MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY

Faculty of Management and Business
Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

Human resources IT management in the 21st Century
(based on Luxoft case)

Bachelor student of the 4th year of study

Field of Study 07 – Management   **Sofiia Lievina**

and Administration

Specialty 073 – Management

Educational program – IT Management

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Ph.D. in Economics

Kyiv – 2024

Abstract

This paper is devoted to the study of human resource management (HR-management) in the information technology (IT) sector in the 21st century. Given the rapid development of technology and digitalization of society, the role of HR-management in the IT sector is becoming increasingly important. The aim of the paper is to reveal the importance of proper selection and motivation of employees, as well as to show how valuable employees can be and how to properly search for them. As a result of the analysis, recommendations are offered to improve HR practices in the IT sector (on the example of Luxoft IT company) taking into account modern challenges and trends.

During the research, Luxoft company materials were consulted, specifically focusing on their information system, economic aspects, and human research department.. The paper draws conclusions about the overall role of the HR manager with an emphasis on the IT domain and makes recommendations for more effective use of HR techniques and tools.

Keywords: HR management, information technologies, HR management techniques and tools, Luxoft.

Анотація

Дана робота присвячена дослідженню управління людськими ресурсами (HR-менеджменту) в секторі інформаційних технологій (IT) у 21 столітті. Враховуючи стрімкий розвиток технологій та діджиталізацію суспільства, роль HR-менеджменту в IT-секторі стає все більш важливою. Мета статті - розкрити важливість правильного підбору та мотивації працівників, а також показати, наскільки цінними можуть бути працівники та як правильно їх шукати. В результаті аналізу пропонуються рекомендації щодо вдосконалення HR-практик в IT-секторі (на прикладі IT-компанії Luxoft) з урахуванням сучасних викликів і тенденцій.

Під час дослідження було опрацьовано матеріали компанії Luxoft, зокрема зосереджено увагу на їхній інформаційній системі, економічних аспектах та

відділі досліджень людських ресурсів. У статті зроблено висновки про загальну роль HR-менеджера з акцентом на IT-сфері та надано рекомендації щодо більш ефективного використання HR-технологій та інструментів.

Ключові слова: HR менеджмент, інформаційні технології, техніки та інструменти управління персоналом, Luxoft.

PHEE-institute «Ukrainian-American Concordia University»

Faculty of Management and Business
Department of International Economic Relations, Business and Management

Educational level: **Bachelor's degree**
Specialty   **073 "Management"**
Educational program   **"IT Management"**

                                              APPROVED
                                               Head of Department _____

                                                   Prof. Zharova L.V._____
                                              "10" May 2024

TASK
FOR BACHELOR'S QUALIFICATION WORK OF STUDENT

Sofiia Lievina

1. Topic of the bachelor's qualification work

Human resources IT management in the 21st Century (based on Luxoft case)

Supervisor of the bachelor's qualification work **Ruslana Seleznova, Ph. D in Economics**,

Which approved by Order of University from **"25" September 2023** № 25-09/2023-4к

2. Deadline for bachelor's qualification work submission **"12"** *May 2024.*

3. Data-out to the bachelor's qualification work
The materials acquired from an internship, in collaboration with representatives of a pertinent Luxoft company, were supplemented by information gathering from various online resources, articles, reports from international organizations, and the official financial and HR reports of the company.

4. Contents of the explanatory note (list of issues to be developed)
Define who an HR manager is in the 21st century, to present the methodology, practices, processes, and tools used by HR managers, on the example of Luxoft company analyze the structure of the HR department, develop and present a solution program for Luxoft HR department, go deeper into the sphere of IT technologies by making an excursion on its peculiarities and problems, to consider the main problems of HR managers nowadays.

5. List of graphic material (with exact indication of any mandatory drawings)
The work consists of 68 pages, including 60 literature sources, 2 tables and 13 figures.

6. Date of issue of the assignment

Time Schedule

№	The title of the parts of the qualification paper (work)	Deadlines	Notes
1.	I part of bachelor thesis	*10.12.2023*	On time
2.	II part of bachelor thesis	*27.02.2024*	On time
3.	Introduction, conclusions, summary	*25.04.2024*	On time
4.	Pre-defense of the thesis	*30.04.2024*	On time

Student_____
(signature)

Supervisor_____
(signature)

Conclusions (*general description of the work; participation in scientific conferences/ prepared scientific article; what grade does the student deserve*):
Sofiia has demonstrated strong dedication and diligence in completing her bachelor's qualification work. She consistently met deadlines and showed continuous effort, reflecting her commitment to academic and professional development. Sofiia applied HR analysis and drew from her internship at "Luxoft" to integrate theoretical knowledge with practical experience effectively. Additionally, her participation in two scientific conferences underscores her proactive engagement in academic discussion and knowledge sharing. Overall, Sofiia's BQW shows great promise and has the potential to receive an "excellent" rating upon successful defense.

