

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

Sumy State University

Academic and Research Institute of Business, Economics and Management
Department of Management named after Oleg Balatskyi

«Admitted to the defense»
Head of Department
_____ Ihor REKUNENKO
_____ 2023 y.

QUALIFYING WORK
to obtain an educational degree bachelor's

in the specialty 073 Management,
educational-professional program Management

on the topic:

The role of information systems in personnel management

The recipient of the group M-91an/1y

Yelyzaveta Usova

The qualifying work contains the results of own research. The use of ideas, results and texts of other authors are linked to the appropriate source.

_____ Yelyzaveta Usova

Head: Assistant, PhD in Economics, Viktoriia SULYM _____

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I CONFIRM

Head of Department

_____ Ihor REKUNENKO

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ASSIGNMENT FOR QUALIFYING WORK

to obtain an educational degree bachelor's

in the specialty 073 Management, educational-professional program Management

The recipient of the group M-91an/1y Yelyzaveta Usova

1. The topic of the work "The role of information systems in personnel management " approved by order № 0569-VI dated 25.05.2023 y.
2. The deadline for submission of the completed work by the acquirer 10.06.2023y.
3. The purpose of the qualifying work: to analyze the impact of information systems on the effectiveness of the organization personnel management.
4. Object of study: personnel management system of Simpatik group L.L.C.
5. Subject of study: social and economic relations that arise in the process of using information systems in personnel management.
6. Qualification work is performed on the basis: personal knowledge, experience and research, observation, comparative analysis.
7. Approximate plan of qualifying work, deadlines for submission of sections to the manager and content of tasks to fulfill the set goal.

№ of order	Title of the section	Submission deadline
I	CONCEPT OF HUMAN RESOURCES INFORMATION SYSTEMS	17.05.2023
II	ANALYSIS OF AUTOMATED INFORMATION SYSTEMS OF SIMPATIK GROUP L.L.C.	25.05.2023
III	IMPROVEMENT OF THE INFORMATION SYSTEM TO INCREASE THE EFFICIENCY OF THE ORGANIZATION'S PERSONNEL MANAGEMENT	05.06.2023

The content of the tasks for fulfilling the set goal of the master's qualifying work:

In section 1, the student must to investigate the theoretical foundations of the use of information systems in personnel management, identify the benefits of HRIS systems and analyze communication channels and tools.

In section 2, the student must show compliance of automated systems with a number of principles, explain types and properties of information and analyze informing in the enterprise Simpatik group L.L.C.

In section 3, the student must analyze requirements for management information, methods of informing personnel and provide recommendations on improvement of the information system to increase the efficiency of the organization's personnel management.

8. Consultations on work performance:

Section	Surname, initials and position of the supervisor/consultant	Signature, date	
		Issued the task	I accepted the task
1	Sulym V.V., assistant		
2	Sulym V.V., assistant		
3	Sulym V.V., assistant		

9. Issue date of the assignment _____

Head of qualification work Assistant, PhD in Economics,
Viktoriiia SULYM _____

Tasks to be completed received Yelyzaveta Usova _____

ANNOTATION

Structure and scope of a bachelor's thesis. The thesis consists of an introduction, three chapters, conclusions, and a list of 38 references. The volume of the bachelor's thesis is 54 pages, including 4 tables, 2 figures and a list of references which consists of 38 items.

The bachelor's thesis examines the theoretical and methodological foundations of the formation and importance of information systems in human resources management.

Using various types of analysis regarding the methods and ways of informing the staff, the main mistakes, shortcomings and ways to improve the system of informing the staff in our time were identified.

In addition, personal research and observations were conducted on the methods, types and process of informing staff in different places of work, as well as at the university department and abroad.

The thesis contains analyzes of the importance of staff communication and factors that help to improve communication within the team.

Possible ways to improve staff communication are identified. Possible ways to improve the use of information systems through modern technologies are also identified.

The purpose of the thesis. The main purpose of the thesis is to analyze the impact of information systems on the effectiveness of the organization personnel management.

In accordance with the main goal, the following tasks were defined:

- to investigate the theoretical foundations of the use of information systems in personnel management;
- to identify the benefits of HRIS systems and analyze communication channels and tools;
- to analyze theoretical and methodological approaches to informing employees;

- to explain types and properties of information and analyze informing in the enterprise Simpatik group L.L.C.;
- analyze requirements for management information, methods of informing personnel and provide recommendations on improvement of the information system to increase the efficiency of the organization's personnel management.

The subject of the study: social and economic relations that arise in the process of using information systems in personnel management.

The object of the study is personnel management system of Simpatik group L.L.C.

Research methods. The methodological basis of the bachelor's thesis is personal knowledge, experience and research, observation, comparative analysis.

Results testing. The main provisions and results of the bachelor's thesis were presented at the scientific Conference “Modern Management and Economic Development”. Sumy, 2023.

Keywords: INFORMATION, SYSTEM, MANAGEMENT, PERSONNEL, IMPROVEMENT, AUTOMATED INFORMATION SYSTEMS.

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INTRODUCTION

Information systems of human resources management as an obligatory attribute of a modern company have been widely introduced in companies long ago. However, the volume and quality of used personnel information is insufficient for making optimal managerial decisions.

Today, personnel management is closely connected with information technology. Computer equipment, the Internet, and personnel who are proficient in working with information technology are necessary attributes of a competitive enterprise.

Recently, due to the intensive development of information technology, the next segment of software - automated information systems, abbreviated - AIS. Created programs are specialized software and new technology. If you look more broadly, such programs are the totality of the organizational support of the staff of the firm. They are designed to provide certain departments of the organization with special information in a timely manner. On the other hand, information technology can be called a variety of other programs that are included in the databases of other specialized programs.

Every manager is interested in ensuring that the work of the company's employees and the results of their work comply with the company's requirements. In compliance with this compliance not a small role is played by informing employees of the company. Information properly communicated to a specific employee in the required time has the greatest value.

Otherwise, the effect of usefulness decreases. Often, not adjusted internal informing becomes the reason of such problems, as acceptance by the head and experts of the company of unreasonable decisions because of loss, distortion of information; inefficient use of the head's time, mistakes in work of the personnel, breakdown of actions.

Materials of this work will help me as a future specialist:

1) design a corporate information system in terms of personnel management:
Maintain databases as part of personnel planning, record keeping of personnel work;

develop information projects that accompany personnel planning, career development of the employees of an enterprise (firm), evaluation, certification of personnel; personnel training;

support the processes of regulation and payroll calculation by information computer programs;

2) consult the firm's management and line managers on the selection and purchase of existing computer information programs supporting various processes of personnel management;

3) analyze the status of the various databases that are part of the corporate information system in terms of personnel management

The subject of the study is the meaning of information systems in personnel management.

The object of the study is the information systems that are used and can be used to inform the staff.

Keywords: INFORMATION, SYSTEM, MANAGEMENT, PERSONNEL, IMPROVEMENT, USE, WORK.

CHAPTER I CONCEPT OF HUMAN RESOURCES INFORMATION SYSTEMS

1.1 Definitions of Human Resources Information Systems

Administrative management of human resources - implementation of the following types of work: management of personnel processes of recruitment, development, assessment and incentives, competence management (Chron Contributor, 2021, February 09).

Collaborative Technologies - a unified environment of knowledge exchange that combines information and communication technologies. These technologies use web tools (file sharing, messaging, calendar, e-mail, forums, desktop video conferencing - including chat and whiteboard) and make it possible to support distributed teamwork and distance learning (Indeed Editorial Team, 2023, March 21).

Operational human resources management - the following types of work: staffing, personnel records, timekeeping, work orders and trip tickets, payroll, personnel records and document management (Zendesk, 2023, May 3).

