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**Sumy State University**

Academic and Research Institute of Business, Economics and Management  
(Institute/faculty)

Department of Economics, Entrepreneurship and Business Administration  
(department)

“Defense allowed”

Head of the Department

\_\_\_\_\_  
(signature) Oleksandra KARINTSEVA  
(Name and SURNAME)

\_\_\_\_\_ 20\_\_\_\_ .

**QUALIFICATION WORK**

**towards attaining a Master’s Degree**

specialty 073 Management,  
(code and title)

educational-professional program Business Administration  
(educational-professional / educational-scientific) (program)

Topic: Evaluation of best HR practices towards improving employee commitment

Student BA.m-31an/2y  
(group code)

Biliaev Bohdan  
(surname, name)

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

\_\_\_\_\_  
(signature)

Bohdan BILIAEV  
(student’s Name and SURNAME)

Supervisor Senior Lecturer, Ph.D., assoc. prof. Iryna BURLAKOVA

(position, academic degree, academic title, Name and SURNAME)

\_\_\_\_\_  
(signature)

**Sumy – 2024**

*Ministry of Education and Science of Ukraine*  
Sumy State University

**DEPARTMENT OF ECONOMICS, ENTREPRENEURSHIP  
AND BUSINESS ADMINISTRATION**

APPROVED

Head of the Department  
of Economics, Entrepreneurship and  
Business Administration

\_\_\_\_\_ Oleksandra Karintseva

“ \_\_\_\_ ” \_\_\_\_\_ 20 \_\_\_\_ .

**ASSIGNMENT**

**for the qualification work  
towards attaining a Master's Degree**

Student of group BA.m-31an/2y, 2 year of study ARIBiEM  
(Institute)

Specialty 073 “Management”

Study program 8.073.00.09 “Business Administration”

Biliaev Bohdan (full name)

Topic of the qualification work: Evaluation of best HR practices towards  
improving employee commitment

Enacted by the SSU order № 1254-VI from “ 03 ” 12 2024 .

Date of finalized Thesis submission: “ 08 ” 12 2024 .

Initial data for research: \_\_\_\_\_

Content of the main part of the qualification work (list of questions to be considered): overview of HR practices: analysis of global trends and their relevance to Logistic Group LLC.; current state of HR at Logistic Group LLC: assessment of policies, employee feedback, and commitment levels; SWOT analysis: identifying strengths, weaknesses, opportunities, and threats in existing HR strategies; proposed strategies: suggestions for digital transformation, tailored training programs, and improving organizational culture; measurement of commitment: establishing KPIs to evaluate and sustain employee engagement; practical implications: linking

improved HR strategies to enhanced employee loyalty and organizational performance.

List of illustrations (should be presented during the defense):

visualization of recruitment and onboarding; visualization of training and development; current HR practices at LLC Logistics group; short visualization of SWOT-analysis; proposed HR Strategies; ideas for promoting work-life balance; ideas for fostering positive culture; ideas for improving inclusion and diversity; by fostering a supportive culture and environment, Logistic Group LLC can expect to this.

Date of receiving the assignment: “ 21 ” 10 2024 .

Master Thesis supervisor \_\_ assoc. prof. Iryna BURLAKOVA\_\_\_\_\_

(academic title, Name, and SURNAME)

Assignment is accepted for completion: “ 23 ” 10 2024 \_\_\_\_\_

Student signature

**Notes:**

1. This assignment constitutes a crucial component of the qualification work required for the attainment of an educational degree and is positioned immediately following its title page.
2. Upon task completion, students are expected to acquaint themselves with the following:
  - A calendar schedule delineating the preparation stages of the qualification work, inclusive of specified deadlines for each stage's implementation.
  - The procedural guidelines for assessing the qualification work to identify any indications of academic plagiarism.
  - The criteria and requirements governing the evaluation of the qualification work, providing a clear understanding of the expectations and standards to be met.

## SUMMARY

The structure and volume of the master's thesis. The thesis consists of an introduction, three chapters, a conclusion, a list of references. The volume of the master's thesis is 45 pages including 4 tables, 21 figures and list of references (44 items).

Justification of the relevance (actuality) of the Thesis topic: the topic evaluation of best hr practices towards improving employee commitment is highly pertinent in today's business landscape, where employee commitment significantly influences organizational success. In the context of rapid technological change and evolving workforce dynamics, companies must address challenges such as disengagement and turnover, which can undermine productivity and profitability. Research indicates that committed employees are more productive, exhibit lower absenteeism, and enhance organizational profitability. However, with a significant portion of the global workforce disengaged, businesses must adopt innovative HR practices that meet employee needs for career growth, work-life balance, and inclusion. Organizations that invest in such initiatives experience improved loyalty and reduced costs related to turnover and recruitment.

The purpose of the thesis. The main purpose of the thesis is to analyze and propose HR strategies that strengthen employee commitment within Logistic Group LLC.

In accordance with the main goal, the following tasks were defined: to assess current HR practices and their effectiveness in engaging employees; to evaluate employee feedback and key indicators of commitment; to conduct a SWOT analysis of existing HR strategies; to propose innovative HR approaches, including digital transformation and customized career development programs; to recommend methodologies for sustaining employee engagement through measurable KPIs.

The object of this research is the HR strategies employed by Logistic Group LLC. The subject is their impact on employee commitment and organizational outcomes.

Methods of research: analysis of secondary data, surveys and interviews, SWOT analysis, case study methodology.

Received results that were achieved in the Thesis research: the research identified key outcomes that emphasize the significance of strategic HR practices in boosting employee commitment. It highlighted the effectiveness of digital tools, customized training programs, and a supportive organizational culture in fostering loyalty and engagement among staff. A SWOT analysis of Logistic Group LLC's current HR strategies provided valuable insights into areas for improvement and opportunities for growth. Proposed solutions included implementing measurable KPIs to monitor and sustain commitment, ensuring alignment between employee development and organizational goals. These findings contribute both theoretically and practically, offering actionable strategies for improving workforce dedication and enhancing overall company performance.

Keywords: HUMAN RESOURCES (HR), EMPLOYEE COMMITMENT, PROCESSES, DIGITAL TRANSFORMATION, ORGANIZATIONAL CULTURE, WORK ENVIRONMENT, PRACTICES

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## Introduction

The strategic management of human resources (HR) has become an integral part of modern organizations seeking to achieve sustainable growth and competitive advantage. This study focuses on Logistic Group LLC and its HR practices aimed at enhancing employee commitment, a critical factor in ensuring organizational success. The topic is particularly relevant as businesses today face challenges in retaining talent, fostering engagement, and adapting HR strategies to meet the dynamic needs of their workforce.

The selection of this topic stems from the growing recognition of employee commitment as a cornerstone of organizational performance. In a highly competitive logistics industry, where employee engagement directly impacts operational efficiency and customer satisfaction, examining HR strategies becomes vital. Logistic Group LLC, as a case study, provides a compelling example of how HR practices can influence workforce loyalty and productivity. The research bridges the gap between theoretical frameworks and practical applications in HR, offering insights into improving employee retention and fostering a culture of commitment.

The object of this research is the HR strategies employed by Logistic Group LLC, while the subject is their impact on employee commitment and organizational outcomes. By focusing on specific practices, this study aims to uncover actionable strategies that enhance workforce dedication.

The primary aim of the study is to analyze and propose HR strategies that strengthen employee commitment within Logistic Group LLC. To achieve this goal, the following objectives were established:

1. To assess current HR practices and their effectiveness in engaging employees.
2. To evaluate employee feedback and key indicators of commitment.
3. To conduct a SWOT analysis of existing HR strategies.

4. To propose innovative HR approaches, including digital transformation and customized career development programs.

5. To recommend methodologies for sustaining employee engagement through measurable KPIs.

The study employs a mix of qualitative and quantitative research methods:

- Analysis of secondary data: reviewing industry reports, HR literature, and web-site of Logistic Group LLC to understand current trends and strategies.

- Surveys and interviews: conducting employee surveys and interviews to gather primary data on perceptions of HR practices and organizational culture.

- SWOT analysis: identifying the strengths, weaknesses, opportunities, and threats of existing HR approaches to provide a comprehensive evaluation.

- Case study methodology: utilizing Logistic Group LLC as a focal point to illustrate broader HR management principles and challenges.

This research contributes to the existing body of knowledge by offering a detailed analysis of HR strategies specifically tailored for a logistics enterprise. The study's novelty lies in integrating traditional HR approaches with emerging trends such as digital transformation and personalized employee development. These insights can serve as a model for similar organizations navigating the challenges of workforce management.

The findings of this study are intended to provide Logistic Group LLC with actionable recommendations to improve HR processes and employee commitment. Additionally, the proposed strategies can benefit HR professionals and academics by offering a practical framework for enhancing workforce engagement in logistics and other industries.

This paper comprises three chapters. The first chapter reviews the theoretical foundations of employee commitment and HR management. The second chapter analyzes the current HR practices at Logistic Group LLC, including feedback evaluation and a SWOT analysis of HR strategies. The final chapter proposes recommendations, emphasizing digital transformation, career development, and measurable KPIs for sustaining commitment. Through this research, I aim to



highlight the pivotal role of HR strategies in fostering a committed and high-performing workforce, offering practical solutions to the challenges faced by Logistic Group LLC.

## **Chapter I. Theoretical foundations of hr practices and employee commitment**

### **1.1 Defining HR practices and employee commitment**

Human Resource (HR) practices are the cornerstone of organizational success, encompassing a range of strategies, policies, and actions aimed at managing the workforce effectively. These practices are essential for recruiting, developing, and retaining employees while ensuring their alignment with the organization's strategic goals. Key HR practices include talent acquisition, onboarding, training and development, performance evaluation, compensation management, employee engagement, and succession planning (Fihla, 2018).

A robust HR framework ensures that employees are equipped with the skills and motivation needed to achieve organizational objectives. For instance, structured training programs enhance workforce capabilities, while performance evaluations create a culture of accountability and growth. Transparent compensation policies and competitive benefits packages not only attract talent but also foster loyalty and long-term commitment (Shepherd, J.L. and Mathews, B.P., 2000).