Supervisor_____
(signature)

CONTENTS

INTRODUCTION

Relevance of the topic. People are an indispensable and extremely valuable resource for every company or business. Without qualified employees, growth and development are impossible. Now in Ukraine, the profession of HR manager is gaining popularity, and the outdated Soviet models of "HR inspector" are receding into the background. People (employees) have become a valuable resource to the selection and treatment of which began to be treated with special trepidation. Companies are interested in building a permanent base of employees who will grow together and become a solid foundation. Each of them carries a special value in the form of deep knowledge of the organization and the intricacies of work. That is why every serious organization has opened a vacant position of HR manager. This is exactly the specialist who finds the ideal candidate, adapts them, and unites the whole team into one working "family". The IT sphere has its specifics of work, and uniting the team and searching for new highly qualified employees is a task of special complexity.

My bachelor's thesis **aim**s to reveal the importance of proper selection and motivation of employees, as well as to show how valuable employees can be and how to properly search for them.

To achieve this aim, the following **tasks** were set**:**

- Define who an HR manager is in the 21st century;

- To present the methodology, practices, processes and tools used by HR managers;

- On the example of Luxoft company analyze the structure of the HR department;

- Develop and present a solution program for Luxoft HR department;

- Go deeper into the sphere of IT technologies by making an excursion on its peculiarities and problems;

- To consider the main problems of HR managers nowadays.

The **research object** is human resources management and its problem in the 21st century with an accent on the IT sphere.

The **research subject** is a set of theoretical, methodological, and practical approaches to the construction of the staff of the company and ways to improve this construction, as well as the problems faced by HR managers in the conditions of our time.

The main research methods used in the qualification work include an analytical method in the form of processing information available in scientific literature, as well as on the Internet; participant observation method - studying the work of the HR department and observing their actions within the company Luxoft; comparison method in the form of comparing the IT sphere with others and highlighting the specifics of the industry.

The information base for writing my bachelor's thesis was my personal work experience, official reports of Luxoft, the results of sociological research, as well as scientific publications of foreign and domestic editions.

Scientific novelty consists in the fact that I have conducted a full-fledged analysis of the work of an HR manager, based not only on theory but also on my personal two-year experience of working in this structure as an HR manager and recruiter in two different spheres.

Scientific propositions submitted for protection and claiming novelty:

- problematics of the lack of HR culture in Ukraine;

- complex analysis of methods and tools of HR manager;

- analyzing the specifics of HR department work in the IT based on work experience in Luxoft company.

The theoretical value of this paper lies in the disclosure of problems in the system of recruitment and personnel management; actual social problems of the team; peculiarities and problems of HR management in the IT sphere.

The practical value of this paper lies in the proposed systematic scheme of actions and practices to improve team relations and ways to motivate employees.

Firstly, it will provide a pleasant and friendly climate within the team, which subsequently has an impact on the motivation of employees to appear at the workplace and contact with colleagues.

Secondly, the success and rate of development of the company depend on a properly built system of employee motivation. When an employee is properly motivated, the

company gets much more profit than the amount of resources spent.

This approach will help to build the right motivation system for employees, which will work in the long term, as well as organize the hierarchy in the organization so that employees are not afraid of management, and have trust and respect.

Approbation of the results of the work – the materials of the qualification work are presented at the International Scientific Youth Conference "Sustainable development: youth view" (November 24, 2023) in the form of reports.

The Bachelor's qualification work consists of an introduction, three chapters, a conclusion, and a list of references.

The thesis has been outlined in the following chapters in the following order: theoretical base of human resources management, and common misconceptions; HR analysis of the activity of the Luxoft company's modernity; problems of IT HR management in the 21st century and their solution.

The first section provides the necessary theoretical basis for understanding who the HR manager is, what his/her responsibilities are, and what processes and methodology he/she uses in his/her work.

The second chapter includes a comprehensive analysis of the HR structure, methodology, and processes that take place in Luxoft.

The third chapter contains a set of urgent and acute problems in the HR sphere with a bias toward the IT industry and its specifics.

Work is carried out on 68 sheets, containing 2 tables and 13 figures. References include 60 literature sources.

