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*M. Mishchenko,
Doctor of Economic Sciences, Professor,
Professor of the Department of Economics and Management,
Ukrainian State University of Science and Technologies
ORCID ID: <https://orcid.org/0000-0003-0372-1957>*

*I. Hadzhun,
Postgraduate student of the Department of Economics and Management,
Ukrainian State University of Science and Technologies
ORCID ID: <https://orcid.org/0009-0000-5778-5652>*

**IMPROVEMENT OF THE PERSONNEL FORMATION AND
MOTIVATION SYSTEM IN THE CONTEXT OF E-GOVERNMENT
CONSIDERING THE ECONOMIC AND PSYCHOLOGICAL ASPECTS
OF MANAGEMENT**

*М. І. Міщенко
д. е. н., професор, професор кафедри економіки та менеджменту,
Український державний університет науки і технологій, м.Дніпро*

*І. О. Гаджун
аспірант кафедри економіки та менеджменту, Український державний
університет науки і технологій, м.Дніпро*

**УДОСКОНАЛЕННЯ СИСТЕМИ ФОРМУВАННЯ ПЕРСОНАЛУ ТА
МОТИВАЦІЙНОГО АПАРАТУ В УМОВАХ ЕЛЕКТРОННОГО
УРЯДУВАННЯ З УРАХУВАННЯМ ЕКОНОМІКО-ПСИХОЛОГІЧНИХ
АСПЕКТІВ МЕНЕДЖМЕНТУ**

The study explores the theoretical foundations, methodological principles, and applied directions for enhancing the personnel development system in organizations, with particular emphasis on the economic and psychological dimensions of management as well as the creation of a motivational framework within the context of e-government. In the era of digital change, globalization, and shifting socio-economic dynamics, embedding psychological, managerial, and economic tools into HR strategies is seen as a decisive element for achieving success. The findings indicate that the expansion of e-government opens new pathways for strengthening personnel policy, improving transparency in evaluation and incentive procedures, and establishing real-time feedback systems. Drawing on scientific literature and practical observations, the paper presents a conceptual framework that combines psychology, management, and economics in the HR system. This framework incorporates such tools as psychometric assessments, KPI and OKR methodologies, HR analytics, benchmarking practices, mentoring programs, and gamification techniques. A cross-national comparison of stress factors was also conducted, highlighting specific features relevant for tailoring motivational approaches to the Ukrainian environment. In addition, the author introduces the 4GRM (graded-role mapping) model, designed to ensure clarity in defining responsibility and competence levels, justify remuneration, and personalize incentive mechanisms. The benefits of applying a circular management approach—focused on continuous development, adaptability, process transparency, and employee engagement—are also emphasized. The outcomes of this research may serve as a practical resource for government agencies, private enterprises, and nonprofit organizations in modernizing HR systems and shaping resilient motivational models within e-government frameworks. Future research directions include designing instruments to measure the influence of digital technologies on employee performance and motivation, along with adapting the proposed concepts to diverse organizational structures and sectors of the economy.

У дослідженні проаналізовано концептуальні, методичні та прикладні основи вдосконалення процесів формування кадрового потенціалу організацій із врахуванням економічних та психологічних аспектів управління, а також розробки мотиваційних механізмів в умовах розвитку електронного урядування. Підкреслено, що в добу цифровізації, глобальних трансформацій і змін соціально-економічних відносин ключову роль відіграє інтеграція психологічних, управлінських і економічних підходів у сферу HR. Аргументовано, що використання цифрових технологій е-врядування створює нові перспективи для підвищення результативності кадрової політики, прозорості процедур оцінювання та стимулювання, а також для організації оперативного зворотного зв'язку. На основі узагальнення наукових досліджень і практичних кейсів представлено концептуальну модель інтеграції психологічних, управлінських і економічних засобів у систему управління персоналом. До її складових віднесено психометричні тести, системи KPI й OKR, HR-аналітику, інструменти бенчмаркінгу, програми наставництва та методи гейміфікації. Виконано порівняльний аналіз стресових факторів у міжнародному та українському середовищі, що дозволив виявити особливості адаптації мотиваційних стратегій до національних умов. Запропоновано авторську модель грейдингу 4GRM (graded-role mapping), яка сприяє чіткому визначенню рівня компетенцій і відповідальності, обґрунтуванню винагороди та персоналізації стимулів. Окреслено переваги запровадження циркулярної системи управління, орієнтованої на безперервне вдосконалення, оперативність, відкритість процесів та активну участь персоналу. Сформульовані результати можуть стати корисними для державних інституцій, бізнес-структур і громадських організацій задля вдосконалення HR-процесів та створення ефективної мотиваційної системи в умовах цифрового врядування. Подальший науковий пошук варто орієнтувати на розроблення підходів до вимірювання впливу цифрових технологій на зацікавленість і результативність персоналу, а