Employee commitment is a psychological state that influences an individual's willingness to remain with an organization and contribute meaningfully to its success. It consists of three primary dimensions (fig.1)

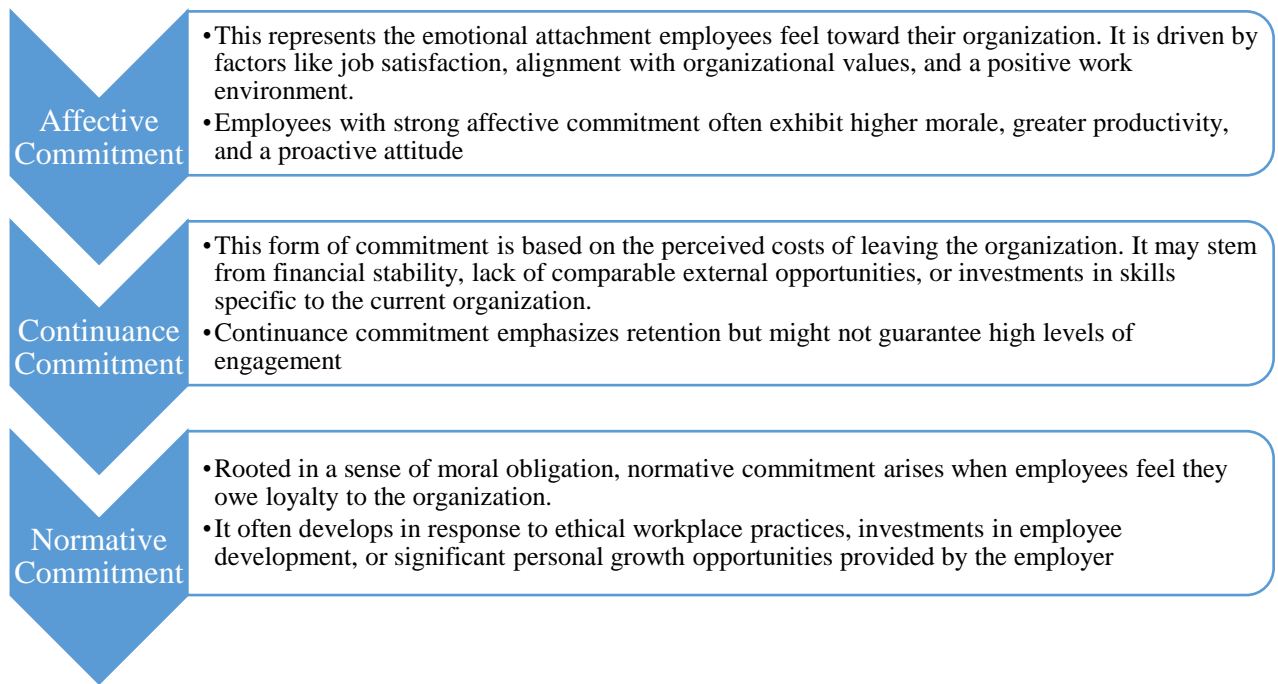


Figure 1.1 – Primary dimensions of employee commitment

The interplay between HR practices and employee commitment is reciprocal and dynamic (Mahfouz, 2021); (Nam, J. and Lee, H., 2018). Effective HR practices cultivate commitment, while a committed workforce amplifies the success of HR initiatives. For example:

- **Recruitment and onboarding:** attracting candidates who align with the organization's culture and values lays the foundation for long-term commitment. Structured onboarding programs ensure new hires feel welcomed and equipped for success (Bauer, 2012).

- **Career development opportunities:** training, upskilling, and offering clear career paths demonstrate an organization's investment in its people, fostering a sense of belonging and loyalty (Lidewey, 2003).

- **Performance management:** constructive feedback, goal setting, and recognition build trust and motivate employees, driving both performance and commitment.

- **Employee engagement initiatives:** practices that prioritize employee well-being, such as flexible work arrangements, health programs, and team-building activities, contribute significantly to affective commitment.

- Fair policies and practices: transparency in decision-making and equitable treatment reinforce trust and normative commitment.

- Strategic importance

Investing in HR practices to enhance employee commitment yields tangible benefits, including lower turnover rates, improved performance, and greater organizational resilience (Gould-Williams, 2016). In sectors like logistics, retail, or e-commerce, where employee efficiency directly impacts operational outcomes, these practices are not just beneficial but essential (fig.1.2).

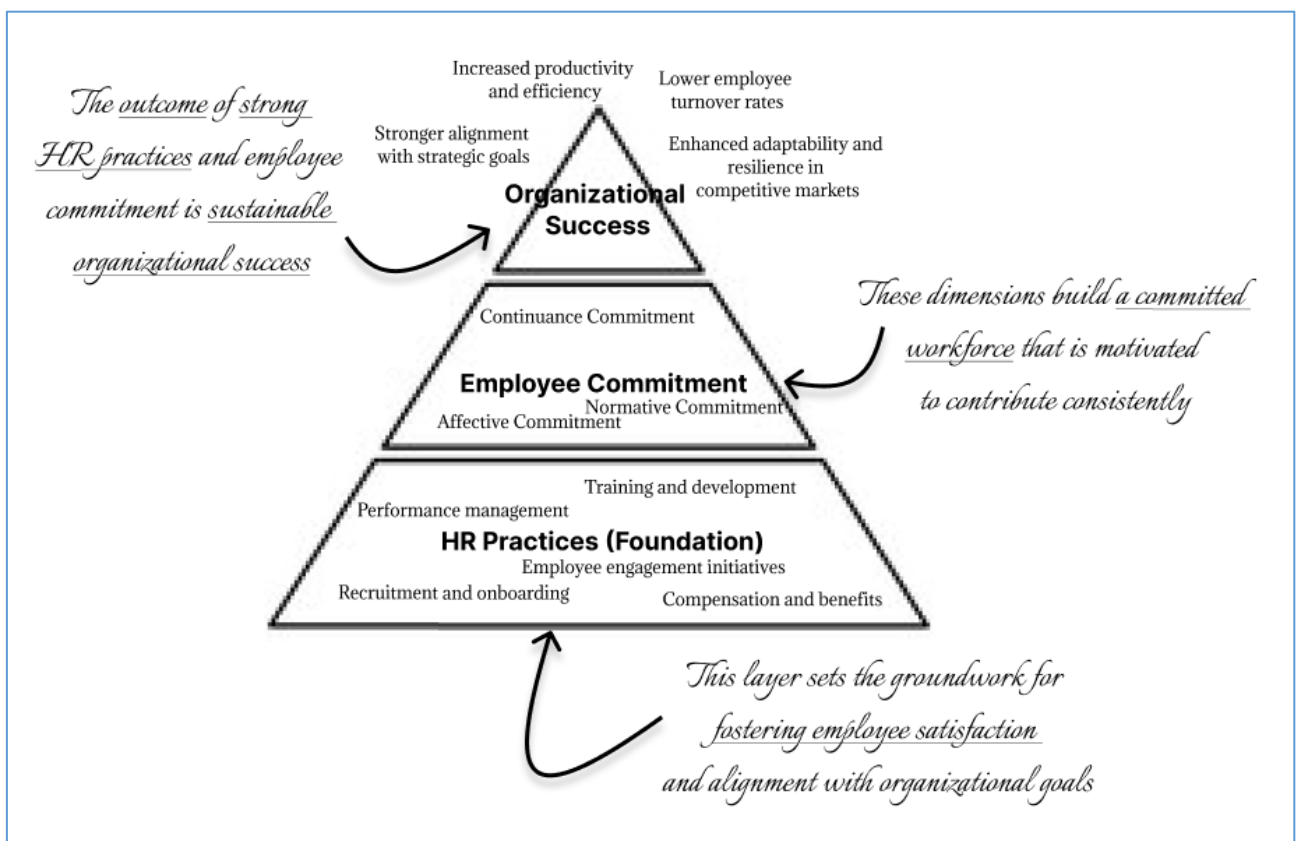


Figure 1.2 – Hierarchical structure of HR practices as they are integral to fostering commitment

This hierarchical structure demonstrates how HR practices are integral to fostering commitment, which in turn drives overall success. HR practices form the foundational layer, ensuring the recruitment, development, and management of a skilled and motivated workforce.

## 1.2 Overview of best HR practices: a literature review

Human Resource (HR) practices are critical in shaping organizational culture, boosting employee morale, and ensuring long-term business success. In this section, we delve deeper into the best HR practices identified across industries and research, highlighting their impact on employee commitment and organizational performance (Aycan, 1999).

- Recruitment and onboarding

Attracting and integrating talent efficiently is the cornerstone of HR excellence (Fig.1.3). Research shows that competency-based recruitment helps organizations match skills and behavioral attributes to job roles, reducing the risk of mismatched hires (Moore, 2017). Furthermore, data-driven hiring has gained traction with advancements in technology, where predictive analytics helps identify candidates most likely to succeed within a specific role or culture.

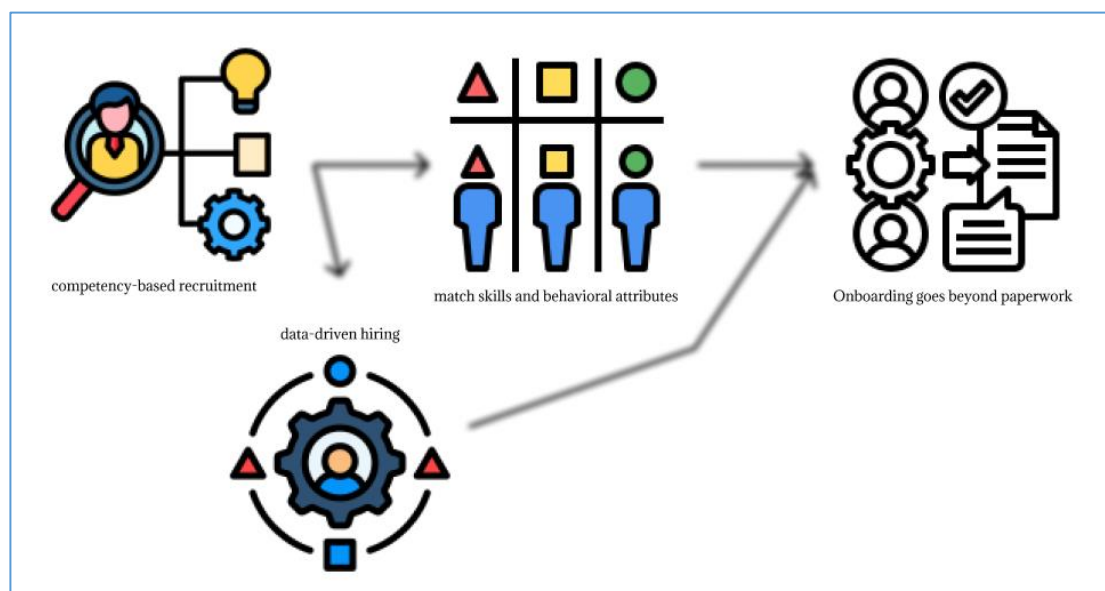


Figure 1.3 – Visualization of recruitment and onboarding

Onboarding, as a critical initial stage of employee engagement, goes beyond paperwork. Structured onboarding programs help new hires align with company

values and objectives. Effective onboarding can improve retention rates by as much as 50% in the first year, according to studies by the Society for Human Resource Management (SHRM).

- Training and development

In the fast-evolving corporate landscape, continuous learning and skill enhancement are vital (fig.1.4). Personalized learning paths, supported by modern e-learning platforms, offer employees tailored opportunities to upskill at their convenience (Matkin, 2021). Organizations like Google and IBM lead the way in using AI-driven solutions to provide employees with role-specific training.



Figure 1.4 – Visualization of training and development

Leadership development programs are another critical element, addressing succession planning while keeping high-potential employees engaged. By empowering staff with relevant skills, businesses maintain competitive advantage and foster loyalty.

- Employee engagement and retention

Employee engagement remains at the forefront of HR priorities, influencing productivity and loyalty (Arrowsmith, 2013). Practices such as work-life balance

initiatives - flexible hours, remote work, and mental health programs - are increasingly essential, especially in post-pandemic work environments (fig.1.5).