CHAPTER 1. THEORETICAL BASIS OF HR MANAGEMENT AND COMMON MISCONCEPTIONS

1.1. The essence and content of the modern HR manager not as an old-fashioned human resources department inspector

In the West and most European countries, such a concept as an HR manager has long been established. This member of the organization has become an integral part of it, and large corporations make a whole HR department for their company.

Unfortunately, in Ukraine, this direction is not so developed yet, but it is already gaining popularity and is included in the turnover of many companies and startups.

We can often hear HR inspectors, personnel officers, recruitment managers, and HR managers. But what is the difference and who is the HR manager of the 21st century?

For large organizations, the HR manager is an integral unit that ensures continuous work through the search, selection, and motivation of employees. Again, as part of the lack of awareness, sometimes employers do not understand what the essence of the HR manager is, and he does not fulfill the role that is intended for him, but only responds to the applications of new candidates and formalizes the registration. The other side of the coin is when HR managers are entrusted with tasks that simply cannot be assigned to anyone else: ordering stationery, keeping the office clean and tidy, buying gifts, etc.

This all affects the growth rate and stability of the company, and that is why it is important for the employer to clearly understand what responsibilities fall within the scope of the HR manager. So, who are HR managers, and what is included in their range of job duties? "A human resources (HR) department performs human resource management functions, such as finding, hiring, training, and supporting new employees.

As a result, HR departments are responsible for such important tasks as reviewing resumes, keeping track of employee information, and ensuring a company complies with labor laws and employment standards." (Coursera Staff, 2024)

HR is a specialist who is responsible for managing human resources. The term appeared back in the 1970s in the USA, but the profession itself has been part of company/business work since the late 19th century.

In today's developed world, HR is responsible not only for finding employees but also for the processes of onboarding, adaptation, motivation, offboarding, and many others. The main goal of HR is to build a holistic employee system with healthy competition, mutual help, reward, and penalty systems. Everything should be organized in such a way that each employee is comfortable in the company and with colleagues.

Also, responsibilities vary depending on the size of the company, which, in general, directly correlates with the size of the HR department. Let's consider two options: the first is a large organization with a staff of 300-400 people, and the second is a small startup with 10-15 people.

It would seem that in a large company, the HR manager has more diverse tasks, but this is not quite true. Since one person physically cannot cope with such volumes of information, such organizations make a whole HR department. This department usually includes HR managers (maybe even several), HRBP, recruiters, and/or researchers. We will discuss their responsibilities in more detail in later chapters. In such a system, HR has the responsibility to supervise the department and tasks we have already discussed earlier.

As far as small companies are concerned, HR mainly performs its usual job duties, and in addition to that, also the duties of the HR department (since the whole HR department is one person), i.e., searching for candidates, selecting, and bringing them to the interview.

To be a good HR manager, a person must possess a certain set of skills and qualities:

- The skill of conducting written and oral negotiations (if the company is foreign, then accordingly knowledge of a foreign language at a level not lower than B2);

- Knowledge of the regulatory framework of labor legislation, as well as document flow on employment issues;

- Develop performance appraisals for employees to assess their motivation and to evaluate their usefulness to the company;

- Organize team-building events for team building;

- Be able to handle PCs and operating systems.

As far as personal qualities are concerned, one can emphasize responsibility, independence in decision-making, balance, attention to detail, communication skills, active listening, ability to express oneself competently, and courtesy.

Regardless of the organization's goals, HR builds based on the employee life cycle in the company.

"The employee life cycle covers the entire relationship between an employee and the organization they work for. In other words, it describes the different stages an employee goes through from the moment they are hired to when they leave." (Verlinden, n.d.)

The main goal is to implement HR strategy, to create a climate and communicate the company culture, and to create a friendly atmosphere in the team. So, what do those "HR specialists", whose era has smoothly passed into the past, do?

These specialists did not have the same goals and objectives that we talked about earlier. The range of their tasks included registration of the employee's work record book, preparation, and maintenance of documentation, maintenance of personal files of employees, registration of sick leave or vacation, registration of retirement, preparation of vacation schedules, and work with the archive.

First of all, it is work with documents, but not with people. This is the main and basic difference. It is difficult to even compare these two professions, even though both specialists deal with the issues of employees of the organization. "Personnel officer" should have purely theoretical knowledge in the spheres of document management, law, and finance.

Before we move on to the next chapter with a description of techniques and tools that HR uses in its daily activities, let's summarize all of the above and consolidate the concepts and the difference between modern HR and outdated HR personnel.