також на пристосування запропонованих рішень до різних моделей управління та секторів економіки.

Keywords: *personnel, staff, economic and psychological aspects, human resource management, personnel formation, personnel selection, personnel development, motivational framework, e-government, HR digitalization, grading, management psychology, HR analytics, circular management model.*

Ключові слова: *персонал, кадри, управління персоналом, формування персоналу, підбір персоналу, розвиток персоналу, мотиваційний апарат, електронне урядування, цифровізація HR, грейдинг, психологія управління, економіко-психологічні аспекти, HR-аналітика, циркулярна модель управління.*

Problem Statement and Its Relation to Significant Scientific or Practical Tasks. Ongoing transformations in the economy and social sphere, especially the expansion of the e-government model, emphasize the urgent need for comprehensive renewal of systems designed for personnel development within organizations. The capability to merge economic reasoning and psychological insights with innovative digital HR tools is increasingly emerging as a critical determinant of the performance of both corporate entities and governmental institutions.

Special attention is drawn to the challenge of building a motivational architecture within the framework of e-government. Digital platforms, automated performance measurement systems (KPI), gamification practices, and big data-driven analytics provide novel avenues for enhancing employee involvement in meeting organizational objectives while maintaining fairness, openness, and accountability in incentive mechanisms.

The scholarly relevance of this problem is reflected in the necessity to merge insights from psychology, economics, and management to construct HR models that operate effectively within a digital environment. The applied significance is

reflected in the fact that stronger motivation and improved workforce efficiency directly strengthen organizational competitiveness, decrease turnover, and streamline the cost structure of HR operations.

Therefore, examining the enhancement of human resource management—taking into account psychological and economic aspects along with the design of a functional motivational system under e-governance—offers a comprehensive view that meets key academic goals (establishing theoretical and methodological foundations) as well as practical demands (ensuring effective HR system functioning).

Analysis of Recent Research and Publications. The modernization of workforce development models remains a subject of active academic exploration, engaging both international and domestic scholars. Landmark contributions to HR management theory were made by P. Drucker [9], H. Mintzberg [20], and D. Ulrich [30], who highlighted human capital as a vital strategic resource for any organization. Ukrainian academics, including O. Amosha [3], A. Kolot [17], and M. Doronina [8], have focused on adapting modern HR approaches to the conditions of the national economy and the dynamics of the local labor market. In parallel, M. Mishchenko has analyzed motivation, stressing the adaptive perception of incentives among employees representing diverse professional group [21, 22, 23].

A further significant line of inquiry focuses on the psychological and economic aspects of managerial practice. This includes motivational frameworks (A. Maslow [19], F. Herzberg [13], C. Alderfer [1], V. Vroom [31]) and their application to organizational practice. The influence of psychological factors in the recruitment, evaluation, and professional growth of staff is highlighted in the works of D. Goleman (emotional intelligence) [12], L. Festinger (cognitive dissonance theory) [10], and other prominent academics.

The development of e-government has also been explored by H. Misura [24], T. Chukhno [6], and international institutions such as the OECD and the World Bank, which view digital public governance as a pathway to greater

efficiency, transparency, and accountability. However, the development of incentive frameworks in the sphere of e-governance is still underexplored, especially regarding the integration of economic, psychological, and managerial viewpoints. Studies by Bao, Y. [4] and Chen, Y. [5] reveal that digital administration improves economic outcomes while avoiding additional budgetary burdens.