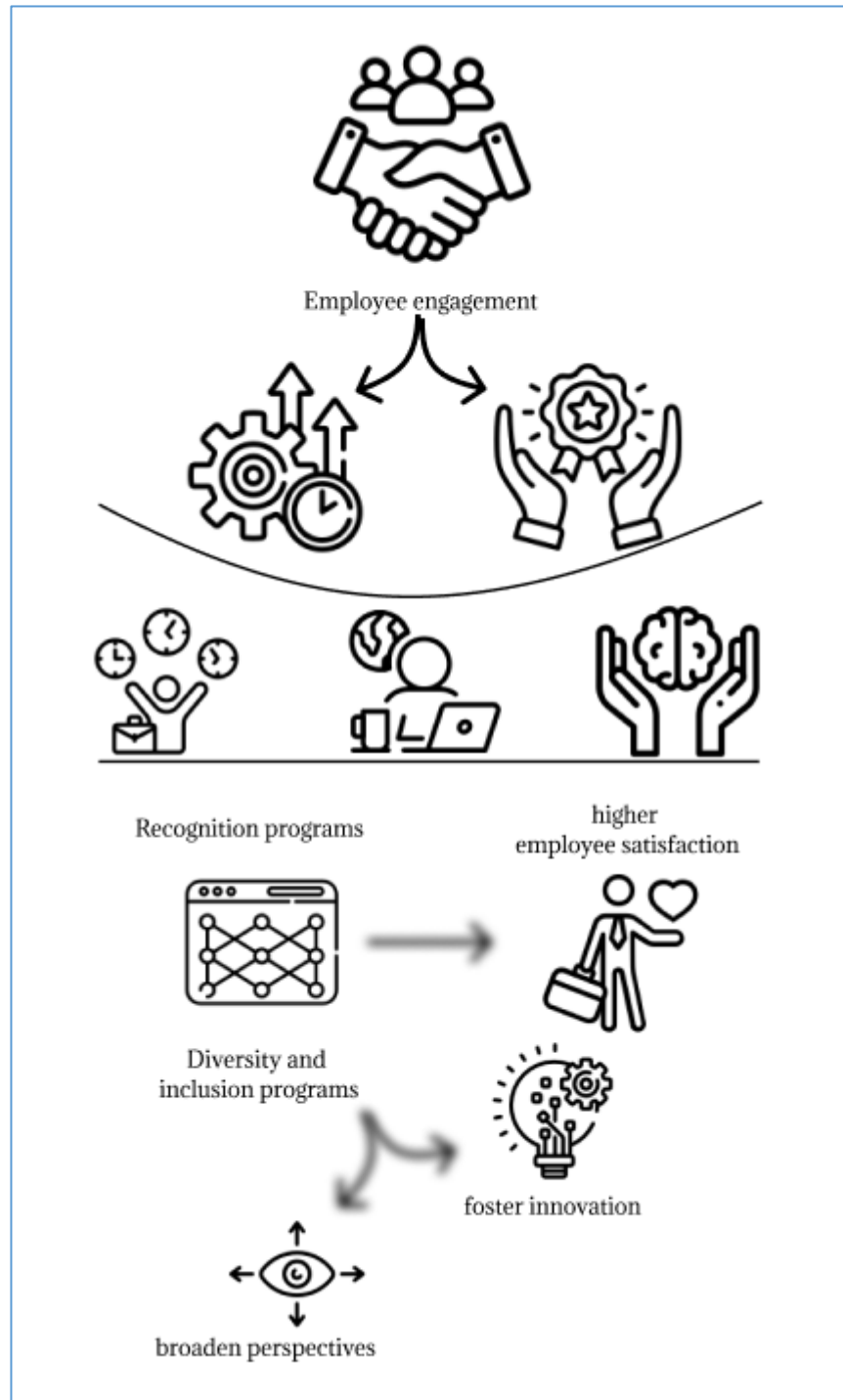


Figure 1.5 – Visualization of employee engagement and retention

Recognition programs, whether formal (awards, bonuses) or informal (peer-to-peer acknowledgments), create a culture of appreciation, leading to higher employee

satisfaction (Ramya, 2023). Diversity and inclusion programs, when genuinely implemented, not only improve engagement but also foster innovation and broaden perspectives within teams.

- Performance management

Traditional annual reviews have largely been replaced with systems emphasizing continuous feedback (Ghalayini, A.M. and Noble, J.S., 1996). Companies adopting frameworks like Objectives and Key Results (OKRs) ensure that employee efforts directly align with organizational goals, fostering a sense of purpose. Empowering employees to set their own performance goals also promotes ownership and drives commitment.

- Compensation and benefits

Transparent compensation practices and competitive benefits packages are fundamental in retaining talent (Fitri, 2024). Companies increasingly offer customizable benefits, such as health insurance options, wellness incentives, and financial planning resources (fig.1.6).



Figure 1.6 – Visualization of compensation and benefits

Flexible benefits demonstrate care for individual needs and boost loyalty. Moreover, incentive programs that tie rewards to both team and individual



performance have shown positive results in driving motivation (Bucklin, B. R., & Dickinson, A. M., 2001).

#### Case studies of best practices

Prominent organizations illustrate the practical applications of these HR practices:

1. Google: recognized for its innovative HR strategies, including comprehensive wellness programs and development opportunities (Innvocon, 2023).
2. Adobe: pioneered a feedback-driven culture by eliminating traditional performance reviews in favor of ongoing check-ins, which significantly boosted employee satisfaction (Miller, 2022).
3. Unilever: blended HR with sustainability goals, focusing on leadership development and values-based hiring (Hr, 2023).

The integration of artificial intelligence (AI) and machine learning into HR processes is revolutionizing recruitment, learning, and performance management. However, challenges remain, including adapting to hybrid work models, addressing mental health concerns, and promoting employee engagement amidst remote setups [37, 44].

Future HR practices will likely prioritize sustainability, such as green HR initiatives, and emphasize the ethical use of technology in employee management. Addressing these challenges requires organizations to remain agile and proactive in their HR strategies [39, 42].

This literature review establishes a foundation for understanding the importance of best HR practices in fostering employee commitment. By leveraging innovative and employee-centered approaches, organizations can create environments that motivate and retain talent, driving long-term success.

### **1.3 The role of employee engagement in commitment levels**

Employee engagement is a critical determinant of employee commitment, which directly impacts an organization's stability and growth. Engagement is more

than mere job satisfaction; it represents the psychological and emotional investment employees make in their work and workplace. This investment translates into behaviors and attitudes that strengthen their connection to the organization, boosting both individual and collective performance.

- Understanding engagement and commitment

Employee engagement involves an active and enthusiastic participation in work-related activities (Baran, M., & Sypniewska, B., 2020). This state of mind is characterized by dedication, energy, and absorption in one's tasks. It extends beyond transactional compliance, reflecting an intrinsic motivation to contribute to organizational success. Commitment, meanwhile, can be viewed through three lenses which are presented in figure 1.7.

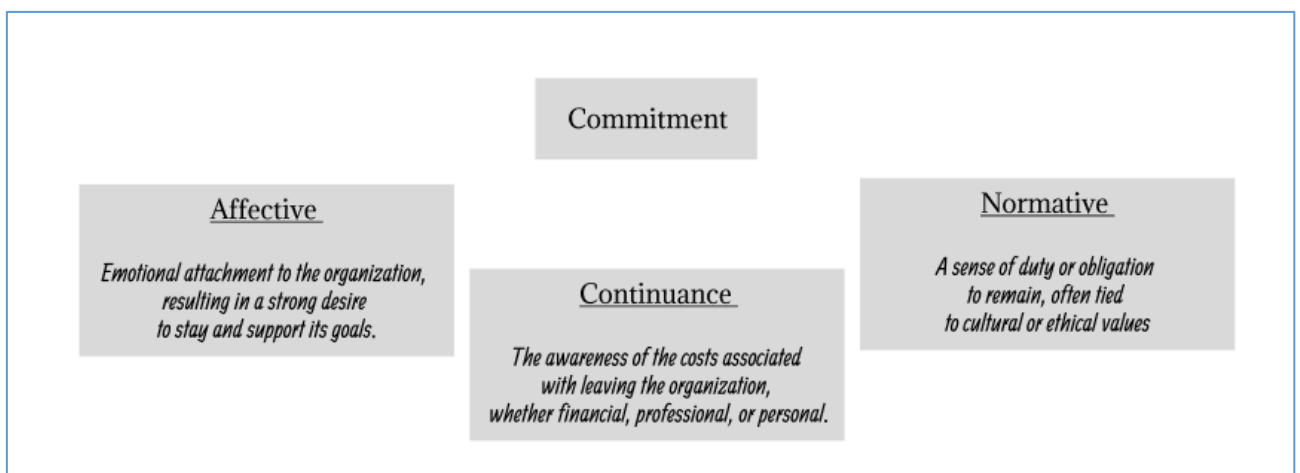


Figure 1.7 – Lenses of commitment

Engagement serves as a precursor to these forms of commitment, particularly affective commitment. Engaged employees are more likely to feel a profound emotional connection to their work and the organization, leading to higher retention rates and sustained performance.

- Drivers of employee engagement

Organizations can implement several strategies to enhance engagement, thereby fostering commitment (table 1.1) (Fulford M. D; Rothman, R., 2007).

Table 1.1 – Strategies of enhancing commitment

<b>Stage</b>	<b>Description</b>
Clarity of purpose	<i>Employees need to understand the organization's vision and their role within it. Regular communication of goals, milestones, and achievements helps align individual and team efforts with organizational objectives</i>
Recognition and appreciation	<i>Acknowledging achievements, both big and small, reinforces employees' value within the organization. This can be achieved through formal recognition programs, financial incentives, or personalized feedback.</i>
Career development opportunities	<i>Providing access to training, mentorship, and career growth programs signals that the organization values employees' long-term success. This not only improves engagement but also enhances retention.</i>
Inclusive work environments	<i>A diverse and inclusive workplace fosters a sense of belonging, enabling employees to engage more authentically. Organizations with strong diversity and inclusion practices often see higher levels of commitment and creativity among their teams.</i>
Work-life balance	<i>Flexible working hours, remote work options, and wellness initiatives allow employees to manage personal and professional responsibilities effectively. Employees who feel supported in achieving balance are more likely to remain committed to the organization.</i>

Research consistently shows that engaged employees demonstrate higher levels of commitment. For example:

- Retention: engaged employees are less likely to leave, reducing turnover costs.
- Performance: employees with higher commitment are more productive and innovative.
- Advocacy: committed employees often become brand ambassadors, positively influencing the organization's reputation and attracting top talent.

Despite the clear benefits, achieving high engagement and commitment levels is not without challenges (Deepalakshmi, Baruah, Tiwari, Seth, 2024). Modern workplaces must address things which are presented in figure 1.8.

Remote and hybrid work models
<ul style="list-style-type: none"> <li>• these can lead to feelings of isolation if not managed effectively. Regular virtual meetings, collaboration tools, and opportunities for team bonding are essential</li> </ul>
Burnout
<ul style="list-style-type: none"> <li>• overwhelmed employees may disengage, necessitating wellness programs and realistic workload expectations</li> </ul>
Economic uncertainty
<ul style="list-style-type: none"> <li>• during times of financial instability, such as economic downturns or global crises, employees may feel insecure, impacting their engagement levels</li> </ul>

Figure 1.8 – Important things to address while achieving high engagement and commitment levels

Employee engagement is the foundation of a committed workforce, and the two concepts are mutually reinforcing. Organizations that prioritize engagement through targeted HR practices can enhance commitment, driving sustained success and competitive advantage. By addressing challenges and fostering a supportive work environment, businesses can create a thriving workforce that is both engaged and deeply committed.

### 1.4 Leadership, culture, and commitment: a conceptual link

The success of an organization depends on the dynamic interplay between leadership, organizational culture, and employee commitment (Nasomboon, 2014). Each of these elements is critical on its own, but their combined effect creates a cohesive environment where employees are engaged, motivated, and loyal. This section examines how leadership and culture influence employee commitment and the implications of this relationship for organizational effectiveness (fig.1.9).