HR manager - a professional who works on building company values, communicating them to employees, and building a competent system of motivation and team climate, using many different tools and techniques for this purpose.

Personnel officer - a position that includes a theoretical basis and minimizes contact with the team. 99% is taken up by documentation work. Nowadays this profession is becoming a thing of the past.

HR is an integral part of every successful organization, regardless of its size. Thanks to the HR manager, the company takes care of its most valuable resource - people.

Now let's talk in more detail about the HR processes themselves.

1.2.   HR processes

In this chapter, I want to touch upon the full cycle of HR processes. This is basic information that every competent HR manager possesses. Thanks to the consistency in the use of all the points I will describe later, the work becomes much more efficient and faster.

HR processes include the processes of recruiting, motivation, and the creation of corporate culture. These processes exist in all organizations and depend on the scale or scope of the business.

Let's start looking at the whole HR process from the very beginning - tasks from the management to find an employee for any position.

If the management knows what kind of candidate they are looking for, it makes the task much easier for HR, but in general, the concept of a candidate is very vague, and in such a situation it is worth making a candidate portrait.

"A candidate profile essentially functions as a blueprint, ultimately helping recruiters to map out the desired personality traits and attributes for a specific open role. While a job description focuses on describing the job, a candidate profile is all about defining the ideal candidate for a specific position." (Harver Team, 2023)

In simple words - it is a detailed description of the soft and hard skills of an ideal candidate for this or that position.

"Hard skills, also known as technical skills, are technical knowledge or training that you have gained through any life experience, including in your career or education." (Birt, 2024)

As for hard skills, everything is clear enough and depends solely on the employer's requirements. With soft skills, things are a bit more complicated and here it is important to involve the HR manager, as he, like no one else understands the nature of the whole team and what qualities should be inherent in the ideal candidate that he quickly and successfully adapted and integrated into the team, and did not become a "white crow".

Once you have a "candidate profile" you can search for a candidate. There are active and passive searches. For passive search, it is enough to place the job description, working conditions, and the candidate's portrait on one of the job search sites. In Ukraine, the most popular are such resources as work.ua and rabota.ua. If the specifics of the IT sphere, you can use resources such as Djinni or Linkedin. If the company has its website or pages on social networks, it is worth placing an ad there.

The next step is to select candidates from the responses to your vacancy and contact them through the means of communication that were specified in their resumes.

Active search requires skills in using all of the above-mentioned platforms. Let's use Linkedin as an example. It is most convenient to do a search through an application on a PC. First, you need to set all search filters, which can be: location, job format, expected salary, hard skills that the candidate has, languages, certificates, and more. Next, from the selection of available candidates, you need to manually review their resumes and make a selection of suitable candidates.

The next steps are the same for both active and passive searches. Contacting the candidate and conducting a short telephone interview, at this stage, you can screen out people who do not fit the culture of communication in the company, those whose resume is no longer relevant, or who are not suitable because the information in the resume is divergent/outdated. After the phone conversation, HR schedules a convenient time for a face-to-face or online interview with the candidate. This is a full-fledged interview, where they discuss a lot of questions concerning not only the vacancy but also the company and the candidate's experience.

What types of interviews are there?

Structured interview - when each candidate is asked identical basic questions and it is acceptable to ask various clarifying questions. This is done to compare the candidates' responses.

Behavioral interview - when HR asks the candidate to give an example of real, not hypothetical situations they have been in and how they solved them. As an example, a candidate has written on their resume that they are stress resistant, and then HR may ask the candidate to give a case study to see if this is true.

Stress interview - the essence of this interview is to rush the candidate with answers, ask questions quickly, move unexpectedly from topic to topic, not stick to the chronology of events from the resume, and ask non-standard questions. The purpose of this interview is to see how the candidate can work under pressure.

Next, if all goes well, either a follow-up interview with the department head or a technical interview is scheduled.

"Essentially it is an interview to assess your technical ability for the role, and the depth and breadth of your knowledge in your chosen field. Technical interviews are also designed to assess your problem-solving skills, your communication skills, and your ability to think under pressure." (Northeastern, n.d.)

After going through this, based on the results, the candidate is scheduled for an interview with the manager.

If manager and HR approve the candidate for the role, an offer is signed. This can be either a fixed-term contract or permanent employment. The accounting department handles the onboarding of the new employee and the employee begins the full onboarding process.

"Onboarding - the process in which new employees gain the knowledge and skills they need to become effective members of an organization." (Cambridge Dictionary, n.d.)