The software package is an integrated, ready-to-use software and methodological solution allowing to automate processes of human resource management of the company in terms of operational, administrative and strategic activities.

DPS systems (Dynamics Forecasting and Simulation) - a new tool for supporting strategic and operational managerial decisions of top management in terms of business analysis, optimization and forecasting. These systems are based on the computer tools of the last generation - intellectual information technologies, which combine the advantages of the computer with human thinking (Oboloo, 2023).

Strategic human resource management - business analysis; optimization; forecasting (CIPD, 2021, June 2021).

Electronic model - a description of reality in a particular software environment, which has operational properties (Robest M.Fox, Philip V.Lopresti, 2020, January).

The effects of informatization in the field of human resource management - reducing management costs by creating a unified human resource database obtained in various areas of accounting and analysis; reducing labor costs for routine work and providing instantaneous information search; increasing productivity of human resource managers and specialists; increase profitability of human resource activities; increasing the value of the company's intellectual assets (Kinza Yazar, 2023).

The Human Resources Management Information System is a corporate structure designed to manage human resources. It allows the manager to properly manage the company's talent and to create, add and centralize employee data. In this way, the HRIS system consolidates information about the company's workforce and facilitates related processes (Indeed, 2023).

Human Resources Management Information System is responsible for:

- Establishing contacts and adding candidate information
- Streamlining the hiring process by creating meetings with candidates
- Maintaining employee information
- Creating a database of employees and candidates
- Creating a knowledge base for employees
- Keeping track of employees' status in the company, their current and previous positions, salary history, etc.
- Automating document flow
- Setting up automated reporting and process analytics
- Ensuring data protection and recognition (Technology Advice, 2023).

There are several key benefits to using Human Resources Management Information System in your company, starting with the ability of an Human Resources Management Information System system to collect large amounts of data about your company and its employees and then process it to make informed decisions. It allows your company to be data-driven, making it more efficient overall.

The Human Resources Management Information System system also increases your company's efficiency by greatly reducing paperwork, automating routine tasks that would otherwise be time-consuming. It ensures that your HR department can focus on more important strategic issues as well as individual employee relations.

In addition, data security is an important issue for companies dealing with personal data, and Human Resources Management Information System ensures that sensitive information is stored securely and in compliance with legal requirements (both local and international). This ensures that your company can better comply with a number of key data retention legal requirements.

Why should your team use Human Resources Management Information System on a daily basis?

- Significant reduction in time normally spent on routine tasks
- Improved communication within the team
- Greater control over all staff goals and responsibilities
- Improved access to important data and information
- Well-functioning interaction with employees and potential candidates (Freshteam, 2023).

The HRIS tool you choose for your company should meet all three of the above points - from data collection to data protection. Moreover, any tool you choose should have the ability to monitor and automate as many HR processes as possible. It should take into account not only the problems your team is currently facing, but also those that may arise in the future, so the ability to be flexible is important (Tim Reitsma, 2023).

It's also worth making sure that the Human Resources Management Information System tool you choose integrates easily with any other systems you might use in your HR department. This is especially true for financial tools, and your choice should cover standard factors such as payroll and bonuses, as well as timekeeping, absences, etc., to keep track of issues related to spending resources (Lauren Hansen, 2023, February 14).

You should choose a system that can be used on multiple devices so that users can quickly address issues when they arise. The performance management metrics it offers should be varied and customizable according to your company's needs. Finally, HRIS should cover all phases of the hiring process, (Peoplespheres, 2023) from candidate search to onboarding (Kissflow, 2022, May 31).

1.2 Analysis of channels and tools for communicating

Managers, secretaries and human resources have many tools at their disposal for organizing workforce information, from corporate portals and emails, to bulletin boards and periodicals.

It should not be forgotten that:

1. Employees of the enterprise (workers of production shops, drivers, mechanics, etc.) due to the specific nature of their activities do not have computers at their workplaces, so they find themselves behind the information board;
2. You can not ignore potential employees, i.e. people who have come to work or other guests and visitors to the enterprise. It is good if they can familiarize themselves with some aspects of the life of the enterprise and make a favorable impression of it.

Therefore, informing employees in the places where they are most concentrated with the help of information stands, has been and remains an important channel for interaction.

Technical progress does not stand still and to replace outdated and not corresponding to the modern challenges of paper boards, came the digital displays with a content management system (CMS), the screens of which display information in an attractive form, makes you pay attention, is regularly updated, remaining always relevant. A common name for this hardware and software system is Digital Signage. Sometimes a system of informing employees of the company with the help of video screens is called corporate television, when video is accompanied by additional

textual information so that the interaction with the audience is carried out without sound, only with the help of visual impact.

Real-time updated information that can be posted using Digital Signage:

- Orders, orders, instructions and regulations;
- Production indicators and results of the enterprise for a certain period;
- Service messages and announcements;
- Congratulations on birthdays, on winning any contests and competitions, on anniversaries, on the best workers, etc;
- Congratulations on holidays and general corporate achievements;
- Corporate news and publications;
- Announcement of meetings and other significant events;
- Movement schedule of corporate transport;
- Invitation to participate in competitions and contests;
- Rules of safety and labor discipline;
- Event schedules, schedules of services and departments, visiting hours of managers;
- Navigation signs, plans and charts;
- Contact information of departments, services and individual employees;
- Warnings and alerts in emergency situations;
- Video broadcasts of important events and management messages to employees;

How convenient, flexible, functional, reliable and safe a digital information and notification system is installed at an enterprise depends on the efficiency of interaction between management and employees.

One such system is the InfoBoard system, based on the platform of the Swiss company SpinetiX, which combines Elementi software, responsible for content creation, planning and distribution, and HMP network media controllers that provide content playback on the connected display means (TV, display, projector, video wall, LED display, etc.) processing of the received information. Media controllers can

operate in a fully autonomous mode, independently downloading and processing data from different sources, creating from them on a template ready information pages.

Independent hardware and software, the ability to work in a local network without an Internet connection, protection from hacking and installation of third-party programs, allows you to be confident in the exceptional reliability and security of the system under SpinetiX control and safety of the transmitted service information.

TimeLine offers you to implement the InfoBoard system in your company or organization, which will become a universal and reliable tool for communication with your staff. No servers, simple and quick setup, and an application interface that can be managed by any employee who can create presentations and knows PowerPoint, will allow you to easily master the principles of the system without the need to hire designers or programmers to create and distribute content.

CHAPTER II ANALYSIS OF AUTOMATED INFORMATION SYSTEMS OF SIMPATIK GROUP L.L.C.

2.1 Analysis of functioning principles of automated information systems

Any automated system must comply with a number of principles:

Systematicity. This principle lies in the fact that the decomposition must establish such links between the structural components of the system, which ensure the integrity of the corporate system and its interaction with other systems. It is impossible to develop any task autonomously from others and implement only some of its aspects. The task should be considered comprehensively with all possible information links.

Development (openness). Bringing into the system changes caused by different reasons (introduction of new information technologies, changes in legislation, organizational restructuring inside the firm etc.), should be performed only by means of supplementing the system without altering what has already been created, i.e. without disturbing its functioning.

The principle of compatibility lies in the fact that during the creation of the system should be implemented information interfaces, through which it can interact with other systems according to established rules. In modern conditions it especially concerns the network connections of local and global levels.

The principle of standardization (unification). When creating a system must be rationally used type, unified and standardized elements, design solutions, application software packages, complexes, components. Tasks must be developed in such a way that they fit the widest possible range of objects. Ignoring this very principle once led to the fact that the personnel management subsystem, despite the traditional list of tasks and algorithms of their solutions, was developed at each enterprise independently, which led to an absolutely unjustified expenditure of labor, material, financial and time resources (Navex, 2023).