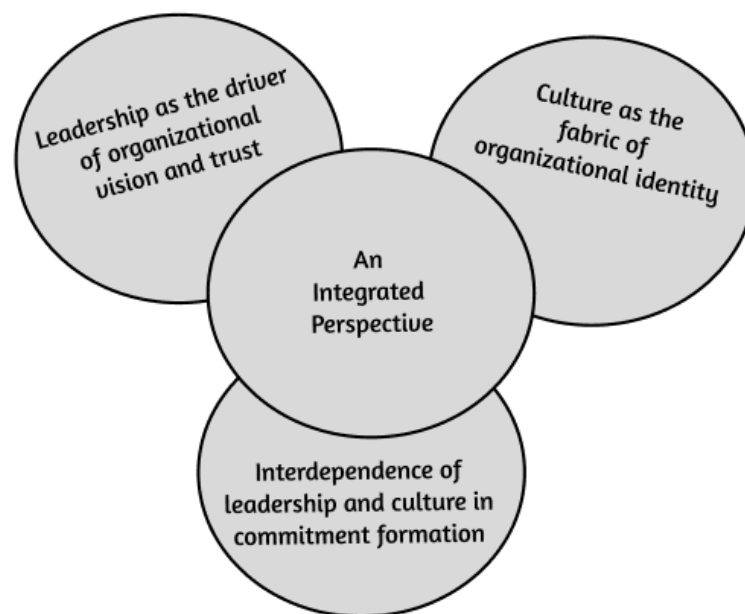


Figure 1.9 – Leadership, culture, and commitment: a conceptual link

Leadership plays a central role in shaping and sustaining employee commitment. A strong leader provides clarity of vision, guiding the organization toward shared goals while inspiring employees to align with these objectives (House, 1977). Effective leadership is characterized by integrity, trustworthiness, and the ability to empower employees. Leaders who foster open communication and demonstrate genuine care for their employees build stronger emotional connections, leading to increased affective commitment.

In addition, leaders who engage in ethical practices and maintain transparency establish a culture of trust. This not only reduces employee turnover but also reinforces a sense of loyalty and obligation, fostering normative commitment. Transformational leaders, in particular, excel at energizing employees through personal recognition and opportunities for growth, creating a work environment where individuals feel valued and motivated.

Organizational culture encompasses the shared values, beliefs, and practices that define the work environment (Chatman, J.A., O'Reilly C.A., 2016). It serves as the foundation for employee behavior, setting expectations for collaboration, innovation, and accountability. A positive and inclusive culture supports employees' personal and professional aspirations, enhancing their sense of belonging.

A culture that prioritizes recognition and growth also strengthens affective commitment by aligning the organizational mission with individual purpose. Additionally, a supportive culture that ensures employees have the tools, resources, and environment they need to succeed encourages them to stay, bolstering continuance commitment.

Leadership and culture do not function in isolation but are deeply interconnected. Leaders act as the architects of culture, setting the tone for acceptable behaviors and values through their decisions and actions (Grojean, M.W., Resick, C.J., Dickson, M.W. et al, 2004). For example, a leader who prioritizes diversity and inclusion creates a workplace that celebrates different perspectives, fostering a culture of collaboration and equity.

Conversely, culture influences leadership effectiveness by shaping how employees respond to directives and initiatives. A culture rooted in mutual respect and open dialogue enables leaders to inspire commitment more effectively, creating a reinforcing feedback loop between leadership and culture.

While the alignment of leadership, culture, and commitment is ideal, it is not without challenges. A mismatch between leadership styles and cultural expectations can create friction, leading to disengagement and lower commitment levels (Sedikides, C., & Campbell, W. K., 2017). Similarly, globalized and remote

workforces pose difficulties in maintaining cultural cohesion. Without consistent leadership efforts to bridge gaps, employees may feel disconnected, undermining both culture and commitment.

To address these challenges, organizations must focus on continuous leadership development, regular cultural assessments, and initiatives that foster inclusivity and engagement. Digital communication tools can play a critical role in sustaining cultural integrity and alignment, especially in decentralized teams.

The relationship between leadership, culture, and employee commitment can be visualized as a feedback loop (fig.1.10).



Figure 1.10 – Feedback loop

Leaders establish and reinforce cultural norms through strategic actions and day-to-day behavior. Employees internalize organizational culture, which guides their perceptions and engagement levels. A committed workforce is more receptive to leadership initiatives, creating a virtuous cycle.

Leadership and culture are fundamental to fostering a committed and engaged workforce. By nurturing a culture that aligns with organizational values and employee expectations, and by ensuring leadership practices embody these principles, organizations can achieve sustained commitment. The integration of these elements

not only enhances individual performance but also drives long-term organizational success. Leaders must be proactive in addressing challenges, leveraging their influence to build cultures that inspire loyalty and dedication among employees.



## Chapter II. Analysis of hr practices in logistic group llc

### 2.1 Company profile: business model and HR framework

- General company data

Logistics Group Corporation Ltd. (LLC "Corporation Logistics Group") is a manu-facturing company with more than two decades of experience, specializing in warehouse organization solutions. The company differentiates itself from competitors by offering integrated services such as manufacturing, installation, and maintenance, unlike other companies that solely provide warehouse equipment. This holistic approach adds value by offering a complete, end-to-end solution, making the company a reliable and versatile partner for businesses needing efficient storage systems (Logistic group, 2024).

Table 2.1 – General registration data

Full name of the legal entity	LIMITED LIABILITY COMPANY CORPORATION LOGISTIC GROUP
Date of registration	24.09.2004 (20 years 1 month)
Authorized persons	Zushman Mykola Mykolayovych
Location of the legal entity	Ukraine, Dnipropetrovsk region, Dnipro city, Avtotransportna Street, building
Main activity	46.90 Non-specialized wholesale trade
Other activities:	<ul style="list-style-type: none"> <li>- 28.12 Manufacturing of hydraulic and pneumatic equipment</li> <li>- 28.15 Manufacturing of bearings, gears, elements of mechanical transmissions, and drives</li> <li>- 28.22 Manufacturing of lifting and handling equipment</li> <li>- 28.30 Manufacturing of machines and equipment for agriculture and forestry</li> <li>- 28.99 Manufacturing of other machines and equipment for special purposes</li> <li>- 31.01 Manufacturing of office and commercial furniture</li> <li>- 31.09 Manufacturing of other furniture</li> <li>- 16.24 Manufacturing of wooden packaging</li> </ul>

## Continuation of table 2.1 – General registration data

Other activities:	<ul style="list-style-type: none"> <li>- 22.19 Manufacturing of other rubber products</li> <li>- 22.23 Manufacturing of plastic building materials</li> <li>- 22.29 Manufacturing of other plastic products</li> <li>- 25.11 Manufacturing of metal constructions and parts thereof</li> <li>- 25.12 Manufacturing of metal doors and windows</li> <li>- 25.29 Manufacturing of other metal tanks, reservoirs, and containers</li> <li>- 25.61 Metal treatment and coating</li> <li>- 25.62 Mechanical processing of metal products</li> <li>- 25.93 Manufacturing of wire, chains, and springs</li> <li>- 25.99 Manufacturing of other ready-made metal products</li> <li>- 27.12 Manufacturing of electrical distribution and control equipment</li> <li>- 42.99 Construction of other structures</li> <li>- 43.21 Electrical installation work</li> <li>- 43.29 Other construction and installation works</li> <li>- 43.32 Installation of carpentry products</li> <li>- 43.34 Painting and glazing works</li> <li>- 43.99 Other specialized construction works</li> <li>- 46.65 Wholesale trade in office furniture</li> <li>- 77.39 Rental services for other machines, equipment, and goods</li> <li>- 46.69 Wholesale trade in other machines and equipment</li> <li>- 49.42 Moving services</li> <li>- 52.10 Warehousing</li> <li>- 52.21 Ground transport auxiliary services</li> <li>- 52.29 Other auxiliary transport services</li> <li>- 68.20 Rental and operation of own or leased real estate</li> <li>- 71.12 Engineering services, geology, and geodesy, providing technical consulting in these fields</li> <li>- 71.20 Technical testing and research</li> <li>- 74.30 Translation services</li> <li>- 33.11 Repair and maintenance of finished metal products</li> <li>- 33.12 Repair and maintenance of industrial machinery and equipment</li> <li>- 33.14 Repair and maintenance of electrical equipment</li> <li>- 33.19 Repair and maintenance of other machines and equipment</li> <li>- 33.20 Installation and assembly of machines and equipment (YouControl, 2024); (Опендатабот, 2024)</li> </ul>
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The company is registered as a legal entity under Ukrainian law since 24.09.2004, marking it as an established business with over 20 years of operation. This suggests a stable presence in the logistics and related sectors, which are typically competitive in Ukraine.

The stated charter capital of 23,700 UAH reflects the initial investment and could be indicative of a medium-sized company, as this amount is relatively modest for larger operations. The charter capital might also represent an entry-level threshold for small-to-medium businesses.

The primary activity of 46.90 Non-specialized wholesale trade suggests that the company is involved in trading a wide range of products without focusing on any single category. This is often the case with companies that serve multiple sectors or act as intermediaries in logistics and trade.

Additionally, the variety of secondary activities, ranging from the production of hydraulic equipment (28.12) to the manufacturing of furniture (31.01), reflects a diversified business model that could mean the company engages in multiple industries such as manufacturing, trade, and construction services. This may serve as a strategic move to reduce risks associated with depending solely on logistics.

Notably, activities like construction services (42.99, 43.32, 43.34) and maintenance of machines and equipment (33.12, 33.14) align well with the logistics industry, as they may involve the servicing and assembly of equipment necessary for transportation and warehousing.

The company covers multiple segments, including wholesale trade, transportation, warehousing, and even manufacturing of machinery. This suggests that Logistic Group might be integrated across the supply chain, offering services not only related to logistics (like moving and storage) but also involved in product creation and industrial machinery.

The inclusion of construction and technical services shows a broader strategic direction, potentially positioning the company as a provider of holistic solutions for businesses in need of operational support across various domains.

The company operates out of Dnipro, a major industrial and economic hub in Ukraine. This could provide strategic advantages in terms of both regional logistics and access to a skilled workforce. The address is not fully specified, but this information may be critical for clients or partners looking to coordinate directly.

The company appears to be a diversified player in logistics and manufacturing sectors, with a long-standing presence and a range of services. This approach likely offers flexibility and resilience in the face of market fluctuations, and its activities align with key Ukrainian economic sectors. The modest charter capital might reflect a smaller operational scale or an entry-level company, but its wide activity range indicates potential for growth and adaptation across different industries.

Logistics Group Corporation specializes in providing tailored shelving systems. These are designed to meet the specific needs of customers, with full support for delivery, installation, and long-term service, including warranty and post-warranty care. This suggests that the company focuses on building strong relationships with its customers through ongoing support and customization.

The company is a licensed representative of renowned Italian gate manufacturer BRED A, offering various types of gates, including industrial, garage, and sectional. The long-standing partnership with BRED A allows the company to provide high-quality products at competitive prices, further enhancing its appeal to clients seeking reliable, durable equipment.

Logistics Group Corporation produces various types of reloading equipment, including dock levellers, ramps, and lifting tables. The company emphasizes using high-quality materials and advanced technical solutions, ensuring that its products are durable and efficient. These solutions facilitate the loading and unloading processes, vital for warehouse operations, thus adding operational value to businesses that depend on efficient logistics.

The company's ability to manufacture the equipment it sells provides a significant competitive edge. This vertical integration allows for better quality control, customization, and cost-efficiency compared to third-party suppliers.

By partnering with multiple reputable manufacturers such as BREDA SISTEMI INDUSTRIALI, GEZE, STILL, and others, Logistics Group Corporation benefits from access to a wide range of advanced technologies and products, helping it stay competitive in the market.

The emphasis on both high-quality manufacturing and customer service, such as fast processing of requests and offering the best options, demonstrates the company's commitment to customer satisfaction and reliability.

Logistics Group Corporation Ltd. has positioned itself as a strong player in the warehouse organization sector, focusing on complete solutions that integrate both the design and the ongoing maintenance of equipment. The company's focus on producing its own equipment, combined with its strong partnerships with high-quality manufacturers, helps it offer competitive prices and reliable service. This unique approach gives it a solid advantage over other companies that might only offer warehouse equipment without the additional support services.

- Business Model

Logistics Group Corporation Ltd. operates under a vertically integrated business model that combines manufacturing, installation, and maintenance services. This approach is designed to provide end-to-end solutions to clients, focusing on:

1. Customization: designing bespoke warehouse systems tailored to client needs.

2. Vertical integration: manufacturing its own equipment, such as dock levellers and lifting tables, which enhances quality control and reduces reliance on third-party suppliers.