During this process, the candidate is introduced to colleagues, formalized as an active employee of the company, given the necessary equipment, registered on all the necessary resources and platforms, added to work chats, and talked about all the intricacies of the work. This is a fairly quick process, as a rule, it does not take longer than one day. But the next stage is much longer, and this is the process of adaptation.

"Employee adaptation is the process by which a new hire adapts to work in a new environment, in a new role and organization. To put it simply, it is an effective implementation of a newcomer, and a process after which, he or she achieves full productivity at work. In a nutshell, the adaptation process is well-planned onboarding. Hence, very often, the two terms are used interchangeably. In fact, employee adaptation is a much broader concept than onboarding. It is worth remembering that the adaptation of new employees should be based on a plan which has been developed and improved over the years. Then it will be held more successfully. And it is not just about the smooth handover of company's equipment and a warm welcome to the candidate." (Stelmaszyk, n.d.)

Here not only HR but also the candidate and the team are involved. The essence is that the employee fully integrates into the team. At the end of this stage (mostly 21-28 days), the employee feels comfortable with colleagues, knows who to turn to on this or that issue, and clearly understands his/her responsibilities and how the company's internal systems work.

Subsequent processes are performed systematically to impoverish the collective and create a favorable climate for the collective.

"A team's 'psychological climate' refers to an individual's perception of the level of autonomy, safety, co-operation, support, status and effectiveness of that team. Research indicates that if an individual has a positive perception of their psychological climate, their effort, commitment, involvement, learning effectiveness and ultimately performance increases significantly." (Burnham, 2019)

The first is the organization of team building, and this is not a story about getting together to drink and eat pizza. Team building is a much deeper and more complex process of establishing communication. It is the organization of corporate recreation not only for fun but also for cohesion. Often, in addition to the HR manager, a specially trained person from the outside is involved. During the activities, he monitors the behavior of participants and makes notes. Later, all the recorded information is presented to the participants for detailed analysis to solve existing shortcomings and nuances.

The second is testing employees with the help of various psychological questionnaires. There are many popular tests, with the help of which it will be much easier and more effective to organize employees into groups or to distribute responsibilities, as each of them is more inherent in certain qualities.

Among such tests is the "DISC" test, which helps to assess the behavior and role of a person in the team, as well as his or her communication abilities.

"MBTI" test is aimed at typing employees into 4 categories: extrovert- introvert; common sense - intuition; logic - emotion; rationality - irrationality. Different combinations of these characteristics make people unique and help to predict how an employee will behave in a friendly or hostile environment.

The 'Big Five' test is a questionnaire that contains 75 questions that characterize human behavior. The essence of this test is that a person chooses which expression is more characteristic of him/her. After that, a person can be categorized into the groups provided in the questionnaire. Scientists believe that the test gives an understanding of the foundation of a person's personality, which almost does not change over time.

The next point is the process of training and development of employees. Most companies are interested in organizing training and courses for their employees to develop them and improve their performance. It is fashionable to organize systematic training for all employees or certain groups. These trainings can be held either inside the office (when business trainers come themselves), or off-site. It is also possible to create a large corporate account with free access to courses for employees on platforms such as Udemy and Coursera. Many companies also partially cover employees' expenses for training courses they have found on their own.

Here, the HR manager's task is to organize and motivate employees to take these courses and attend lectures.

Above we touched on the topic of employee motivation, which is fundamental in the work of an HR manager.

"Employee motivation is the level of commitment, energy and innovation that a company's staff hold during the working day. It's as important as it is difficult to track; maintaining and improving motivation in the workplace can be a problem for many

companies, as not every task will be interesting. Therefore businesses must find ways to keep their employees engaged, with motivation monitored and nurtured too." (Perkbox, n.d.)

Motivation can be both tangible and intangible. To begin with, let's look at examples of material motivation of employees.

1. Increasing or improving the compensation package, which includes salary, bonuses, and commission rate;

2. Bonuses in the form of providing a health insurance policy, accommodation, and travel coverage.

Intangible types of motivation include:

1. Flexibility in the form of working from home or hybrid work and free schedule;

2. Subscriptions to sports clubs, massages, beauty treatments;

3. Meals in the office;

4. Any other gifts.

To get these privileges, an employee has to accomplish a certain task. For the team, this also works in the form of healthy competition, which leads to an increase in the level and quality of the work performed, as well as the time spent on its fulfillment.

The final stage of employee engagement is the offboarding process and exit interview (which we will talk about a little later).