The principle of efficiency provides the achievement of a rational ratio between the costs of the system creation and the target effects, including the final

results, which are reflected in profitability and are received at the end of the introduction of automation in the management processes (Gaia-x, 2023).

One more principle can be rightfully added to the list of principles - the principle of the first manager: level of competence of a manager of any level in production, administrative, psychological and other questions defines general tendencies of development of firm or its divisions and social-psychological climate in a collective (negative attitude of a manager to any innovations is a brake in development of creative and professional initiative of workers of all categories) (BLOG of Velotix, 2022, November 13).

The principles considered are true both for the creation of corporate systems and for the automation of individual business processes (Tom Huntington, 2019, May 17).

In general, information technology is seen as technology that is designed to facilitate the activities of the enterprise, i.e. the end users.

All information technologies that are closely related to the personnel can be divided into three groups:

- 1) internet - technologies;
- 2) hardware and software;
- 3) specialized software.

I - Internet technologies

The Internet is a single technology that is divided into different types. It is developing at a global pace, and, accordingly, the number of types of Internet technology is increasing.

The beginning of the development of Internet technology was the 1960s, when the first information systems appeared and began to develop. In the early 90s, investment in Internet services and infrastructure caused a rapid development of the IT industry.

Internet technologies now enable the extensive preservation and provision of computer data in the desired form, the structuring of digital information exchange,

the transmission by means of digital technology of data over virtually infinite distances.

The main features of modern Internet technologies

Currently, the most commonly used Internet technologies are tools for working exchange and distribution of information (text, audio, video, e-mail) and tools for creating and maintaining information resources on the World Wide Web.

We can distinguish the following types of Internet technologies:

- Informational;
- Service;
- Browsers.

The informational type of Internet technology can be listed as the most necessary, because here you can get all kinds of information. Its subtypes are considered media, portals, blogs, search engines.

The best example of services is Google Corporation, which provides many services to Internet users. These include mail, social networks, commercial enterprises, and the list goes on for a very long time.

The newest of the web-developments are browsers, or browsers, which allow you to visit any Internet resource in a convenient form.

What is the importance of Internet technology for business?

Most sites on the Internet are commercial projects. Internet stores, information-themed sites, investment programs place interactive advertising, which is cheaper than advertising on TV, mass media and other types of products popularization.

At this time, the use of Internet technology is widely used in the promotion of goods and services. However, multimedia technology on the Internet is content, which simultaneously presents information in several forms: sound, video, animated computer graphics, which is a useful resource in the exchange of information or just informing the staff.

Cloud-based Internet technology is now increasingly setting the tone for Internet use and online storage. Worldwide social networks such as Facebook, Twitter and others are working with them.

The principle of the cloud has been developed for a long time, it is a convenient environment for storing and using information, which combines hardware, software, communication channels and technical support. With this Internet service, the user has access to their own information without having to worry about the infrastructure with which they work.

Often the concept of cloud or dispersed technology refers to the entire Internet. In fact, it is an updated version of IT services, or servers, accessible over the Internet.

The technology allows you to expand the IT capabilities of the enterprise, while not requiring additional investment in building a new infrastructure, hiring additional staff and retraining of existing staff.

Fiber optic Internet technology involves high speed data transmission. Optical waveguides are used to connect the fiber optic Internet, the signal travels along them at the speed of light.

Currently, electronic equipment is used to receive and transmit information, so converters are needed to convert electronic signals into optical signals and vice versa. Such converters, or fiber optic modems, have long been developed and widely used.

Fiber optic technology has given us the ability to get high-speed Internet and use it over vast areas. The optical signal in a fiber optic cable has virtually no distortion or attenuation when transmitted over long distances.

When using fiber-optic Internet, you are protected from unauthorized access to the transmitted information - induction reading, tapping and other dangers. The technology makes it possible to connect interactive television, IP telephony, video surveillance, security systems, etc.

The material for the manufacture of fiber optic cable is quartz, it is very light, has a long life, is little affected by weather conditions and is fireproof.

Today, the number of users who prefer fiber optic internet far exceeds those who use cable internet (Taylor's university, 2023).

Modern technology provides more and more opportunities both for ordinary Internet users and for the development and advertising of businesses. IT have their

advantages and disadvantages and nevertheless bring tangible benefits to society (Verblio. 2020, June 25).

II - Hardware and software

Computer system hardware is a generalized name for the hardware on which computers and computer networks run.

- Hardware usually includes:
- central processing unit(s)
- RAM
- system logic
- peripheral devices
- network equipment

Some part of the tasks performed by hardware may be accomplished partly or completely by software emulation, for example, in personal computers often used software implementation of modem communication protocols, software emulation of 3D image rendering functions. Usually, the transfer of the task performed from hardware to software reduces the cost of the equipment, but increases the load on the CPU.

In the case of a significant load on the processor of certain kinds of tasks, in order to increase productivity the reverse operation is performed: the hardware implements part of the algorithm, reducing the participation of the processor in the execution of the algorithm.

Examples of the hardware implementation of algorithms that could be implemented programmatically:

- 3D graphics
- DMA mode of IDE devices
- FIFO buffer at COM ports
- Physical processor for the calculation of the object behavior in computer games
- Mathematical co-processor, accelerating floating point operations (it is integrated in modern processors)

- Firewall functions

III - Specialized software

Specialized software is a set of programs that implement algorithms to solve complex problems. With the help of software solutions, it is possible to combine and store applications, as well as to manage them. Specialized software is used to solve specialized tasks with minimal costs (Cambridge dictionary, 2023).

The category of specialized software includes professional video, audio, graphic editors, industry expert systems, geographic information systems, integrated record keeping systems, accounting, legal, analytical systems, industry accounting and management systems (San Diego, 2023); (Cambridge dictionary, 2023).

Tasks of the internal whistleblowing system.

There are large integrated systems, which as a rule have a module - "Personnel Management and Payroll" as part of the ERP-system (Enterprise Resource Planning system - enterprise resource management system) and separately from this system is not sold.

And because the cost of such projects can be millions of dollars, these systems are of interest to large enterprises, super-profitable industries.

At the other pole are the local ones, among which the most common is "1C." - Representing a simple, boxed version on the implementation and accounting system functionality, but due to almost a monopoly position of the company on its market occupies a dominant position.

There are also medium-sized information systems that allow to automate and facilitate work with the personnel at all levels, from operational (day-to-day accounting data) to the strategic level (making decisions on the company's development).

Thanks to information technology solves current problems in human resource management at the enterprise:

- 1) formation of special instructions and schedules for personnel;
- 2) registration of personal data of the firm's employees;
- 3) search for new personnel and their transfer;

- 4) use of labor resources, their planning and accounting;
- 5) remuneration of labor, payment of various benefits, control over the payments made;
- 6) control of accountable amounts;
- 7) organization of document management system;
- 8) pension and tax accounting.

Software plays a very important role in the protection of confidential information, which is involved in the management of enterprise personnel.

The effect of the implementation of information systems of personnel management in the enterprise can be considered in three aspects:

Organizational - reduction of decision-making time at all levels of enterprise management; improving the quality of personnel decisions; prompt preparation of reports for public administration bodies, provided by the necessary legislation;

Economic - reduction of expenses for personnel management; increase of personnel labor productivity; optimal use of professional qualities of a particular enterprise employee;

Social - personal accounting of pension savings of the enterprise's employees; keeping full individual employment history of the enterprise's personnel; preparation of managerial reserve and promotion of the most promising employees of the enterprise (Marie Terracol, 2022, November 03).