3. Partnerships with global leaders: collaboration with high-quality international brands, such as BREDA and GEZE, ensures access to the latest technologies and high-grade materials.

4. Comprehensive services: offering long-term service contracts, including warranty and post-warranty maintenance, to build and sustain client relationships.

5. Focus on operational efficiency: solutions aimed at streamlining warehouse and logistics operations through advanced reloading equipment and smart shelving systems.

This model positions Logistics Group as a reliable, one-stop partner for businesses in diverse industries requiring efficient logistics and warehousing systems. By combining multiple services under one umbrella, the company reduces operational risks for its clients and ensures high levels of quality and service continuity.

- HR Framework

Logistics Group Corporation Ltd. employs a comprehensive HR framework designed to support its business model and drive organizational success. Key components include:

1. Talent acquisition and retention: the company recruits skilled professionals across manufacturing, logistics, and technical service sectors, ensuring a workforce capable of delivering on its diverse business activities. Retention strategies include competitive salaries, benefits, and career growth opportunities.

2. Training and development: regular training programs are provided to enhance technical skills, ensure compliance with safety standards, and foster innovation. Training focuses on areas such as the installation of warehouse equipment, use of cutting-edge technologies, and client service excellence.

3. Employee engagement and motivation: a strong emphasis on open communication and recognition fosters a positive work environment. Engagement initiatives include team-building activities, performance-based rewards, and transparent communication about organizational goals.

4. Performance management: clear metrics for evaluating employee performance align individual contributions with organizational objectives. Feedback mechanisms ensure employees understand their roles in achieving company goals.

5. Diversity and inclusion: the organization promotes a culture of inclusivity, encouraging diversity across its workforce to leverage varied perspectives and ideas.

6. Health and safety: the HR framework prioritizes workplace safety through stringent policies, regular audits, and employee training programs. Given the industrial nature of its activities, this focus minimizes risks and enhances operational reliability.

- **Integration of HR Practices with the Business Model**

The HR framework is strategically aligned with the company's business model to ensure seamless operations. For instance:

- Technical training equips employees with the skills needed to manufacture high-quality equipment and deliver exceptional service.

- Employee engagement programs support the company's client-centric approach, motivating employees to go above and beyond in delivering solutions.

- Safety and compliance training is vital for maintaining the integrity of manufacturing and construction processes, ensuring compliance with local and international standards.

By investing in its human capital, Logistics Group Corporation Ltd. ensures that its workforce is prepared to sustain and grow its competitive advantage, meeting the needs of a dynamic logistics market.

## **2.2 Current HR practices at Logistic group LLC**

Logistic Group LLC integrates a range of HR practices that reflect its commitment to maintaining a highly skilled, motivated, and adaptable workforce. These practices align with the company's operational priorities and its broader business strategy, ensuring efficient service delivery and fostering employee commitment (table 2.2).

Table 2.2 – Current HR practices at LLC Logistics group

<u>Practice</u>	<u>Details</u>
<p>1. Recruitment and selection</p> <p><i>Logistic Group prioritizes hiring skilled professionals who align with its technical and customer-focused operations</i></p>	<p>Recruitment is carried out through:</p> <ul style="list-style-type: none"> <li>- Collaborations with technical schools and universities to source young talent.</li> <li>- Online job portals and referrals, targeting candidates with experience in logistics, manufacturing, and equipment installation.</li> </ul> <p>The company emphasizes cultural fit, technical expertise, and problem-solving abilities in its selection process.</p>
<p>2. Training and development</p> <p><i>To stay competitive, Logistic Group ensures employees are well-versed in the latest technologies and methodologies relevant to logistics and warehousing</i></p>	<ul style="list-style-type: none"> <li>- Technical skill development: regular workshops focus on operating and maintaining equipment, installation procedures, and safety compliance.</li> <li>- Leadership training: programs for managerial staff to build leadership and decision-making capabilities.</li> <li>- Customer service training: specialized modules for front-line employees to enhance client interaction and satisfaction.</li> </ul>
<p>3. Employee engagement and retention</p> <p><i>Employee satisfaction is a cornerstone of Logistic Group's HR strategy</i></p>	<ul style="list-style-type: none"> <li>- Engagement activities: regular team-building exercises, recognition programs, and feedback sessions help create a collaborative work environment.</li> <li>- Retention strategies: the company offers performance-based bonuses, career progression opportunities, and benefits like health insurance.</li> </ul>



Continuation of table 2.2 – Current HR practices at LLC Logistics group

<p>4. Performance management</p> <p><i>To ensure alignment with organizational goals, Logistic Group implements a robust performance evaluation system</i></p>	<ul style="list-style-type: none"> <li>- Key performance indicators (KPIs): regular assessments against defined KPIs for technical efficiency, customer satisfaction, and project delivery.</li> <li>- Reward systems: incentives for high performers to encourage continuous improvement.</li> </ul>
<p>5. Health, safety, and compliance</p> <p><i>Given the technical and industrial nature of Logistic Group's operations, workplace safety is a critical focus</i></p>	<ul style="list-style-type: none"> <li>- Safety training: comprehensive safety modules and drills ensure adherence to industrial standards.</li> <li>- Audits and risk assessments: regular evaluations of equipment, processes, and workplace environments mitigate risks.</li> <li>- Compliance monitoring: ensures that all operations meet local labor laws and international safety standards.</li> </ul>
<p>6. Technology in HR operations</p> <p><i>Logistic Group has started leveraging digital tools to streamline HR processes</i></p>	<ul style="list-style-type: none"> <li>- HR management systems (HRMS) for attendance tracking, payroll, and employee records.</li> <li>- E-learning platforms for flexible training sessions that cater to on-site and remote workers.</li> </ul>

Source: Logistic group

These HR practices directly support Logistic Group's business model by ensuring:

- A skilled and adaptable workforce capable of delivering high-quality products and services.
- Enhanced employee satisfaction, reducing turnover in a competitive labor market.

- Compliance with safety standards, which is critical for maintaining operational integrity and customer trust.

By continuously evolving its HR framework, Logistic Group LLC aligns its human resource capabilities with its long-term growth and success.

### **2.3 Evaluating employee feedback and commitment indicators**

Logistic Group LLC evaluates employee feedback and commitment indicators to ensure its workforce remains motivated and aligned with organizational goals. This evaluation process includes various mechanisms to capture employee sentiments and assess their dedication to the company. These insights are crucial for understanding workforce dynamics and guiding HR policies.

The company gathers employee feedback primarily through surveys conducted annually. These surveys address critical aspects of job satisfaction, workplace environment, leadership effectiveness, and opportunities for career growth. Anonymous responses encourage honest input, enabling the organization to pinpoint strengths and areas requiring improvement. Another method involves regular one-on-one meetings between employees and managers. These discussions provide a platform to address immediate concerns, discuss career aspirations, and gather suggestions for process improvements. Additionally, exit interviews are conducted with departing employees to understand their reasons for leaving, offering valuable data for addressing potential retention issues.

Key indicators are used to measure employee commitment. Logistic Group monitors its turnover rate as a primary metric, where lower rates typically signal higher satisfaction and loyalty. Employee engagement is evaluated through participation in training programs, team-building activities, and day-to-day operations. Productivity metrics, such as task completion times and efficiency in logistics processes, also serve as indicators of employee dedication. Internal promotion rates are another important measure, reflecting opportunities for growth within the company and long-term commitment from employees. Attendance records

and absenteeism levels provide further insight into employee satisfaction and overall workplace morale.

Logistic Group integrates feedback into its HR strategies to address issues and enhance employee experience. For instance, survey results often guide policy adjustments, ensuring that employee concerns are effectively addressed. Training programs are tailored to bridge skill gaps identified through feedback, while incentives and benefits are introduced to improve morale and reduce turnover.

By combining feedback with measurable indicators, Logistic Group ensures that its HR practices remain responsive and effective. This process strengthens employee commitment, fosters a positive organizational culture, and contributes to the overall success of the company.

**2.4 SWOT analysis of HR strategies in Logistic group LLC**

A SWOT analysis of the HR strategies in Logistic Group LLC provides a structured approach to understanding the strengths, weaknesses, opportunities, and threats associated with its human resource management framework. This analysis offers insights into areas of success and potential challenges, enabling the company to align its HR practices with broader organizational goals (table 2.3).

Table 2.3 – SWOT-analysis of the HR practices

Strengths	Weaknesses
<p>1. Diverse HR Practices: Logistic Group employs a range of HR strategies, including structured recruitment processes, regular employee training, and performance appraisals. These practices ensure a well-rounded approach to workforce management.</p> <p>2. Focus on employee development: the company emphasizes professional growth through skill enhancement programs and</p>	<p>1. Limited technological integration: the HR department may lag in adopting advanced HR management software, which could streamline processes like recruitment, performance tracking, and analytics.</p> <p>2. Resource constraints: as a medium-sized enterprise, Logistic Group may face budgetary limitations that restrict extensive investments in HR initiatives or employee benefits.</p>

Continuation of table 2.3 – SWOT-analysis of the HR practices

Strengths	Weaknesses
<p>leadership training, which improves employee engagement and organizational loyalty.</p> <p>3. Comprehensive feedback mechanisms: regular employee surveys and one-on-one discussions provide actionable insights, fostering a culture of transparency and continuous improvement.</p> <p>4. Low turnover rate: a focus on employee satisfaction and engagement has contributed to retaining skilled staff, reducing the costs and disruptions associated with high turnover.</p>	<p>3. Uneven implementation of policies: discrepancies in the execution of HR policies across different departments may result in inconsistent employee experiences.</p> <p>4. Dependence on traditional practices: a reliance on conventional HR methods might hinder the company's ability to adapt to evolving workforce expectations, such as flexible working arrangements.</p>
Opportunities	Threats
<p>1. Adoption of HR technology: introducing advanced tools like AI-driven recruitment platforms and employee engagement software can enhance HR efficiency and effectiveness.</p> <p>2. Expansion of employee benefits: providing innovative benefits, such as mental health support and remote work options, could attract top talent and improve overall satisfaction.</p> <p>3. Diversity and inclusion initiatives: implementing strategies to promote diversity within the workforce can enhance creativity, innovation, and employee morale.</p> <p>4. Global best practices: learning from international HR trends and incorporating practices like agile HR management can position the company</p>	<p>1. Talent competition: the logistics and manufacturing sectors are highly competitive, with larger companies offering more attractive compensation packages and opportunities.</p> <p>2. Economic instability: fluctuations in the economic environment could limit the resources available for HR initiatives, affecting employee retention and engagement.</p> <p>3. Changing workforce expectations: with younger employees prioritizing work-life balance and career development, failure to adapt HR strategies could lead to dissatisfaction.</p> <p>4. Regulatory challenges: adhering to evolving labor laws and compliance standards requires continuous updates to HR policies, which can be resource-intensive.</p>

In short it would look like in fig. 2.1.

