываются главные направления усовершенствования управления персоналом, рассматриваются различные варианты стимулирования.*

**Introduction.** Studies to identify the effectiveness of the use of personnel at enterprises of the Republic of Belarus have shown that, on average, the potential of employees is used only up to 70 % [1].

**Main part.** The following areas are highlighted in the personnel management improvement system: 1) optimization of the number. The main goal is to reduce costs, ensure productivity growth through more efficient use of the organization's human resources; 2) improvement of the staff motivation system. The main goal is to ensure the growth of labor productivity, reduce costs, improve product quality, and ensure positive dynamics of personnel profitability.

Staff motivation is one of the most complex components of the HR management model and includes the following types of incentives: financial incentives (payments in the form of bonuses, bonuses for long service, participation in lending to employees of the enterprise in connection with the construction of housing, training, participation in financing the health of employees); non-material incentives (mentoring institute, corporate training, personnel transfer system, benefits depending on the effectiveness of work activities, activities aimed at creating a sense of belonging to the organization, a system of non-material rewards); tactical and strategic incentives aimed at creating prerequisites for long-term employee retention. Therefore, it is necessary to consider ways to motivate young professionals through non-financial incentives using the example of the state-owned enterprise Minsk Metro. Thus, in 2021, 148 young specialists were admitted to the Minsk Metro: university graduates – 60, secondary specialized educational institutions – 49, vocational schools – 39. Internship was organized for 77 students. The metro has a "Mentoring Regulation". The purpose is to provide the necessary assistance and support to new employees in mastering the profession and mastering the necessary knowledge and skills for effective work. Also, the Minsk metro hosts a large number of various events aimed at creating a sense of belonging and team spirit: amateur concerts, photo exhibitions, exhibitions of crafts by family members, classes in sports and gyms, voluntary squads for the prevention of offenses [2].

To increase the level of motivation, in my opinion, the following components are more effective (table 1).

Table 1 – Components of additional non-financial incentives in the enterprise

Components	Characteristics
1. Stimulation of free time based on the results of work	After completing the work plan for a certain period, the employee is given the opportunity to take an additional day off
2. Career incentives	The opportunity to move up the career ladder, participate in management
3. Training at the expense of the company	Employees who have performed well as a result of their professional activities are given the opportunity to improve their skills and additionally study
4. The 80/20 project	Employees of the enterprise are allowed to devote 20 % of their time (1 day a week) to projects of their own interests. This rule has been successfully implemented in the largest modern corporations. For example, Google uses this rule.
5. Distinctive benefits	The introduction of benefits in the form of a corporate doctor, free meals
6. Employees evaluate each other's work themselves and choose incentives	Employees give each other points for quick work, help, attentive attitude, etc. At the end of the month, you can receive a prize for the purchased balls, which is selected by the employees themselves

Source: author's development based on [3].

**Conclusion.** HR management processes remain one of the most inert in the enterprise today. In order to ensure the growth of labor productivity, it is necessary to improve the system of personnel motivation, in particular by methods of non-material incentives for the improvement of the quality of products (services, works). To create a sense of belonging and team spirit, as well as an environment friendly workplace for the employees, where they would be more efficient in performing their duties.

#### REFERNCES

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