Scholars such as Perdiansyah, R., and Saluy, A.B. [26] underscore that employee motivation functions as a crucial mediator linking e-government initiatives to organizational effectiveness. Similarly, Romi, M.V., and Subagyo, A. [28] confirm the positive role of motivation in improving public administration outcomes when digital governance practices are adopted.

Modern digital solutions—including automated task management systems, online KPI tracking platforms, gamification techniques, and advanced data analytics—create new avenues for strengthening motivation models. However, there remains a shortage of holistic studies that unite these innovations with established HR theories and economic assessments of incentive effectiveness.

In summary, the analysis of academic sources shows that although strong conceptual bases for staff development and motivation are already established, their application within the sphere of digital governance remains insufficiently explored. This gap underscores both the relevance and the novelty of the present research.

Identification of Previously Unresolved Aspects of the General Problem Addressed in This Article. Although numerous theoretical and applied studies address workforce development, motivation systems, and the advancement of e-governance, several critical issues remain unresolved, directly influencing the efficiency of modern HR models.

First, the integration of economic, psychological, and managerial approaches into a unified digital HR platform consistent with the context of e-governance has not received sufficient attention. Current solutions often concentrate either on

technological progress or on traditional HR practices, yet rarely provide a holistic framework that ensures their coordinated interaction.

Second, the impact of digital technologies and artificial intelligence on the formation and optimization of motivational mechanisms has not been thoroughly investigated. The possibilities of AI-driven personalization, tools for strengthening employee engagement, and strategies for maintaining psychological well-being during periods of rapid organizational transformation remain insufficiently studied.

Third, methodological approaches for assessing the performance of motivational frameworks within public institutions and private enterprises operating in digital environments remain underdeveloped. The absence of unified indicators and evaluation instruments makes cross-industry comparisons difficult and obstructs the efficient adoption of best practices.

Fourth, Ukrainian practice reveals an absence of adapted HR management models that adequately reflect national socio-economic realities, varying levels of digital readiness among organizations, and the unique nature of domestic labor relations.

Consequently, this study seeks to eliminate these shortcomings by proposing and justifying an integrated model for personnel formation and motivational frameworks. The proposed methodology integrates economic, psychological, and managerial components with the capabilities of e-governance, simultaneously drawing on global practices and adapting them to Ukraine's particular context.

Formulation of the Article's Objectives (Statement of the Task). The aim of this paper is to design and justify integrated approaches to enhancing the personnel formation system within organizations, while simultaneously incorporating the economic and psychological dimensions of management and constructing a motivational framework aligned with the principles of e-government.

To fulfill this aim, the research sets the following objectives:

- Analyze the conceptual and methodological bases of personnel development and motivational systems in modern organizations.

- Identify the impact of psychological and economic determinants on the efficiency of HR management in the context of digital transformation and e-governance.
- Examine both global and national experiences in using digital instruments for staff motivation and workforce administration.
- Develop an original framework that combines managerial, psychological, and economic components in constructing HR systems for governmental bodies and business organizations.
- Provide recommendations for optimizing hiring, evaluation, and stimulation processes while leveraging the opportunities offered by e-government solutions.

Presentation of the Main Research Material. The interdisciplinary basis of staff development lies in the integration of economics, management, and psychology. This triad forms the intellectual and practical platform for building modern HR systems.

In the context of digital governance, developing incentive systems for public administration gains a fundamentally new dimension. Digital solutions — platforms for managing tasks, KPI dashboards with real-time tracking, and gamification tools — not only strengthen control over results but also generate an atmosphere of fair competition and mutual encouragement. Such instruments nurture internal motivation, lower the probability of professional exhaustion, and foster a performance-oriented culture in government institutions.

A personnel formation model in today's organizations cannot be limited to traditional HR functions or purely economic calculations. It calls for a multidisciplinary expansion that combines psychological resilience, managerial adaptability, and economic justification. Statistics confirm this need: in 2024, 74% of Ukrainian employers noted problems with filling positions due to a deficit of skilled workers, a 19% increase compared to 2023 [23].