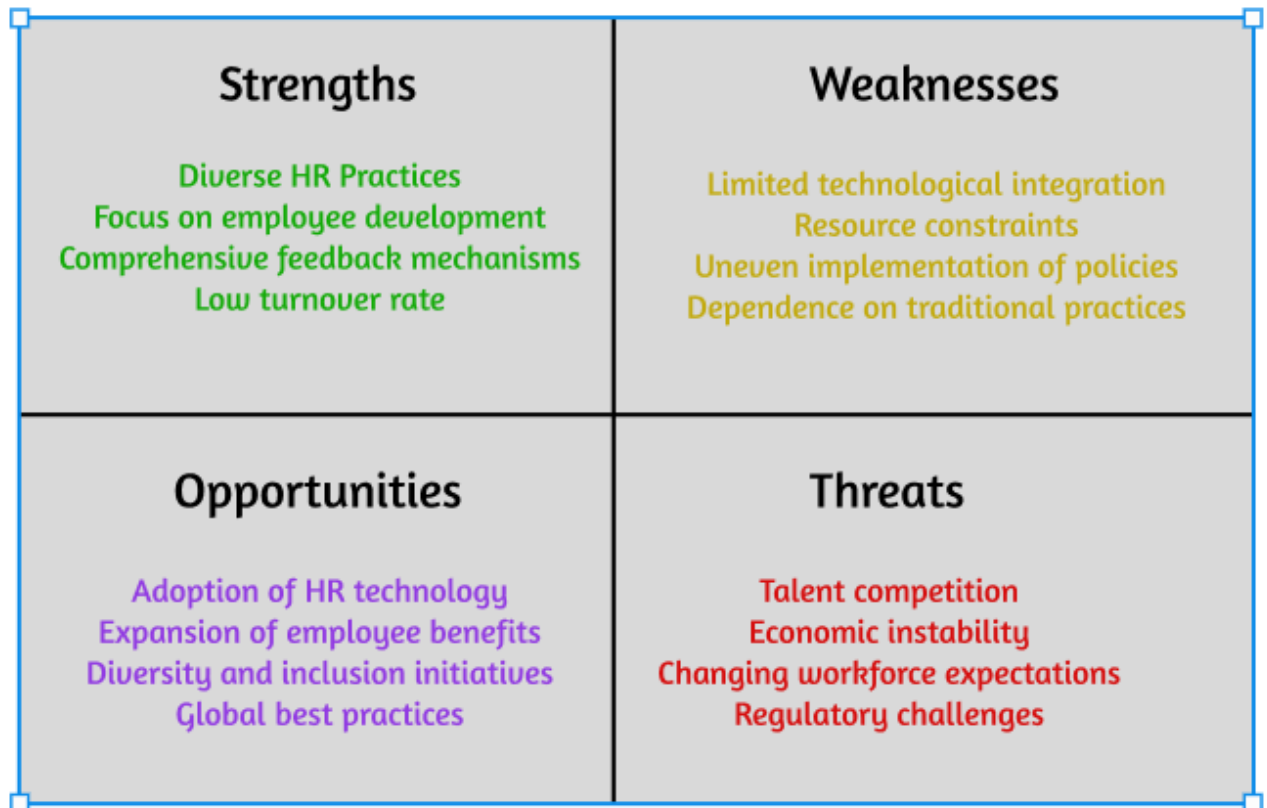


Figure 2.1 – Short visualization of SWOT-analysis

By leveraging its strengths and opportunities while addressing weaknesses and mitigating threats, Logistic Group LLC can refine its HR strategies to align with its mission and enhance employee commitment. This proactive approach will help the company maintain a competitive edge in the logistics industry.

## Chapter III. Proposed hr strategies to enhance employee commitment

### 3.1 Digital transformation in HR processes for engagement

The integration of digital tools in HR processes has become a cornerstone for enhancing employee engagement and commitment in modern organizations. For Logistic Group LLC, the adoption of digital transformation in HR can significantly improve operational efficiency, strengthen communication, and foster a deeper sense of connection between employees and the organization (fig.3.1).

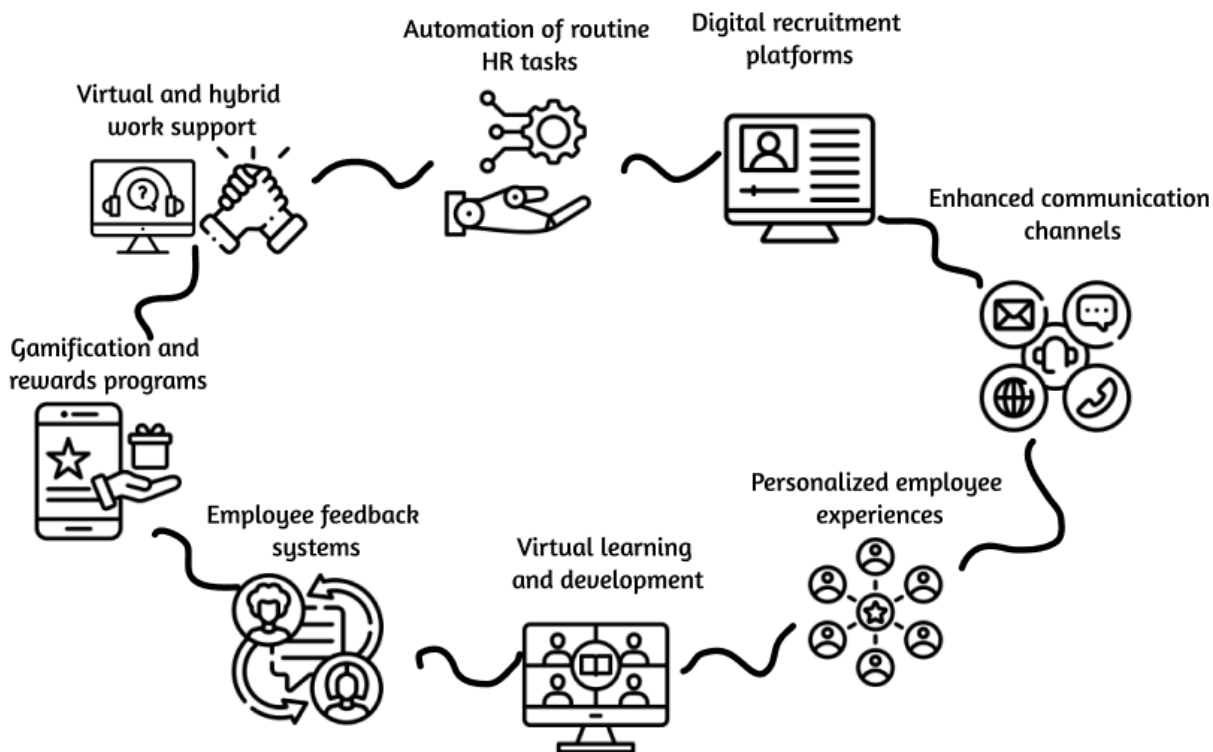


Figure 3.1 – Visualization of ideas of the adoption of digital transformation in HR

Implementing HR management software, such as human capital management (HCM) systems, can automate repetitive administrative tasks like payroll processing, attendance tracking, and benefits administration. This frees up HR personnel to focus on strategic initiatives, such as employee engagement and talent development.

Digital transformation in recruitment can streamline hiring processes. Leveraging AI-powered tools for candidate screening, interview scheduling, and onboarding reduces time-to-hire and ensures that the company attracts top talent. For Logistic Group LLC, this approach can help maintain a competitive edge in the logistics and manufacturing sectors [36, 38, 40, 41, 43].

Tools like internal messaging apps, employee portals, and collaborative platforms such as Slack or Microsoft Teams foster transparency and real-time communication. For Logistic Group LLC, introducing such platforms ensures that employees are consistently informed and engaged, reducing misunderstandings and promoting teamwork.

Using HR analytics, the company can collect and analyze data on employee preferences, performance, and satisfaction. This information can guide personalized engagement strategies, such as tailored training programs or customized benefits packages, increasing commitment levels.

Digital learning platforms offer employees access to a range of professional development opportunities. Logistic Group LLC can implement e-learning systems to provide training modules, webinars, and skill enhancement courses, ensuring continuous professional growth and keeping employees motivated.

Adopting digital tools for feedback collection, such as surveys or pulse checks, provides insights into employee sentiment and engagement levels. Real-time feedback mechanisms allow HR to address issues proactively, improving morale and fostering a culture of continuous improvement.

Integrating gamified elements into HR processes, such as performance tracking or wellness programs, can increase engagement. Digital tools that reward employees for achievements, whether through points, badges, or monetary incentives, can boost motivation and productivity.

The shift toward flexible work arrangements necessitates digital tools to manage remote or hybrid teams. Platforms for virtual meetings, project management, and time tracking ensure seamless operations while maintaining employee engagement in non-traditional work environments.

By embracing digital transformation in HR processes, Logistic Group LLC can create a more dynamic, efficient, and employee-centric work environment. This shift not only enhances engagement but also strengthens the foundation for long-term employee commitment and organizational success.

### 3.2 Customizing training and career development programs

Customized training and career development programs are essential for cultivating a skilled and committed workforce. At Logistic Group LLC, personalizing these initiatives to align with both organizational goals and individual employee aspirations can significantly enhance engagement and loyalty.

To design effective programs, the first step is conducting a comprehensive training needs analysis (TNA). This process identifies skill gaps and performance areas requiring improvement. Logistic Group LLC can use employee feedback, performance reviews, and organizational data to tailor training initiatives to address specific challenges faced by teams or individuals.

Customized training programs should focus on the unique requirements of various roles within the company (fig.3.2).

Operational staff	Management team	Customer service representatives
<ul style="list-style-type: none"> <li>• Training on warehouse management systems, equipment handling, and safety protocols</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops on leadership, decision-making, and strategic planning</li> </ul>	<ul style="list-style-type: none"> <li>• Communication skills, conflict resolution, and CRM software training</li> </ul>

Figure 3.2 – Ideas for customized training programs

This targeted approach ensures that employees acquire relevant skills that directly impact their performance and the company’s objectives.



Providing clear and personalized career development paths demonstrates a commitment to employee growth (fig.3.3).

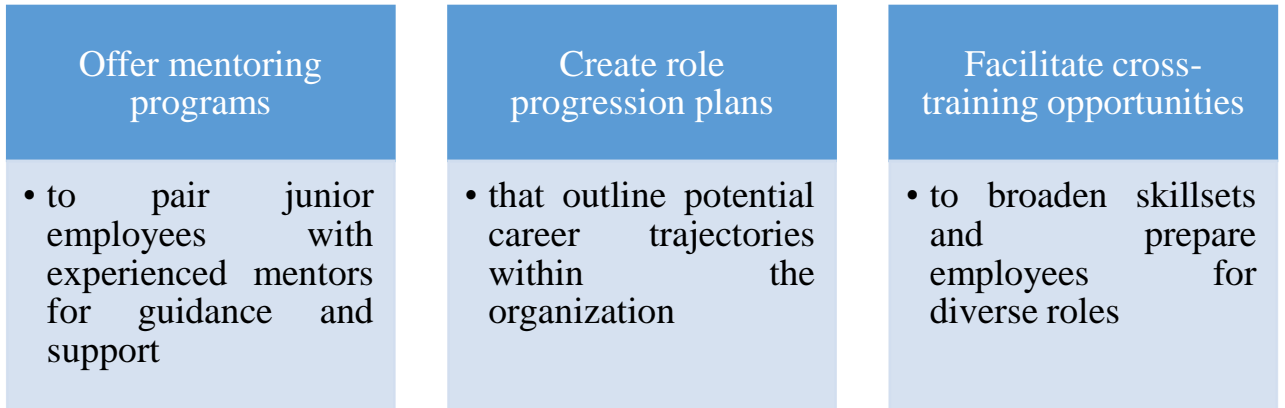


Figure 3.3 – Career development pathways

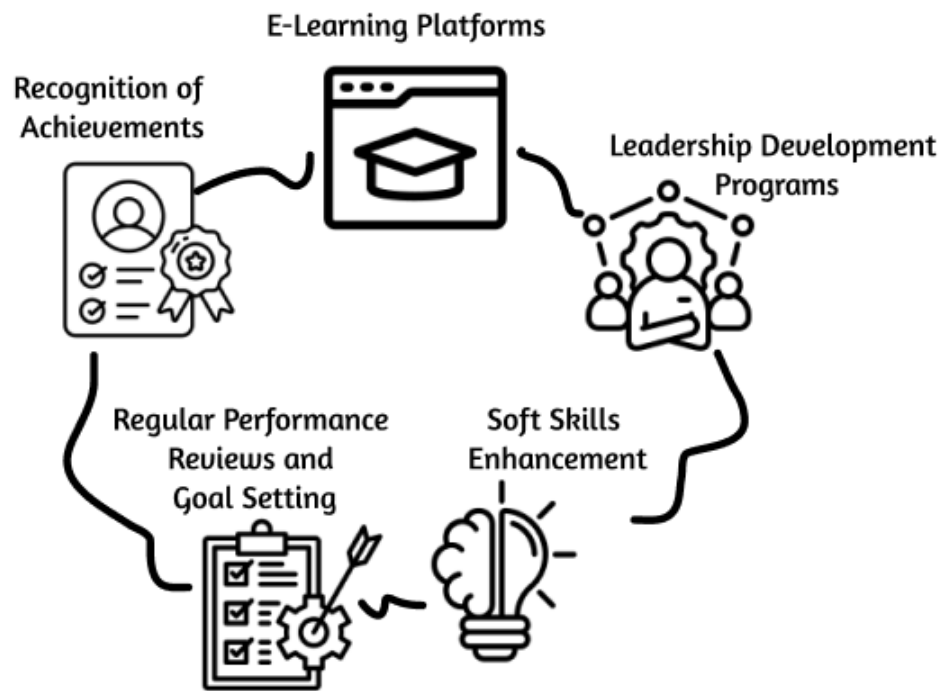


Figure 3.4 – Some other ideas for improvement

Digital tools like e-learning platforms can provide flexible and accessible training options. These platforms allow employees to complete courses at their own pace, ensuring minimal disruption to daily operations. Modules can include

interactive content such as videos, quizzes, and simulations tailored to the logistics and manufacturing industry.