Unfortunately, sometimes it is necessary to either terminate an employee (for whatever reason) or the employee decides to leave. Here an HR has an important goal - to determine the reason for leaving, to try to keep the employee in the company with the help of some method, and to conduct a competent exit interview, so that the employee leaves the company with a positive aftertaste and without bad feedback.

After the interview, the employee returns equipment, badges, access to databases, and his/her corporate account, and the account is deleted by the administrators. The employee also documents the termination of all ties with the organization and the termination of health insurance.

In addition to all of the above processes HR constantly organizes questionnaires about the level of employee satisfaction, it is best to conduct them anonymously and

electronically for the truthfulness of the answers. These surveys include categories of questions about comfort in the office, with coworkers, in the company, and tips for improving each of these items.

So, it all starts with creating a candidate profile and searching for a potential employee. This is followed by a series of online and offline interviews with both HR and direct supervisors.

After successfully passing all these stages, the candidate starts his/her journey in the company with the onboarding process, followed by adaptation. Throughout the onboarding process, HR regularly conducts team building, testing, and employee surveys. HR also motivates employees, both financially and intangibly. These can be bonuses such as salary increases, subscriptions, training, gifts, etc.

We have talked about the basic HR processes, and now we can start studying methods and techniques, as well as tools that HR managers constantly use in their work.

1.3.   Current methodologies and practices common among hiring managers

In the course of their professional activities, HR managers face the need to solve a large number of different tasks. To simplify the process of their work, HR uses various tools and services.

When a company has created its fame and name and is established in the market, it is important to maintain its positive image. HR brand, as well as the brand of the company, is its face. If people have heard good things about a company and get positive feedback from their significant others, it makes the hiring process much easier.

Creating a positive face of the HR brand is influenced by the quality of feedback given by HR after the interview, handling candidate feedback and hot applications, activity on social media, and how you communicate with candidates.

It is worthwhile to respond to candidates and employees promptly and handle objections correctly. This brand works for both external and internal audiences. A positive image can reduce the level of turnover, as it increases the level and attractiveness of the company on the market.

"Employee turnover is the percentage of employees that leave your organization during a given time period. Organizations typically calculate turnover rates annually or quarterly. They can also choose to calculate turnover for new hires to assess the effectiveness of their recruitment policy. Employee turnover is a crucial metric for measuring the performance of human resources departments or human resource management apps." (Shweta, Main, Watts, 2022)

HR actively uses available tools to reduce employee turnover in the company. If it is still mutually decided that an employee is leaving the company, HR conducts an exit interview.

"An exit interview is a brief conversation or survey that is conducted with an employee who is leaving an organization. Exit interviews occur most often between an employee and an organization, but they can also be between a student and an educational institution, or between a member and an association." (Coursera Staff, 2024)

Once the parties have discussed all the problematic points in their relationship and come to a mutual agreement, you can let the employee go and not be afraid that the very brand of the company will be tarnished. This is a very important point, but, if the employee has received the right amount of attention from HR and all the necessary tools and methodology have been used correctly, this person will already have a positive attitude towards everything related to the employing company.

One such tool is 1:1 conversation.

"One-on-one meetings — also commonly known as check-ins, 121s, or 1:1s — are any dedicated time for two people to formally meet, most commonly an employee and their manager. While the best one-on-one meetings are tailored for the individuals and the working relationship, they generally provide a chance to update and plan ongoing work, discuss career development, and raise workplace issues or concerns." (MacKay, 2023)

In other words, the essence of these conversations is to detect problems of the employee in the team, in office life, and personally. With their subsequent resolution with the participation of HR. 1:1 must be conducted systematically at least once a month, and if necessary, increase their number.

Everything that was told to the HR manager is strictly confidential and in no case can be disclosed so as not to lose the trust of employees and not to tarnish the HR brand of the company. Now let's touch upon the technical part and tools that HR use in their daily routine.

Let's start with tools for searching for new candidates. In Ukraine, there are such platforms as: Work.ua, Rabota.ua, Djinni, and Linkedin. Each of them has a similar interface and functionality. They are quite easy to learn and easy to use, and everyone is familiar with them.

Further, to make it more convenient (especially if a company's HR department consists of several HRs and many recruiters, and several of them can't contact a candidate at the same time, as it negatively affects the HR brand) to save all the information and track feedback from the candidate, as well as the stages and how successfully the candidate passed them HR use full-cycle systems. Often in large companies, these are internal, with access exclusively for employees via corporate email, and designed specifically for use by a single company.