The internal communication system has several main tasks:

1. Create a unified system of values, standards, and forms of information communication to improve the manageability of the organization;
2. To provide managers and subordinates with information necessary for production processes;
3. Create and reinforce a sense of ownership of the company among employees.
4. Encourage employees to influence the mood of the team (a properly structured motivation system increases labor productivity);
5. Improve and facilitate cooperation between business units to accomplish common business goals;

6. Implement changes. Generate the loyalty of the employees to the announced changes;

7. Strengthen labor discipline and improve workplace safety;

8. To create a favorable psychological climate in the collective;

9. To build a system of internal information, it is necessary to determine the content, volume and target audience of information transfer on a daily basis (Marie Terracol, 2023); (Moritz Homann. 2022, October 24).

Simpatiko Group Holding is a manufacturer of care cosmetics and a leader in the Ukrainian market in the field of distance selling since 2004. Their main goal is «high-quality and affordable products for all Ukrainians, regardless of their place of residence».

The holding company "Simpatiko Group" includes:

1-HEALTHY PHARM UKRAINE - a plant for the production of cosmetic products

2-C-Logistics - a warehouse logistics company

3-3 contact centers (Kyiv, Sumy, Mykolaiv)

4-a company providing e-commerce services.

All of them have been working together for many years. In addition, the group of companies has its own product control system - Wellness.Lab.

They are a WELLNESS company with their own cosmetic brands and big plans for the future! For them, Wellness means health, activity and beauty regardless of age. They involve as many people as possible in the idea of a healthy lifestyle, are actively involved in charity and strive to make everyone a little happier.

Their main motto: "We bring joy to everyone to be healthier and more beautiful: from head to toe, inside and out!" (Simpatik group, 2023).

2.2 Analysis of types and properties of information

Types of information

There are several classifications of information, but for use in the organization to inform employees, the following types are in the works:

1-According to the form of presentation:

- textual - presented in text form: an announcement, article, newspaper, magazine, website, etc.;
- numeric - is presented in the numerical expression: a table, an instrument scale, a clock face, various digital displays;
- graphic - information in the form of images: a picture, a scheme, a table, a photo or a video clip;
- sound - information is disseminated by means of sounds: music, human voice, various sound signals.

2-By purpose:

- mass (public) - information is aimed at a wide audience. With regard to the sphere of information of personnel it can be public announcements or mass mailings relating to the entire team;
- special - information is important and understandable for a certain group of people, united by common professional or other interests, operates with highly specialized terms and concepts, such as technical information (drawings, specifications, flow charts and processes, etc.)
- personal - information concerns an individual and is a set of information about his personality, social contacts, family status, character, habits, etc. Such information is usually accumulated by the security service and personnel management department.

Properties of information

Usefulness. It is determined by the extent to which the use of information allows to solve the tasks set for the subject of information. For example, an information letter about new products and services will be much more useful for increasing sales than a mailing about an upcoming children's drawing contest.

Reliability. Information should reflect the true state of affairs. False information can have both immediate and long-term negative consequences. If employees receive false information, they will have a distorted view of the situation and, consequently, make the wrong decisions.

Completeness. Even reliable but incomplete information loses its usefulness. Therefore, the information must be sufficient to allow employees to make the right decisions.

Relevance. Any information has a shelf life, after which it loses its significance. It is necessary to update it with a certain periodicity.

Confidentiality. Not all information is subject to disclosure to the entire team. Particular care should be taken when handling confidential information classified as "Confidential", "Trade Secret", "Restricted Official Information" etc. Work with confidential information and the levels of access to such information should be mandatorily fixed and approved in local regulations, such as:

- a records management instruction;
- instructions on observing safety regulations inside the organization;
- instructions on handling documents marked "for official use" and "confidential";
- a list of employees who have access to the organization's trade secret information, etc.

Depending on the type and properties of information, the organization builds a system of information. For the system to be effective, it is necessary for each specific case of information transfer:

- determine the content and volume of the information transmitted and received;
- determine the range of persons to whom the information must be conveyed;
- to determine the frequency and timing of the information transfer;
- to determine who is responsible for informing specific individuals or groups;
- to choose the forms of information delivery and the channels that prevent its distortion;

-establish feedback, i.e., systems where information flows not only from top to bottom, but also from bottom to top (Indeed, 2023, February 27)

The object of corporate informatization is the management of three types of resources: financial, material and human through the automation of information flows. Competent automation follows a step-by-step organizational modeling of strategies, structures and processes of the company and the subsequent construction of quantitative models.

The information system to support human resource management is part of the corporate information system and should be organically integrated into a unified business model of the company (Fig. 2.1) (Lisbdnetwork, 2014, February 4).