For employees aspiring to managerial roles, structured leadership development programs can include training on project management, team leadership, and advanced problem-solving. This prepares future leaders while fostering a culture of internal promotion.

In addition to technical skills, soft skills training is crucial for employee development. Programs can focus on communication, emotional intelligence, and teamwork, contributing to a harmonious and productive work environment.

Integrating performance appraisals with career development discussions ensures alignment between employee aspirations and organizational goals. Regular reviews provide opportunities to set achievable targets, identify areas for improvement, and offer constructive feedback.

Linking career development programs to a reward system motivates employees to actively participate. Certificates, promotions, and public recognition of accomplishments reinforce the company's investment in their growth.

By customizing training and career development programs, Logistic Group LLC can enhance employee satisfaction, retention, and productivity. This approach not only equips employees with the skills needed for current roles but also prepares them for future challenges, fostering long-term organizational success.

### **3.3 Fostering a positive organizational culture and work environment**

A positive organizational culture and work environment play a pivotal role in enhancing employee commitment and overall productivity. For Logistic Group LLC, fostering such a culture involves cultivating trust, inclusivity, transparency, and mutual respect, alongside creating a supportive physical and psychological workplace.

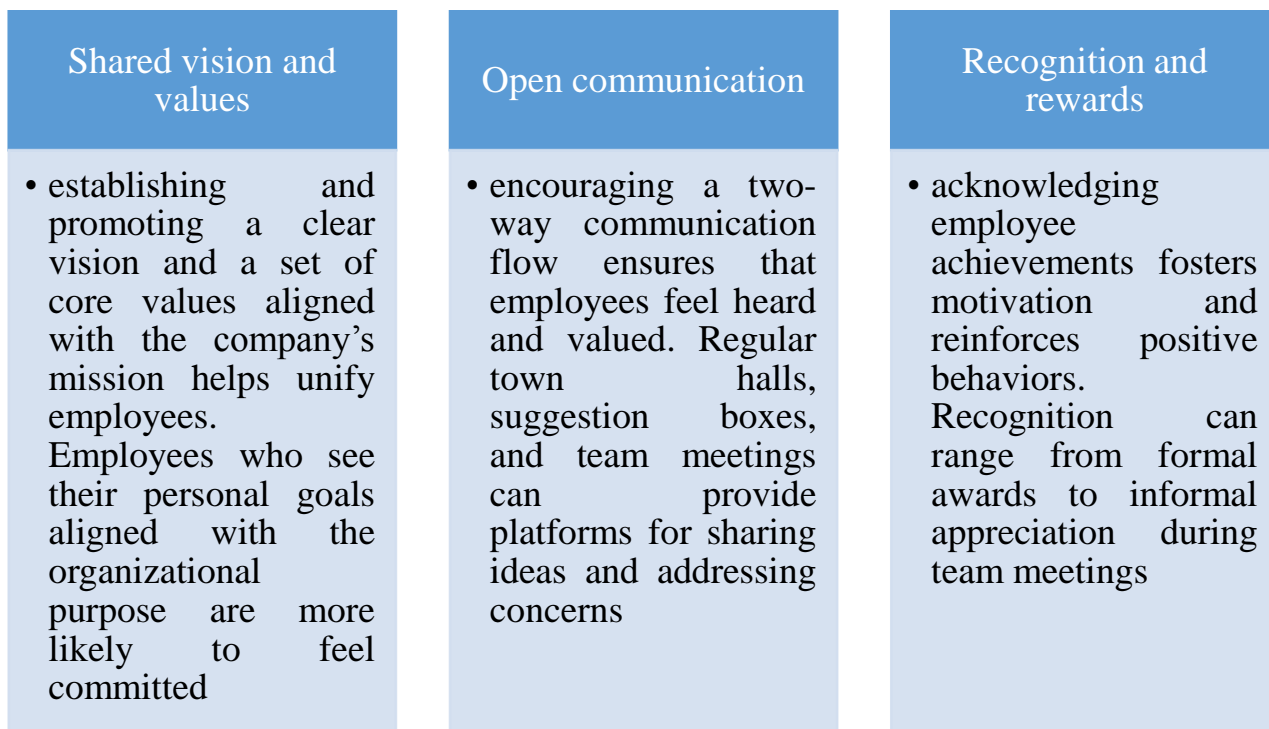


Figure 3.5 – Core elements of a positive culture

One of the cornerstones of a positive culture is the alignment of organizational values with employee aspirations. When employees understand and identify with the company's mission, they are more likely to remain engaged and motivated. For Logistic Group LLC, this alignment can be achieved by clearly defining and promoting the company's vision, mission, and core values. These principles should be integrated into everyday operations and decisions, ensuring that employees feel connected to the organization's goals.

Communication is another critical aspect of a healthy work environment. Employees need to feel heard and valued, which can be facilitated through open communication channels. This could involve regular team meetings, town halls, or anonymous feedback systems that allow employees to voice their opinions without fear of reprisal. Ensuring that leadership actively listens and responds to concerns further strengthens trust and collaboration within the organization.

Recognition and rewards play a vital role in reinforcing positive behaviors and maintaining high morale. Employees who feel appreciated are more likely to remain committed to their roles. Logistic Group LLC could implement systems to

acknowledge employee achievements, whether through formal awards, bonuses, or informal gestures of gratitude. Celebrating milestones, such as work anniversaries or team successes, also helps to build a sense of community.

Promoting work-life balance is crucial in reducing burnout and enhancing morale. Initiatives such as flexible work schedules, remote work options, and wellness programs can significantly improve employee satisfaction (fig.3.6).

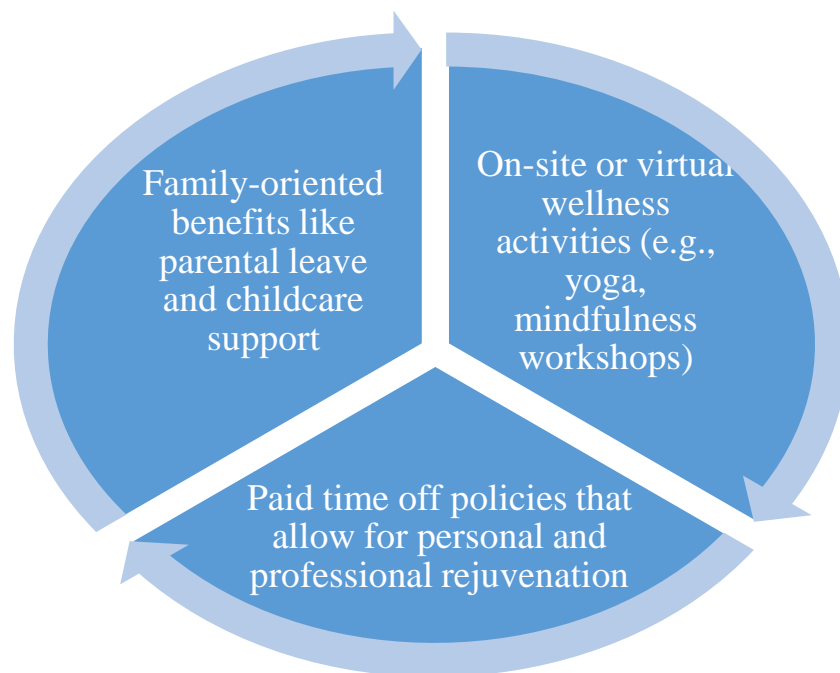


Figure 3.6 – Ideas for promoting work-life balance

Maintaining a healthy work-life balance is crucial for employee well-being and productivity. Organizations that offer flexibility, such as remote work options or adaptable schedules, often see reduced burnout and increased satisfaction among their workforce. For Logistic Group LLC, introducing wellness programs, including mental health support and physical health initiatives, could further enhance the workplace environment. Paid time off and family-friendly policies, such as parental leave or childcare support, demonstrate a commitment to employee needs beyond the office.

An inclusive environment where employees from diverse backgrounds feel valued and respected fosters innovation and collaboration (fig.3.7).



Figure 3.7 – Ideas for improving inclusion and diversity

Inclusion and diversity are fundamental to creating a workplace where everyone feels valued and respected. Logistic Group LLC could ensure its recruitment practices are inclusive, actively seeking diverse talent and offering equal opportunities for growth. Conducting diversity training sessions and forming employee resource groups can further reinforce an inclusive culture, where varied perspectives are celebrated and leveraged for innovation.

Leaders serve as cultural ambassadors, and their behavior sets the tone for the workplace (fig.3.8).

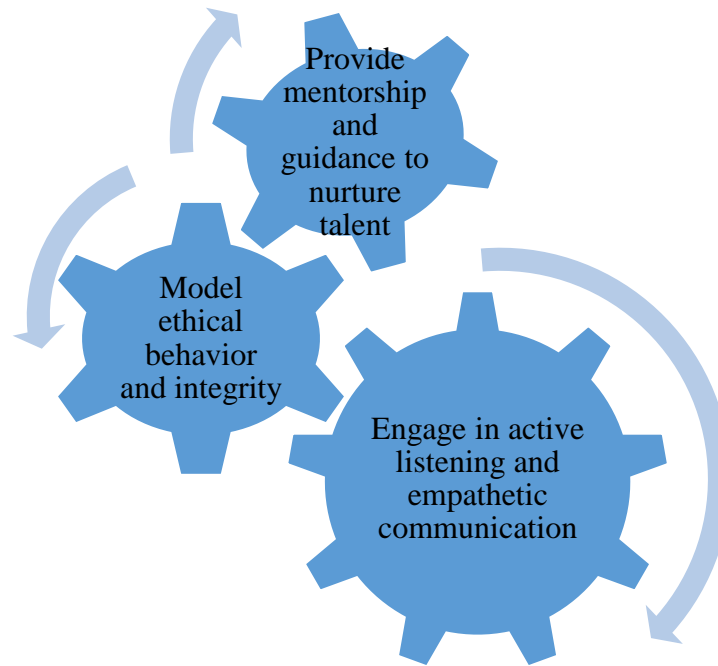


Figure 3.8 – Characteristics of effective leaders

Leaders have a significant influence on the organizational environment, acting as role models for desired behaviors. Effective leadership is characterized by integrity, empathy, and active involvement in mentoring employees. Leaders who foster trust and empower their teams create a supportive atmosphere where employees feel secure to take initiative and contribute to the company's success. \

Creating opportunities for cross-departmental collaboration fosters a sense of community and shared purpose. Team-building activities, both professional (collaborative projects) and informal (outings, retreats), help build strong interpersonal relationships.