There are also publicly available popular digital tools, for example - CleverStuff. This is a popular recruiting software that has the option to integrate with job portals (Work.ua, Rabota.ua, Linkedin), which allows you to find and process candidate resumes in one click. Here you can also see the company analytics, personal analytics, and analytics of colleagues. You can keep track of what stage the candidate is at, comments at each stage, additional information, and notes that colleagues have left earlier.

Google Calendar - for scheduling appointments, meetings, and important events. It is possible to create a shared calendar for employees or the HR department.

Google Forms - for collecting information from candidates and employees. They are used internally when employees take satisfaction surveys and externally when you need to collect contact information and answers to questions about candidates' qualifications and work experience.

Zoom - a platform for online meetings and interviews.

HR managers use a huge number of different tools for their work. It is important to get involved in the processes skillfully and on time and to monitor the situation among

the employees. The Internet offers many possible platforms to use and it is possible to choose the one that will be comfortable for your company.

Let us summarize the results of the first chapter. HR manager and HR officer are two completely different concepts that should not be confused. Although they are connected with the work with the team, but HR officer is a theory, and HR manager is practice.

HR is a very important member of the company and the foundation for proper staffing and retention. There are many tools and techniques that HR uses in their work. It is important to implement them in a timely and competent manner.

CHAPTER 2. HR ANALYSIS OF ACTIVITY OF THE "LUXOFT" CORPORATION, EVALUATION OF COMPANY'S MODERNITY

2.1. General characteristics and analysis of the HR department in "Luxoft" Corporation

In this chapter, I will formulate a problem and, based on the existing problem and workflow, create a program to solve it.

Initially, we need to understand the structure and responsibilities of the department in the company. The main task of the department consists of finding new employees and building relationships in teams. Luxoft has built a hierarchical management system. As it is a global organization, there is a branch of the HR department in each country, each of which reports to the head in Switzerland.

Since I worked in the UK department and had a connection with the Ukrainian one, I will focus on the two of them. In general, there is little difference between all departments and it is mainly in the size of the staff.

The UK department consists of recruiters, researchers, business partner, and HR director. The HR director, in turn, reports to the head of the HR department in Zug, Switzerland.

It is the researchers who are the biggest part of the team. They are directly involved in the search for potential candidates for the position. Each researcher is assigned to a recruiter and they all report to the same head of department.

Depending on the amount of workload per country, the departments vary in size. Starting from 15 people and ending with 32. As for employee turnover in the UK division, it remains quite low. Below (see Table 2.1), for illustrative purposes, I have provided statistics on dismissals and hiring for March and April 2023 and briefly want to compare the main indicators such as labor turnover, rate of hired stuff, rate of stuff attrition, replacement rate, labor productivity and profitability rate.

The labor turnover as well as the rate of hired stuff in these periods indicators remained low and almost identical (0.03 in March and 0.02 in April, and 0,05 in march

and 0,04 in April respectively), which indicates low employee turnover in the company and is positive and one of the key points in the HR manager's success indicators.

Labor productivity indicators were a little bit lower in April (7754,6 in March and 7736,2 in April) despite the fact that the headquarters became bigger, but we have to take into account the fact that there were holidays and this is an element of normality in the long-term perspective.

At the same time, the profitability of labor increased in April (64,8 in March and 65,3 in April), which indicates that despite the slightly lower productivity of employees, performance has improved. The HR manager can consider this as a consequence of additional days off and the positive impact of rest during the holidays.

The rate of stuff attrition also remains low (00,3 in March and 00,2 in April), which means that people are satisfied with the working conditions in the company and the level of their satisfaction is maintained.

Based on the final data given above and replacement rate (in March and April it remained on the same level 0,02) we can conclude that staff turnover is minimized in the company and managers skillfully use tools and practices aimed at employee satisfaction level.

Table. 2.1

Employees turnover at Luxoft in March and April 2023

№	Index	March 2023	April 2023
1	Average number of employees	107	109
2	Number of employees (fired):		
2.1.	- redundancy	0	0
2.2.	- resignation	2	2
2.3.	- retirement	1	0
3	Number of employees (hired)	5	4
4	Wage fund	214 540	218 200
5	Total revenue	829 737	843 245

6	Toral cost	690 332	700 721

Source: compiled by the author

Let's continue with the structure. To make it clearer first I will briefly describe all the participants in the recruiting process.

"An HR business partner (HRBP) is a human resources professional who helps align an organisation's people strategy with their business strategy. They 'partner' with senior leadership through specialized knowledge that helps create policies and programs in line with an organisation's goals and objectives." (Personio, n.d.)