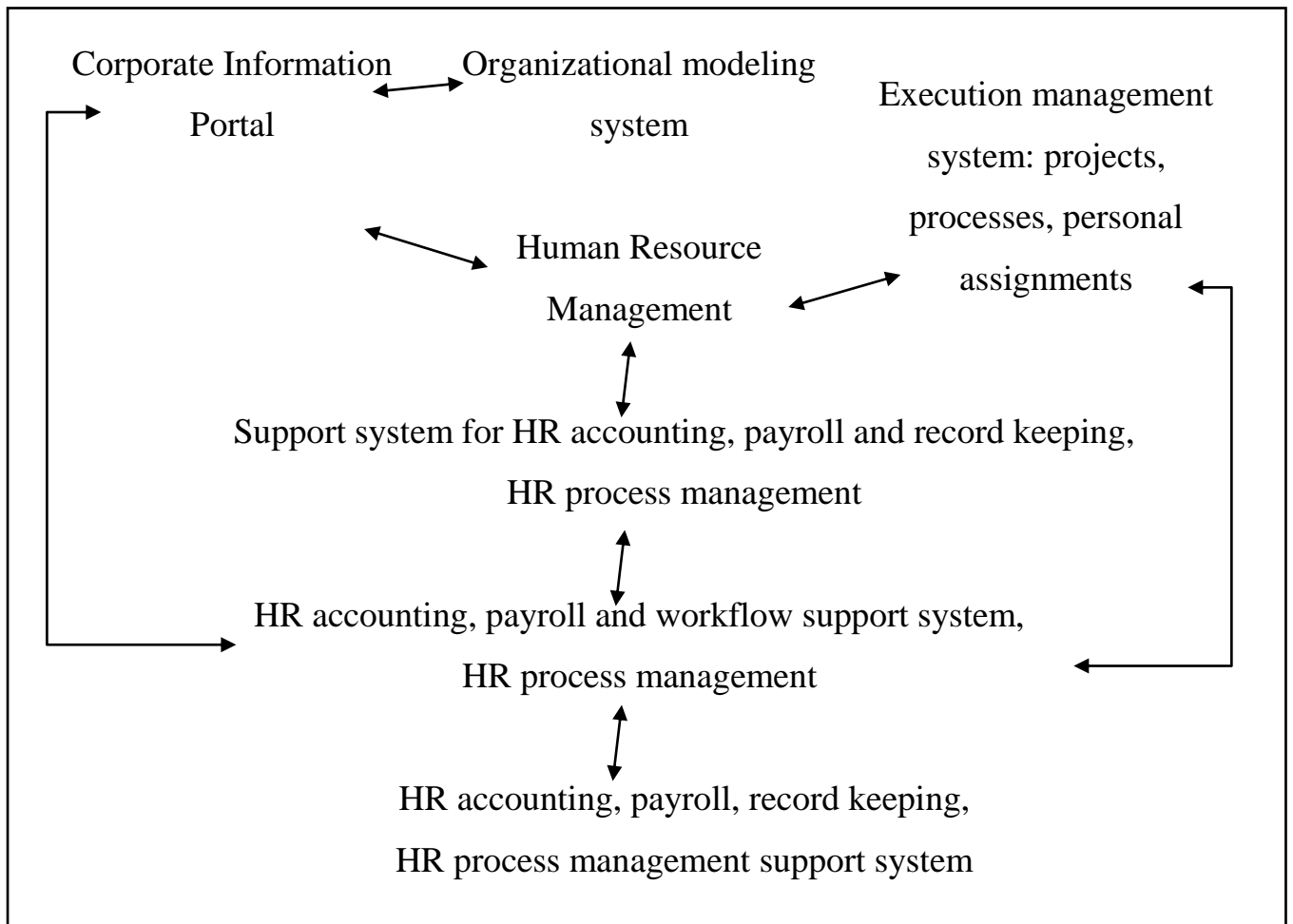


Fig. 2.1 - Human resource management in the loop of information systems

The same circumstance requires the unification of information, i.e. interfacing the human resource management support system with different systems, with the corporate portal and other components of the corporate information system. The main purpose of software solution is to provide managers with accurate, complete and timely information about human resources of the company and help in decision making by working with the new type of information - knowledge. Knowledge, in turn, creates a platform for selecting alternative successful solutions and the implementation of "point" managerial impact

The introduction of a software solution to support human resource management entails a "humanizing" and "dehumanizing" effect:

- The humanizing effect of automation - the opportunity to get rid of routine work and focus on intellectually rich activities;

- anti-humanization effect - reduction of human functions to robot operations ("dehumanization of operational activities"), reduction of the number of jobs, total control over activities and behavior.

The development of the concept of human resource management and the increase in the intellectual saturation of labor requires the introduction of new software subsystems:

- control subsystems (tasks: automatic control of the situation in human resource management by deviations; multi-criteria control of work performed, competence dynamics, job history);

- subsystems for the support of textual databases (electronic mail, handwritten texts, conference transcripts). In the future there will be a need for tools to support new types of information (video, support tools for new types of information (video, voice, pictures) will be needed in the future;

- subsystems to support group work (schedules, transactions, administrative control);

- decision support subsystems.

The complex automation of a company inevitably creates a special cybernetic environment for personnel activity. Certain parts of this environment (in particular, the electronic office) lead to a revolution in the working conditions of personnel (work at home, flexible working hours, etc.). All of this, in turn. All this in turn requires modification of the forms and methods of work control. Consequently, it will be necessary to will need to make significant changes in the personnel policy and in the organizational culture, namely to shift the emphasis towards greater communicative openness, democratic relations and delegation of responsibility (Mobile automation 2023).

2.3 Features of the information system of SIMPATIK GROUP L.L.C.

Here are presented SWOT-analyses of call center as an enterprise and as place of informing people and employees of the company.

Table 2.1 – SWOT of Simpatik group

Strengths	Weaknesses
<ul style="list-style-type: none"> • high quality, speed and reliability of communication • flexible tariffs for customers • almost 24 hours operation as a support service • wide network of partner companies • large local network • fast connection of new subscribers • use of modern equipment • foreign language courses • transportation • gym compensation • compensation for training • flexible schedule 	<ul style="list-style-type: none"> • no clear strategic directions for development • inability of the call center to handle a large number of calls during peak hours • unmotivated personnel
Opportunities	Threats
<ul style="list-style-type: none"> • availability of free markets • partners' interest in integration processes • availability of demand for related products • weak competition in the market outside major cities 	<ul style="list-style-type: none"> • greater competition in the provision of services in the market for access to the internet • illegal actions of competitors • aggressive marketing of competitors • availability of services that competitors already have

So, you can see that company has more strengths than weaknesses and takes care of people as provides language courses and gym compensation for people. If to look at customers – call center is also good. As it provides a great number of flexible tariffs and products.

Table 2.2 – SWOT of Call-center as place of informing people and employees of the company

*Strengths	Weaknesses
<ul style="list-style-type: none"> • the presence of fields with the nomenclature of goods for employees to inform people • scripting calls, sales script • availability of online chat for informing between managers and employees • availability of audit to check the performance of employees and the quality of the conversation in the call 	<ul style="list-style-type: none"> • constant need for internet availability • possible power outages and shutdowns of the center completely • call-center line load depends on the work schedule, i.e. it is difficult to change the schedule on the run • some informing moments are built a month in advance and any changes on the fly lead to a larger / smaller flow of people
Opportunities	Threats
<ul style="list-style-type: none"> • the ability to communicate with a supervisor not only in the company's online chat room • the ability to improve employee information by tracking their performance on various components, such as kpi 	<ul style="list-style-type: none"> • dependence on supervisors to inform employees and possible work stoppage due to lack of workload due to changes

If to look at this analysis, you can see that they provide worker with all the necessary information availability of audit to check the performance of employees, but there is constant need for internet availability

CHAPTER III IMPROVEMENT OF THE INFORMATION SYSTEM TO INCREASE THE EFFICIENCY OF THE ORGANIZATION'S PERSONNEL MANAGEMENT

3.1 The role of management information in the personnel management system

Information helps the manager make decisions and involve employees in the management of the company. For example, a manager, in order to decide whether to put a new employee on probation, might ask some of his subordinates to evaluate the newcomer, writing the pros and cons of his work.

Therefore, employees, before you get anything from them, need to be informed about:

- Goals, strategy, outlook of the organization

The goals of the organization (long-term and short-term), strategy, prospects - this is the most important part of the flow of information that must be conveyed to employees. It is on the basis of this data the team makes conclusions about the state of affairs in the company and, accordingly, about the future prospects of work in it.

As a rule, the goals, strategies and prospects of the organization are reported to the employees at the beginning of the year by the head of the organization. The theses of his report can be placed on video screens located in elevator lobbies, canteen, reception areas of managers, waiting places for corporate transport. In cases of urgent informing, which is carried out in case of reorganization, closure, re-profiling of the company, the urgent message can be quickly displayed on the screen in the form of a running line, attracting attention.

Experience has shown that this kind of information is not communicated to staff unless the organization has set goals and management has a clear vision. Especially important is information about whether the company is thriving or in

decline. Because certainty and stability are some of the main motivating factors for many employees.

The company director himself should inform the line managers, who then inform their subordinates, and so on up the chain.

- Image and corporate culture

An image is a reputation that is created through the media and presented to the public. That is, a view of the organization from the outside.

Information about an organization's image is closely related to goals and perspectives and is a logical consequence of them. As a rule, the image of the organization is engaged either in organizations-image-makers, or internal division of the organization - marketing and advertising department, public relations department.

Corporate culture is a model of behavior within the organization, a system of values, principles formed in the process of functioning of the company and shared by all members of the team.

Information about corporate culture is the information about:

- 1) about corporate style: the design of the premises, company symbols, corporate colors, the dress code adopted by the company;
- 2) politeness formula - the model of communication accepted in the organization;
- 3) the relationship between employees and departments: the forms of documents approved for this in the organization, the rules and peculiarities;
- 4) the rules of handling the information created, received and transmitted;
- 5) criteria for assessing the performance of employees;
- 6) the rules of internal labor regulations, control over labor discipline and safety;
- 7) ways of resolving conflict situations.

Most of these provisions are presented in the form of instructions and regulations approved by order. But the main theses in the form of excerpts from documents and capacious phrases can be delivered through bright and dynamic messages with graphic illustrations or computer animation, which will help to understand and remember the main things.

I have often found that information was not specifically communicated to staff even though the corporate values were clearly stated. Without a clear understanding of the company values, the staff could not support them. So in another organization with a large number of branches the manager told the staff in letters about the corporate values, image. The employees liked this attention and tried to live up to expectations.