Moreover, collaboration and teamwork are essential for building strong interpersonal relationships within the workplace. Logistic Group LLC could organize team-building activities, both professional and social, to encourage cooperation and camaraderie. Such initiatives not only improve productivity but also enhance employee satisfaction by making the workplace more enjoyable.

Physical and emotional safety are prerequisites for a positive culture (fig.3.9).

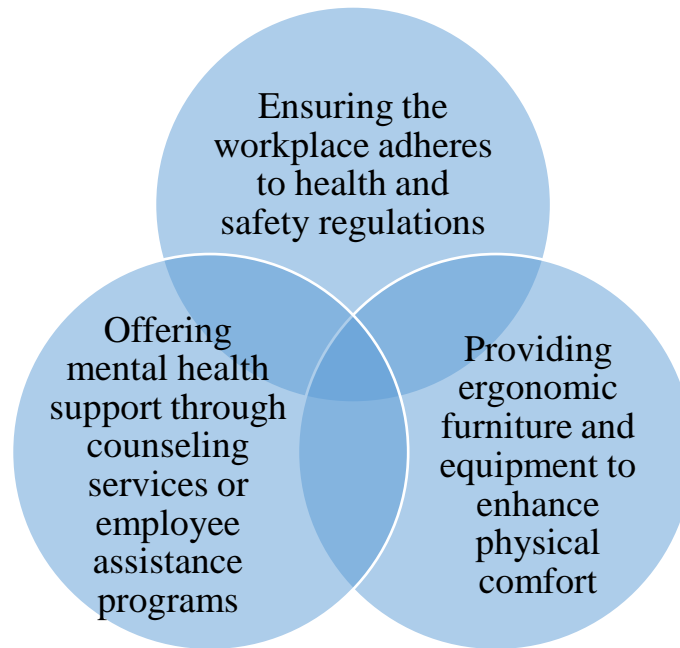


Figure 3.9 – Ideas for fostering positive culture

A safe and comfortable work environment is another key factor in ensuring employee well-being. This includes adhering to health and safety standards, providing ergonomic office setups, and offering mental health resources such as counseling or stress management workshops. Ensuring that employees feel physically and emotionally secure enables them to focus on their roles without distraction.

Establishing systems for collecting and acting on employee feedback shows a commitment to improvement and employee well-being. Regular surveys, one-on-one check-ins, and anonymous feedback tools help identify areas of concern and opportunities for growth (fig.3.10).

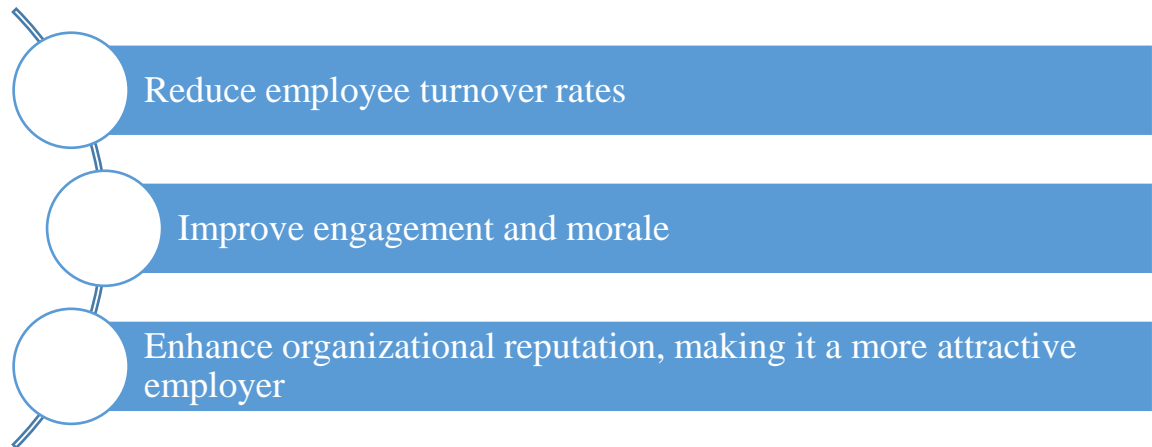


Figure 3.10 – By fostering a supportive culture and environment, Logistic Group LLC can expect to this

Investing in a positive organizational culture and work environment aligns the goals of the company with employee satisfaction, ultimately driving collective success.

Finally, feedback mechanisms are indispensable for continuous improvement. Logistic Group LLC could regularly conduct employee surveys and hold one-on-one check-ins to gather insights into workplace satisfaction. Addressing feedback transparently demonstrates the company's commitment to ongoing enhancement of its culture and environment.

By fostering a supportive, inclusive, and engaging work environment, Logistic Group LLC can expect numerous benefits, including reduced turnover rates, heightened employee engagement, and a stronger reputation as an employer of choice. This strategic focus on culture and environment ultimately contributes to a more committed and productive workforce, driving the company's long-term success.

### **3.4 Measuring and sustaining employee commitment**

Tracking employee commitment through Key Performance Indicators (KPIs) provides organizations with a structured way to assess and improve workforce engagement and loyalty. Logistic Group LLC can leverage KPIs as part of its HR



strategy to understand employee needs, enhance satisfaction, and ensure the long-term alignment of staff with organizational goals.

### 1. Key KPIs for measuring employee commitment

To accurately measure commitment, Logistic Group LLC can focus on both qualitative and quantitative KPIs. Common indicators include:

- Employee retention rate: this metric measures the percentage of employees who stay with the company over a specific period. High retention rates typically indicate strong employee loyalty and satisfaction.

- Employee net promoter score (eNPS): this measures how likely employees are to recommend the organization as a workplace to others. A high eNPS reflects a positive work environment and strong employee commitment.

- Absenteeism rate: frequent unexcused absences can signal disengagement or dissatisfaction, while low absenteeism often correlates with higher commitment levels.

- Turnover rate: monitoring the percentage of voluntary and involuntary departures provides insights into potential areas for improvement in employee satisfaction.

- Engagement survey results: regular surveys assessing job satisfaction, career development opportunities, and organizational support provide direct feedback from employees about their level of commitment.

- Performance metrics: committed employees tend to demonstrate higher productivity, better task completion rates, and a willingness to go beyond their regular duties.

### 2. Strategies to sustain commitment

Once commitment levels are measured, Logistic Group LLC can implement strategies to sustain and improve them.

- Transparent communication: sharing organizational goals and changes fosters trust. Employees who feel informed are more likely to remain committed.

- Personalized recognition: recognizing individual achievements through public acknowledgment or rewards reinforces positive behaviors and shows appreciation.

- Career growth opportunities: providing customized training and clear career paths ensures that employees feel valued and see potential for long-term development within the company.

- Regular feedback: managers should conduct one-on-one check-ins and use survey data to address employee concerns promptly. Acting on feedback demonstrates the organization's commitment to its workforce.

- Work-life balance initiatives: offering flexible schedules, remote work options, and wellness programs helps reduce burnout and increases loyalty.

### 3. Reporting and continuous improvement

To ensure sustained commitment, Logistic Group LLC should periodically review KPI data and adjust strategies as needed. Dashboards and regular reports can provide leadership with a real-time view of employee engagement trends. Benchmarking against industry standards can help identify areas where the company excels or needs improvement.

Additionally, Logistic Group LLC can establish a culture of continuous improvement by setting yearly targets for key KPIs. For example, aiming to reduce turnover rates by a specific percentage or increasing the eNPS score through targeted initiatives like team-building activities or enhanced benefits.

In conclusion, using KPIs to measure and sustain employee commitment equips Logistic Group LLC with actionable insights to foster a motivated, loyal, and high-performing workforce. By integrating these indicators into their HR strategy, the organization can proactively address challenges and ensure ongoing employee satisfaction and productivity.

The proposed HR strategies, including digital transformation, customized training, and fostering a positive organizational culture, can have measurable impacts on the company's performance. To validate these strategies, it is essential to calculate their economic efficiency based on key performance indicators (KPIs).

Employee engagement directly correlates with higher productivity levels. For instance, a 10% increase in engagement, as measured by regular employee surveys and feedback, could result in an estimated 5-15% increase in productivity. This

increase could translate into reduced operational inefficiencies and higher output per employee.

For example, if the current average revenue per employee is \$50,000 annually and the workforce comprises 100 employees, a 10% productivity increase would generate an additional \$500,000 annually. High levels of commitment reduce employee turnover, which in turn decreases recruitment and onboarding costs. Assuming the average turnover cost per employee is \$5,000, reducing turnover by 20% in a workforce of 100 employees could save \$100,000 annually.

Customized training programs lead to skill enhancement, contributing to better job performance and innovation. If the investment in training programs is \$20,000 annually and the resulting improvements increase annual revenues by 10%, the return on investment (ROI) can be calculated as:  $ROI = \text{Net Gain from Training} / \text{Training Investment} * 100 = (500000 - 20000) / 20,000 * 100 = 2400\%$

Increased engagement and retention collectively enhance customer satisfaction and loyalty, further boosting profitability. For example, a 5% increase in employee commitment could lead to an additional 2-3% increase in customer retention, which could boost profits by as much as 25-85%, as supported by studies on customer satisfaction dynamics. Integrating such calculations will not only substantiate the relevance of the proposed HR strategies but also demonstrate their potential to generate tangible financial benefits for the company. If further data is available (e.g., operational costs, current productivity metrics), more detailed calculations can be conducted.

## Conclusions

This research has provided a comprehensive analysis of the HR strategies implemented at Logistic Group LLC with a focus on enhancing employee commitment. The study has highlighted several key findings regarding the relationship between HR practices and workforce engagement, shedding light on both strengths and areas for improvement in the company's human resource management.

One of the most significant results of this work is the identification of the critical role that customized training programs and career development initiatives play in increasing employee engagement. It has been shown that a workforce committed to continuous learning and professional growth tends to be more loyal and productive. Furthermore, the use of digital transformation in HR processes, such as automated feedback systems and the integration of data-driven tools for performance management, was found to have a positive impact on employee commitment. These practices not only improve operational efficiency but also enhance the employee experience by providing greater transparency and real-time feedback.

The SWOT analysis conducted in the second chapter revealed that while Logistic Group LLC has strong foundations in its HR practices, there are opportunities to strengthen employee engagement through improved communication channels, greater emphasis on work-life balance, and the development of more personalized employee retention programs. The analysis also highlighted some weaknesses, particularly in the areas of leadership development and employee recognition, which could be addressed by implementing more structured programs for career advancement and reward systems.

Based on these findings, the research proposes several HR strategies, including the integration of advanced digital tools, the creation of a more inclusive organizational culture, and the establishment of clear Key Performance Indicators (KPIs) for measuring and sustaining employee commitment. These recommendations

aim to foster a deeper sense of belonging and motivation among employees, leading to better retention rates and overall organizational success.

In terms of further research, it would be valuable to explore the long-term effects of these HR strategies on employee commitment and organizational performance. Future studies could examine the impact of remote work on employee engagement, particularly in the logistics sector, and assess how hybrid work models might influence commitment in this field. Additionally, expanding the scope of research to include comparative studies of HR practices across different industries could provide broader insights into the universal principles of employee engagement.

In conclusion, this study has demonstrated that strategic HR practices, when tailored to the specific needs of the workforce and the business environment, can significantly enhance employee commitment. The proposed strategies for Logistic Group LLC are not only practical but also innovative, addressing current challenges while positioning the company for future success.

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