In e-government settings, motivational programs also demonstrate economic efficiency by cutting administrative expenditures. Automated bonus allocation,

differentiated reward schemes, and individualized learning through e-learning platforms reduce costs while improving overall effectiveness without adding pressure on state budgets.

The synergy of economic rationality, managerial consistency, and psychological balance forms the foundation of modern personnel policy. This requires a transition from rigid technocratic management to a comprehensive model centered on human capital — a resource that carries resilience, ethical awareness, and professional agility.

The research underlines that the deficit of qualified professionals stems not only from war and migration processes but also from the reliance of organizations on obsolete adaptation models that fail to meet the requirements of the digital economy. Therefore, an updated HR paradigm is essential, one that values psychological resilience and adaptive abilities alongside formal competencies.

From the psychological perspective of adaptation, key concerns include stress, professional exhaustion, and regular mental assessment. In the e-governance environment, digital solutions such as workflow platforms, instant KPI monitoring, and gamification tools serve not only to regulate performance but also to cultivate a transparent and supportive atmosphere. This nurtures intrinsic motivation, mitigates burnout, and embeds a results-oriented culture within public institutions.

On the global stage, Gallup reports that 41% of employees frequently experience increased stress at work [29], with the same level observed among staff under 35 [32]. The Ukrainian workforce faces even tougher realities: HURMA's data reveal that about 57% of newcomers exhibit signs of burnout during their initial year of employment [15]. Given the instability of the domestic labor market, the role of emotional intelligence in smoothing adaptation processes becomes increasingly crucial. Gallup (2024) shows that worldwide, 41% of workers encounter daily stress, while for younger employees this number rises to 46%. In Ukraine, the risks are more acute: HURMA finds that nearly 57% of specialists demonstrate burnout indicators within the first half-year of work. Consequently, HR strategies should integrate a “mental audit” procedure already at the

recruitment stage, aimed at assessing not only professional expertise but also psychological readiness for assimilation into the organizational culture.

In the setting of e-government, motivational mechanisms in civil service gain a renewed dimension. Digital solutions such as task management systems, real-time KPI dashboards, and gamification practices enable not just oversight of performance but also foster a climate of fair competition and collective support. Such tools enhance intrinsic motivation, lower burnout probability, and contribute to building a productivity-driven institutional culture. Hence, the introduction of a structured mental audit—regular assessment of stress tolerance, cognitive adaptability, and emotional intelligence—should form a mandatory component of employee profiling. Without it, neither team resilience nor stable efficiency at the individual level can be guaranteed.

Economic Perspective: The Costs of Turnover and the Shortcomings of Traditional KPIs. Research on international experience shows that organizations annually lose between 30% and 200% of an employee's salary as a result of turnover [2]. In Ukraine, Happy Monday reports that in 2023–2024 the average vacancy closure time exceeded 28 days, while recruiter output fell to only 4.8 vacancies per month [18]. These figures confirm that replacing a single worker can consume resources equal to 30–200% of their yearly pay [2]. This underlines the necessity of extending traditional KPI frameworks into a broader Human Resource Sustainability Index (HRSI). From this standpoint, classical performance metrics should evolve into a multi-indicator system that incorporates:

- Adaptation Time Index (ATime) — speed of onboarding new staff;
- Culture Fit Index — degree of alignment with organizational values;
- Total costs associated with adaptation and mentoring programs;
- Stress assessment outcomes derived from psychodiagnostic testing.

Grading: Structure, Fairness, and Transparency in HR Systems. A central challenge of personnel management is the absence of standardized criteria for evaluating job complexity, managerial accountability, and the alignment between qualifications and remuneration. Consequently, grading — a structured

classification of roles based on competency levels — has become especially relevant for Ukrainian companies. According to HURMA's 2023–2024 analytics, 66% of domestic firms have applied grading practices to organize position requirements and regulate pay systems [16].

Drawing on the analysis of more than 50 enterprises, the author introduced a four-component grading model that encompasses:

- Managerial Level (UL) — degree of decision-making autonomy;
- Innovative Responsibility (INR) — involvement in implementing changes;
- Interpersonal Coordination (ICR) — team collaboration skills;
- Impact on Results (IOR) — evaluation of contribution to final outcomes.