It is best when the information about the values of the company is presented to the employees by the personnel manager already at the interview when they are hired. It is necessary that, first of all, the information about the company's image comes from the director and from the line managers. The marketing department develops the company's image concept.

- Achievements

Achievements of the organization are expressed in the growth of production and sales, opening of new branches, appearance of new products and services. These should be reported at regular intervals (monthly, quarterly, semi-annually, annually, etc.), depending on the nature of the organization's activities, production, sales, and other characteristics that are important to the organization.

Since each employee contributes to improving the economic performance of the organization, he/she has the right to expect timely and accurate information about the state of affairs in the organization.

Monthly, weekly and daily reporting figures, can be displayed on video screens in the form of graphs, scales, charts, tables or numerical values that can change in real time, synchronized with the enterprise database or simply with tables in Excel.

Sometimes managers do not inform all staff about significant events, because they do not think it is necessary to do so. Although such information allows employees to be proud of the company and the fact that they work in it.

It is good when the manager himself tells about important events in the life of the organization, expresses gratitude and appreciation to the employees, whose efforts have been successful.

- Activities within the organization

The staff should be regularly informed about professional skills competitions, industrial competitions (for example, the competition between the sectors of the sales department in terms of volume of products sold per month, quarter, year), about competitions held in the company, as well as the results of these competitions.

Winners can be noted in the form of a congratulatory slide displayed on the screen with a photo and information about the outstanding achievement of a particular employee or department. This unites the team, boosts corporate spirit and additionally stimulates them to reach new heights.

Information is not brought to the staff and not all of the above positions are imagined by the management, usually due to the lack of a mechanism for regular receipt of such information, and the positions responsible for collecting this information: economists, marketers. Informing about the overall performance works well for team building, understanding the importance of the functions and tasks performed.

- Personnel decisions

Employees should be informed in good time about personnel changes, job duties and responsibilities.

- 1) as a rule the following information must be communicated to the staff:
- 2) changes in the placement and personnel of middle management and senior management;
- 3) changes in the functions of divisions and employees;
- 4) introduction of new employees to the staff;
- 5) other appointments and terminations.

The dissemination of information about personnel decisions is very sensitive to the organization as a whole and cannot be posted unchecked. An announcement posted by some joker or malicious person that does not correspond to reality can seriously affect the relationships in the team, so the personnel information in digital form, posted on video screens, is able to generate more trust in the audience than paper announcements.

Personnel should be informed about new employees and their functions, because employees who are poorly informed about each other's functions may distract colleagues on issues that are not their responsibility. Informing is done by the human resources manager, and within a department by the department manager.

- Training

Employees should be made aware of opportunities for professional development. This may include training courses, refresher courses, seminars, and conferences, especially if they are related to the career prospects of employees. In addition, the staff should be informed about forthcoming appraisals and, once they take place, about their results.

Most often such information may be lacking in organizations that do not have an established system for working with personnel: no training, no certification, etc. On the basis of this information employees make plans for the future, analyzing their growth prospects, company requirements and opportunities offered by the company.

Information is provided by the personnel manager. Personnel should be familiarized with the certification requirements at the time of hiring and as they are amended. The results of the certification must be made known no later than one week after the certification, as well as the results of training.

- Documentary support of management

Internal administrative documents (orders, instructions), local normative acts and organizational and legal documents should be mandatorily communicated to employees.

Not all organizations have introduced the practice of creating administrative documentation, except for personnel matters, despite the fact that it is a very convenient way to convey information to staff. Informing is carried out by the assistant director, the secretary.

- Regulatory documents

Documentary and informal fixed rules and procedures, normative documents, etc.) and other information.

The main mistakes with regard to regulatory documents that we meet when working in organizations - the lack of regulatory documents in general and the lack of documentary support for the work of management personnel. In one hotel complex the activities of service personnel and front desk staff were regulated, but the activities of management personnel were not.

As a result, the manager of the hotel was often dissatisfied with the activity of managers, though there were no clear requirements for the results of their work. Standing orders allow to streamline the activities and make it obligatory to follow important procedures.

Responsible for familiarizing the employee with the regulations of the department of his immediate supervisor, the regulations of the organization as a whole - the HR manager.

- Professional information

The responsibilities of the division manager include regularly informing the subordinate staff of professional innovations, changes in the legislation, situation in the professional sphere: positioning of forces on the market, competitors' activity, changes in the client base, etc.

It's not good when employees are informed of innovations after the fact. Informing about innovations in advance is one of the basic rules for successful change. When people do not know, do not understand what is happening, there are rumors, fear, a deliberately negative attitude to change. And this can ruin even the best initiative, or to implement the conceived will require several times more effort. The director should delegate the information to someone involved in the development and implementation of change.

- Non-professional information

This includes private announcements, greetings, event advertising, news, weather forecasts, corporate transport schedules, company navigation, sports and cultural events, etc.

- Marketing information

Characteristics of customers, competitors, market situation. Often in organizations such information either is not collected specially at all, or study of the market, competitors, clients is carried out once for the certain task, and then the data is not replenished. A manager needs to have marketing information in order to build a line of the firm's behavior in the market. Such information is collected by the marketing department and provided to the employees in contact with customers (Good management, 2017, January 16).

3.2 Feedback as an important component of management in the organization

Now a few words about getting information from employees. We are talking about two kinds of information: the first is actual data, and the second is the opinions of the staff on various issues or feedback. So, the manager should collect the following information from employees:

1. About the current state of affairs.

When a manager does not keep a record of the orders he gives out, there is a high probability of forgetting something, not controlling it. In such a case you have to rely on the conscientiousness of the executors. And executors may forget about what they have to do if the task is unpleasant or uninteresting for them. Regular reports from the employees about the work done help the manager to keep control.

2. Opinions on changing the established order of activity.

These are suggestions of employees to improve the activities of existing rules and regulations. For example, the manager of a travel company was no longer satisfied with the incentive system developed a year ago. But before making changes in the motivation system, the manager decided to collect employees' opinions on what suits them and what does not suit them in the motivation system, remuneration, what, in their opinion, should be changed, and other issues. For this purpose, a personnel survey was organized. According to the results of the survey, the manager

found out that some minor corrections to the compensation system and additional criteria for bonuses are still necessary.

Taking interest in the opinions of the staff, on the one hand, the manager gets valuable information (it won't occur on its own), and on the other hand, he involves the staff in the company's management, thus increasing the motivation and sense of involvement of the company's staff.

3. Attitudes towards innovations.

Often the attitude of the staff to the planned changes is not found out at all. Though suggestions and expectations of employees from an innovation, taken into account in programs of introduction of changes, help to reduce the resistance to innovation. Collection of this information should be entrusted to the employee who informed the staff about the innovation.

4. Expert opinion on various issues.

This information helps the manager to make decisions, and to involve the staff in the management of the company. For example, the manager, in order to make a decision on the passage of a new employee probationary period, can ask some of his subordinates to evaluate the newcomer, write the pros and cons of his work. Problems can arise here if the manager shifts the responsibility for the decision to the specialists with whom he consults (Guest post, 2023).

3.3 Analysis of methods for improving the organization's information system

Different methods of informing and receiving information from the staff are possible. They are chosen depending on the content of the information conveyed and also depend on the size of the company. The table lists the most appropriate methods for communicating and receiving information from employees in small and large companies. They should be used on regular basis.