This model enables both the classification of roles and the substantiation of wage structures, factoring in the psychological demands associated with professional duties.

With the advancement of e-government, motivational mechanisms in the public sector are gaining a new perspective. The implementation of digital solutions such as task management platforms, real-time KPI dashboards, and gamification elements provides not just performance tracking but also fosters an atmosphere of open competition and collaboration. These approaches enhance intrinsic motivation, lower the risk of professional exhaustion, and promote the establishment of a performance-oriented culture within public sector bodies.

The grading approach enables organizations to unify not only wage systems but also the set of expectations placed on employees. Data from HURMA (2024) indicate that two-thirds of Ukrainian businesses already apply grading as a tool for structuring job levels and responsibilities.

Table 1. Author's 4GRM (graded-role mapping) model

Grade	Role	Core Competencies	Performance Indicators (KPI)	Motivational Tools
G1 – Entry	Performer of basic tasks under supervision	Basic professional knowledge, discipline, compliance with instructions	Timely task completion, absence of errors	Fixed salary, mentorship
G2 – Qualified	Independent performance of medium-complexity tasks	Advanced knowledge, problem-solving for standard issues, teamwork	Quality of work, productivity, interaction with colleagues	Performance-based bonuses, participation in trainings
G3 – Leading	Coordination of team work, solving complex tasks	Leadership, strategic thinking, mentoring	Achievement of team goals, development of subordinates	KPI-based bonuses, extended benefits package
G4 – Strategic	Defining directions for unit/organization development	Change management, innovativeness, accountability for results	Implementation of strategic plans, introduction of innovations	Profit-sharing, participation in key decision-making

Source: compiled based on [4; 5; 16; 21].

$$\text{GRS (General Grade)} = \text{ML} \times 0.3 + \text{IC} \times 0.25 + \text{SC} \times 0.25 + \text{IR} \times 0.2,$$

Where:

- ML – Managerial Level;
- IC – Interpersonal Coordination;
- SC – Stress/Skills Capacity;
- IR – Impact on Results.

In the process of staff integration, mentoring, performance tracking, and the communication of corporate values serve as critical factors. Under current conditions, the effectiveness of adaptation initiatives has become a key element influencing workforce retention. A 2024 Korn Ferry study showed that insufficient onboarding can increase the risk of an employee quitting within the first year by up to 55% [25].

Drawing on the assessment of adaptation practices implemented in Ukrainian companies, a structured approach known as the 4T model has been formulated:

- T1 – Testing cognitive compatibility (MBTI typology, emotional intelligence);
- T2 – Training in a real environment (Soft onboarding);
- T3 – Temporary mentoring (1–3 months);
- T4 – Transmission of corporate values through “case-cultures”.

The 4T onboarding framework (Test, Train, Team, Transmit) is typically applied over a three-month period. Evidence from Ukrainian logistics firms demonstrates that after introducing this system, staff attrition fell by 28%, while the Net Promoter Score (NPS) improved by 32%.

Implementation of 4T in a medium-sized logistics company reduced adaptation time by 22% and boosted retention of new employees within the first six months by 28%.

Focusing on leadership and psychological security: HR built on trust.

In the context of e-governance, the creation of a motivational framework for public officials gains renewed importance. The application of digital instruments—such as workflow management systems, real-time KPI monitoring, and gamified solutions—serves not only as a tool for overseeing efficiency but also as a means of building a transparent atmosphere of cooperation and constructive rivalry. This approach reinforces intrinsic drive, lowers the probability of burnout, and embeds a performance-focused ethos in governmental bodies.

Conventional management models based mainly on control are increasingly misaligned with the aspirations of younger employees. Evidence from Google’s Project Aristotle demonstrates that psychological safety—defined by trust, openness, and the ability to share ideas without fear—is the key determinant of team success [27].

According to the Gallup Global Report, only 21% of workers worldwide demonstrate strong engagement, with mistrust in leadership identified as one of the central barriers [29].

From this standpoint, the modern HR executive should not embody the role of “controller” but rather that of a “trust facilitator”—a figure who guides through ethical conduct, emotional awareness, and the ability to instill constructive meaning.