Table 3.1 – Methods of informing workers

The issue of informing	Informing methods in small organizations	Methods of informing in large organizations
Strategy and prospects of development of the organization, its mission, and goals	meetings at the beginning of the year and as adjustments are made to the strategy, goals; familiarization of each employee with the document of strategy, goals against a signature or a personal copy	the same as in smaller companies, only a meeting with line managers and familiarization of top management, as well as letters to the staff
Corporate values of the company, image	Written corporate values; signed acknowledgement of the work standards; personal copy to each employee; slogans and corporate symbols in the office: stands, calendars; personal informing by the manager	All the same as in a small company, as well as: Use of videos; seminars; museums; in-house exhibitions
All significant events in the life of the organization	personal informing by a superior; meetings	company holidays; company newspapers; web-site; internal e-mail; stands and other visual information
Company accomplishments	personal informing by a manager; verbal report at an operational or specially	meetings, seminars, conferences; internal newspapers, e-mail;

	arranged meeting; written annual reports; new advertising materials	written annual reports; new advertising materials
Personnel movements, new employee functions	meetings; orders, directives posted on information boards; job descriptions, departmental regulations	Same as Intranet; information boards; company newspapers
Personnel information	Meetings; stands and other visual information; informing in person by a supervisor or HR manager	Same, but instead of personal information, emails, company newspapers
Internal administrative documentation	Meetings; acknowledgement of an order or instruction against signature; stands and other visual information	The same, instead of a meeting - Intranet
Innovations and their preliminary discussion	Meeting and other forms of discussion	Letters to staff describing the planned changes, explaining the goals and methods of its implementation; Intranet, seminars
Marketing information	Marketing information meetings and other forms of discussion; familiarization of employees with analytical	Providing information to the company's specialists upon request; seminars, e.g. for sales managers; videos

	documents at meetings and seminars	
Regulatory documents	Collections-brochures; regulatory documents, rules, standards, forms, personal information by the person in charge	Also collections-brochures as well as, stands and other visual information

Table 3.2 – Methods of getting information from the workers

The issue of informing	Information collection methods in small organizations	Information collection methods in large organizations
On the current state of affairs	Written reports for a certain period or reports on completion of organizational tasks; verbal reports at operational meetings	
Opinions and suggestions, Attitudes toward innovation	Poll at the meeting; workshop	Survey; intranet survey, forums
Expert opinion	Personal assignments; personal conversation with an employee; written opinion of an employee	

Separately, I would like to mention the exchange of information between departments.

In many organizations, information is mainly communicated vertically, i.e., by the "head-subordinate" schemes; and the exchange of information between departments is often left practically unattended. As a result, various difficulties may arise: such as inconsistency of goals or inability to combine data from different departments, etc.

The presence in the organization of a common system for recording and storing information electronically and on paper (hereinafter - the filing system) greatly

facilitates the exchange of information between departments. For each department, the filesyling-system will have its own features, but the basic structure and meaningful blocks should be developed at the level of the organization as a whole (Talkative, 2022, November 21).

Organization of information exchange between departments and employees requires the creation of conditions under which each employee knows from whom he receives information, to whom he transfers, in what time frame and how. It is best when this process is regulated and documented (DeskAlerst, 2021, April 20); (Jill Romford, 2023, January 05).

Effective implementation of information systems requires special organizational support (changes in the organizational design of personnel activities, development of new corporate rules, organization of personnel training, etc.).

In automating human resource management, the immutable rule of modern automation should be applied: the main thing is not "what", but "why". Managers should not care about the characteristics of specific IT systems, but their functional purpose. Managers must understand the meaning of automation and the logic of setting tasks for IT-specialists.

The logic of action for selecting IT systems:

- analysis of changes in requirements (identification of hazards and growth points);
- transformation of company management system (new strategic, administrative and operational contours activities);
- the choice of IT systems.

Criteria for selecting a software solution when developing a requirements specification for automation:

- strategic prospects of the company (including the possible management concept, the scale of the company, its organizational design, etc.)
- actual tasks of the company (in case of conflict with strategic tasks a system is selected, which is able to solve "burning problems", but with a nested possibility to change in the necessary from the point of view of of the corporate strategy);

- the functionality of the software solution;
- total cost of ownership (cost of hardware, software, implementation, maintenance);
- possibility of making changes (increasing the number of workplaces, functionality, etc.)
- the level of system support and hardware maintenance;
- speed and other costs of training employees-users of the system;
- the possibility of interaction with common or specified software and with the modules of the corporate information system.

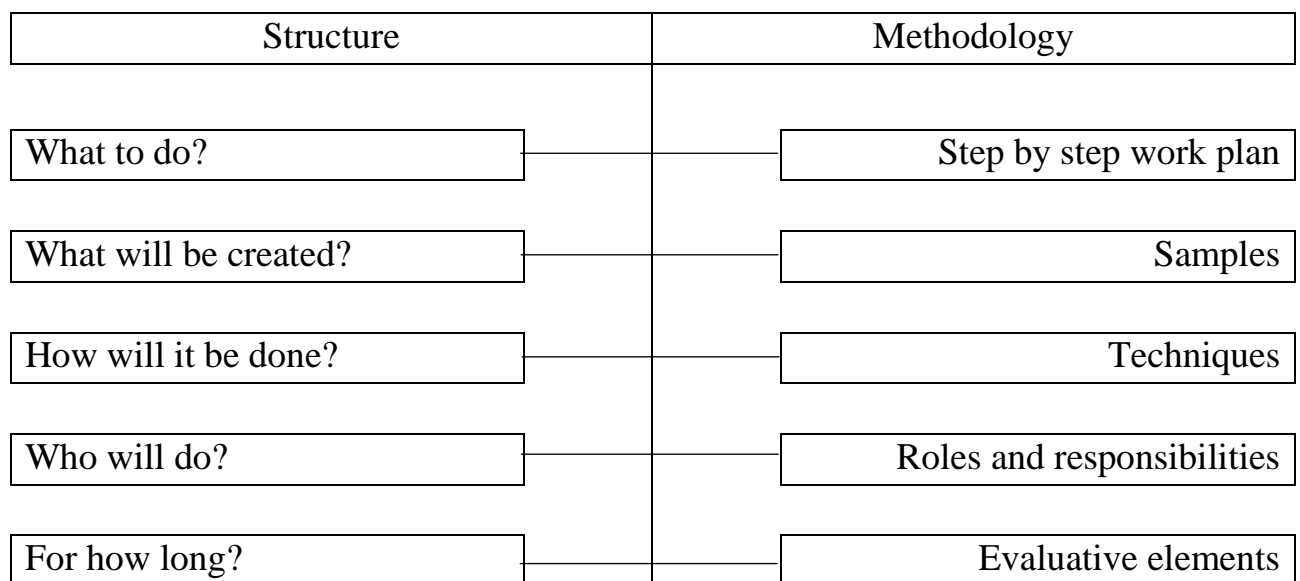


Fig. 3.1 - The architecture of the work to develop and implement a set of software solution package

To manage the work, taking into account the project objectives and the assumptions outlined above, the activities performed on the project should be organized in the form of processes. Each process combines related objectives, requirements to performers, inputs and outputs. For each process, the following must be agreed upon and defined at the initial stage:

- The individuals responsible for the work of the process;
- contractor resources;
- customer resources involved in the survey, coordination and evaluation of the quality of work;
- forms, periodicity and completeness of reporting.

Such grouping is convenient for work group management and provides "expert zones" (Nicole Mankin, 2023).

To maximize the acceleration of the project, the work processes start from the very first phases of the project. For example, some training work begins as early as the first phase of the project, rather than after the development phase as would be the case with a more traditional approach. The same is true for other processes (Marlene Sofia Alves e Silva, Carlos Guilherme da Silva Lima. 2018, May 18).

3.4 Improvement of the information system of SIMPATIK GROUP L.L.C. as a means of increasing the personnel management efficiency of the organization

Let's get right to the point. Solving problems from the first call is the main task of any remote consultancy. Every entrepreneur knows that customer satisfaction always converts into profit for the firm, and quality service is a tool that helps generate money.