The insights of Google’s Aristotle project also reaffirm that high-achieving teams are distinguished by deep psychological safety—an environment where individuals can admit mistakes, ask questions, and remain genuine. This aligns with the proposed trust-centered HR leadership model, where the manager assumes the role of a mentor and value guide rather than a strict overseer.

Regarding digitalization of HR processes: analytics, automation, and ethics. Digital change broadens the role of HR departments. For example, today’s HRIS (Human Resource Information Systems) are capable of monitoring more than 300 efficiency indicators, ranging from turnover rates to cultural integration [14].

MIT Sloan research stresses that applying HR analytics responsibly can increase organizational trust by 20–25% [7].

The key point is clear: HR analytics is only effective when supported by an ethical moderator—an accountable figure ensuring transparent data collection, storage, and interpretation.

Digital HR analytics enables predictive modeling, such as identifying with 82% accuracy the risk of an employee leaving 90 days before it occurs (SAP SuccessFactors data). Yet without ethical safeguards, such insights risk turning into “dehumanization” of staff. This is why the HR system of the future must unite AI with EI (emotional intelligence).

Internal communication: a recurrent HR feedback model. Gallup’s research shows that one of the key reasons for declining employee engagement is the absence of meaningful feedback from leadership [29].

The proposed solution is a circular communication model—an interactive two-way feedback loop that includes:

- Management;
- the team;
- the HR coordinator;
- an “*ethics consultant*” (as a representative of corporate culture).

The framework is based on the cycle of “assessment – reflection – response”, enabling both the detection of issues and their prevention.

We suggest implementing a circular HR communication framework that incorporates:

- Top level: management;
- Horizontal level: HR/personnel department;
- Lower level: employees;
- Feedback channel: digital evaluation (360-degree format);

This model generates the following advantages.

Table 2. Advantages of the Circular Model

Advantage	Essence of the Advantage	Example in HR / Management
Continuous Development	A constant cycle of analysis, planning, implementation, and adjustment of actions	Regular review of employee development goals and adaptation of training plans
Flexibility	The capacity to adapt promptly to shifts in both internal and external conditions	Prompt adjustment of motivation programs in response to labor market changes
Process Transparency	Clear visualization of stages and outcomes	Use of HR analytics to track progress and provide open reporting
Employee Engagement	Each participant sees their contribution and impact on the result	Conducting joint planning sessions and feedback discussions
Innovativeness	Encouragement of new idea generation at every stage	Implementation of employee proposals through internal idea platforms

Source: compiled based on [23;29].

Conclusions

The results demonstrated that modern personnel development frameworks are unable to operate effectively without the holistic integration of economic and psychological management dimensions combined with advanced digital instruments of e-governance. The introduced model, which merges the author's 4GRM grading approach, stress assessment tools, and the cyclical management concept, facilitates the establishment of a transparent and adaptable motivational system. This mechanism improves efficiency, lowers staff turnover, and ensures resilience to external challenges.

From this analysis, several key conclusions can be drawn:

- The synergy of psychology, management, and economics is essential for strengthening HR efficiency, particularly in conditions of digital transformation.
- International experience underscores the importance of adaptive work formats, advanced technological solutions, and broad psychological assistance for staff, which may be tailored to the Ukrainian context.
- The 4GRM grading framework guarantees clarity in career advancement, fairness in compensation, and personalization of incentives.
- The circular management approach contributes to ongoing development, employee involvement, and the implementation of innovative solutions.
- E-governance provides new avenues for HR digitalization, automating performance assessment and reinforcing transparency in managerial processes.

The prospects for further research lie in:

- detailed examination of how digital motivation instruments perform across various organizational frameworks,
- creation of methods to assess the role of psychological elements in shaping employee productivity within digital settings,
- exploration of the role of artificial intelligence and big data tools in staff formation and the design of incentive mechanisms,

- customization of the suggested approaches for application in government bodies, municipal institutions, and private enterprises, with attention to industry-specific factors.

The outcomes obtained may act as a practical basis for improving HR mechanisms within both governmental administration and business spheres, while also offering a platform for shaping national policies aimed at advancing the digital transformation of human resource management.

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