Quality control of informing employees is one of the ways to manage the results of operators, but it does not improve them by itself. I have studied different aspects of the organization of the call center and highlighted strategic actions that will improve the qualitative and quantitative metrics of effectiveness of informing the staff.

The trend in recent years is the automation of all processes, because when properly configured, it increases productivity and customer satisfaction and reduces costs.

Therefore, the first three ways to improve the contact center are specifically related to setting up a targeted, automatic, uninterrupted work of the staff, the service process and work with the history of the client.

I - Automatic service with the IVR-system.

This is a series of recorded voice messages that performs the function of routing a call using dial tone.

Everyone is familiar with it, but what benefits does it bring to the owner of the contact center, and what does it bring to the client? Let's take a look at its pros.

IVR-system:

1-Shorts the waiting time for an operator to answer a question of interest

2-Shoots down the cost of human resources

3-Lowers the load on the operators.

4-Allows you to implement an automatic division of customers into specialists of the company, depending on the question from which a person has addressed.

5-Effects on the formation of the image.

6-Simplifies the organization of informational and advertising services: information about a new product, congratulations on holidays, changes in the working hours.

7- It integrates with CRM.

IVR system and customer loyalty.

For all the above-listed advantages, the voice menu system can have a negative impact on the mood of the customers. In practice, you have to listen to the same information several times to solve your question. To avoid this disadvantage, the voice menu is built according to an elaborate logical structure, and the client is given the opportunity to go directly to the operator if he has a non-standard question. Listening to useless information in this case only irritates.

II - Personalized work with clients with the help of CRM-system

A CRM system is a system for automating and standardizing relationships. It allows you to control all the processes of the company, build a sales funnel and store

the history of interaction between employees and customers and automatically build information.

Agree that the dream of any manager to have quick access to all matters of his subordinates, to be sure that all requests are processed, to consolidate the company's work and information about customers in one place, to prevent leaks of information - these and other problems can be solved by CRM-system.

In addition to the above, the CRM can:

- help an employee to choose a customer relevant product based on the history of interaction and personal information that is recorded in the system;
- to introduce a call processing procedure, thereby increasing the speed of staff;
- planning of sales and profit forecasting;
- automatically distribute a base of contacts for calls;
- automate routine tasks of informing your staff.

Popular CRM systems for call center management:

-Bitrix24 CRM

-AmoCRM

-bpm' online Sales

-1C CRM

III - Dealing with staff burnout

Often, work in a call center is seen as temporary employment. Staff turnover is due to intra-organizational reasons, such as poorly adjusted business processes, poor training organization, low pay; and to objective ones - high emotional load, which cannot be avoided but can only be compensated.

The duration and quality of work of employees is influenced by their satisfaction with their workplace, the size of their salary, as well as:

1) availability of quality training and support at the stage of adaptation (shortened periods of training have a negative impact on further performance of operators);

2) availability of flexible work schedule;

3) an opportunity for staff to communicate with each other during breaks;

4) availability of a separate relaxation zone, where you can move from your workplace;

5) possibility of career growth.

Managers experience burnout more quickly than operators due to the wide range of responsibilities, routine, stress and constant emotional involvement.

It is possible to reduce the turnover rate, raise the quality of call center customer service and increase employee satisfaction through management style and corporate culture development. A trusting atmosphere and friendly communication between management and subordinates allows for the retention of experienced, qualified personnel.

VI - KPIs and understanding what an employee gets paid for

Call center KPIs fall into a number of groups:

- KPIs of performance;
- KPI of call center accessibility to subscribers;
- KPI of customer satisfaction;
- KPI service quality;
- Financial KPIs and others.

In order for the effectiveness of the call center information to grow - each operator should be interested in personal growth. He should be able to know whom to ask, why and for the sake of what. For this he needs to know the key metrics by which his work is evaluated and the salary is charged, channels of communication and key moments of work process. They should be objective and achievable. The kpi may include: the number of problems solved from the first call, the number of refusals, the number of connections per hour, time of holding the call on the line, customer satisfaction, etc.

More and more companies are coming to the conclusion that the main KPI is customer satisfaction. Putting a quantitative assessment of this indicator into the evaluation of operators' work, contact center additionally motivates to apply the gained knowledge on building communications with client, select the best option to

solve his questions and thereby improve its employees' awareness inside the company.

V - Motivation system as a tool to manage the quality of informing employees' work

The goal of any motivational activity is to make the staff's efforts purposeful. Motivation methods include:

- Monetary incentives. There is a lot of controversy surrounding this method, but it still works in our labor market.
- A flexible schedule that will be convenient for students, moms with young children and people with that need.
- The possibility of career growth, giving the employee a real algorithm for promoting his position.
- Various bonuses with an equal opportunity for all to receive them (for example, an extra day of vacation, movie tickets, a trip to the concert).
- Appreciation from customers. Real feedback helps to raise the spirit, to motivate to work at a higher level, not to fail and justify the trust.
- The ability to choose a day off, which is convenient due to the floating work schedule.
- Involvement of staff in the process of change. Involving the staff in the discussion of innovations, instead of issuing orders.

Also:

- *Free breakfasts or lunches.
- *Collective development and training programs.
- *Competitions among operators.
- *Motivational games (not often, so as not to lose their value).
- *Opportunities to try a different position in a different department.
- *Open meetings (Salesforce 2023).

CONCLUSION

Information systems of personnel management is a set of specific technologies and software that allow you to improve and automate business processes in areas such as document management, timekeeping, personnel management, payroll and calculation.

This software allows the coordination of the various departments as well as the communication channels between personnel and management. This software gives the staff access to the complete information about the employee, necessary for the best control and planning of the budgets for salaries, training, travel.

Functions such as decision making and control over their implementation are implemented at different levels of the organization's management system.

Clear execution of these functions gives us the opportunity to consider personnel management as an information process, i.e. functionally including storage, processing and use of information, and the management system itself - as an information system.

Personnel management is a sphere of practical activity, which is aimed at providing the organization with "high-quality" personnel and providing for the optimal its use.

Internet technologies include software, all sorts of Web sites, e-mail, instant messaging programs. Now Internet technology, the most entrenched in the information sphere.

Hardware and hardware includes all the physical parts of the computer, telephone communications, etc.

Specialized software, includes information and legal systems, separate authorization programs, ERP systems that are used by human resources professionals.

Thus, human resource management is a set of embodied decisions on the amount of information in the organization, which rotates within the human resource management system of the organization in its operation.

Techno-communication and information technologies play the most important role in the human resource management system, as well as information processing technology with the possible use of special equipment.

The totality of the transmitted information, the channels of its distribution, the activities and instructions of the manager on informing, the rules of working with information constitute the system of informing the organization. If it copes with the following tasks, it can be called effective:

1. Providing managers, specialists with the necessary information to make informed decisions.
2. The formation of a positive image of the company in the eyes of employees.
3. Moral motivation of the employees.
4. Observance of quality requirements.
5. Prevention of resistance when making changes.

It is necessary to correctly determine the content and amount of information, which must be delivered to and collected from the personnel; specific recipients of information; time, terms of receiving information, frequency; adequate methods of delivering information to specific employees; forms of delivery of information from employees to the management, because mistakes in their determination can lead to the loss and distortion of information.

The information system involves two-way communication. On the one hand, management informs the staff, and on the other hand, receives information from employees. In the process, information is also exchanged directly between company employees and departments.

An effective informing system involves building optimal channels of information distribution, creating rules for working with information, controlling compliance with these rules, and developing and implementing motivational measures to comply with the rules for working with information. If the system ensures that personnel receive information on time and without distortion, and

information is not lost, this can be considered an additional competitive advantage of the company in the market.

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