"A Human Resources Team Leader runs an operations team within the HR function and is responsible for the team meeting its targets. The role is supervisory but retains some operational responsibility, meaning that an HR Team Leader should balance completing HR tasks with making sure the team does the same. An HR Team Leader reports to an HR Coordinator, an HR Specialist, or an HR Manager, and the role provides an opportunity for promotion into any of these roles." (Lipovac, n.d.)

"A recruiter is a professional that works to match qualified individuals with specific open positions at an organization. It's a recruiter's job to review a candidate's job experiences, negotiate salaries, and work with the hiring employers to make sure the fit works well for both parties." (Coursera, 2023)

"A human resources researcher is a professional who conducts research and analysis on various aspects of HR, such as employee engagement, performance, retention, diversity, talent acquisition, learning and development, compensation, and benefits. They use various methods and tools, such as surveys, interviews, focus groups, data mining, statistical analysis, and reporting, to collect and interpret data, identify trends and patterns, and provide insights and recommendations to HR managers and leaders. They also collaborate with other researchers, consultants, and stakeholders to design and implement research projects, evaluate outcomes, and communicate findings." (Linkedin, 2024)

The higher a recruiter's position, the more duties and responsibilities he or she has. A junior recruiter also supervises, trains, and inducts the reservists under him. Once a Senior Recruiter is promoted to the position of Team Leader, he or she has the opportunity to become a Team Leader. The responsibilities of a team leader are even more

extensive. He is responsible for the entire team of recruiters in a particular country. Basically, he supervises all the recruiters and answers the questions of the whole team, negotiates directly with clients and customers conducts the final stage of interviews, accepts assignments from other teams, communicates with all the branches in other countries, writes reports, and keeps statistics.

There is also such a person as HRBP (human resources business partner), this person is a friend of everyone in the recruiting team. He is a friend of everyone in the recruiting team, solves disagreements within the team, and informs about changes in the corporation that affect employees.

The company has a hierarchical system, with researchers at the bottom. A researcher is a person who searches for personnel for certain existing and active positions. his duties also include communication with candidates, scheduling interviews, and maintaining order in the system. Usually, each recruiter has 1-3 researchers who search for and schedule interviews with candidates. What does the recruiter do then?

A recruiter has an order of magnitude more responsibilities. In addition to conducting interviews, he also searches for candidates, interviews them further, and contacts his senior colleagues. I note that there are three gradations of seniority - senior recruiter, middle recruiter, and junior recruiter.

The recruiter compiles the job description, contacts clients, leads the hiring process from the first dialog and yes to the offer and provides graphs and reporting tables for certain timeframes. Below you can see a table with the stages of hiring an employee. Of course, sometimes some of them are missing or additional ones are added.

I have previously mentioned the different stages of an interview, let's look at the basic pattern around which everything revolves.

How the recruiting process works from A to Z. Initially there is a client who wants to find a person for any position in his company, he applies to the recruiting department in Luxoft where together with a Team Leader or Senior Recruiter they make a detailed job description which includes location, type of employment, work schedule, salary, all details and skills of the potential candidate and his portrait.

Then the vacancy is sent to recruiters and they, in turn, convey all the nuances to their researchers. Then researchers using various resources and search tools search for candidates who meet the search criteria, after that they contact them and agree on the first interview with recruiters. In the following, we will consider a scheme in which the candidate fully meets the criteria and is an ideal candidate.

The recruiter conducts an interview and sends the candidate's resume to the team leader for review, after the team leader has approved the candidate, a technical interview is scheduled, where the candidate writes tests and performs technical tasks.

After successful completion of this stage, he is scheduled for an interview with the client and the team leader, where the client asks all the questions he is interested in, gets acquainted with the candidate, and evaluates the quality of the tasks performed by the candidate. Then the candidate is given an offer for cooperation and the onboarding process is carried out directly in the client's company.

In general, it is a developed hierarchical system in which each individual has his or her area of responsibility and list of duties.

On the technical side, the HR department uses a special internal system of the company. There is a common platform for all employees and additionally, there is a separate system for recruiting. In the common system, you can get acquainted with bonus programs, events, company structure, and its employees, get vacation or sick leave, arrange insurance, view your bonuses and salary, and much more. I have not noticed any flaws in it, the system works quickly and you can easily find all the information you need, I understand the system for HR staff very well, as time goes on it is constantly being updated and new features are added to make it easier and better. Now I will outline the main features of this system for general understanding.

Initially, here you can track at what stage the candidate is now and whether the company has contacted him or not. Consequently, if the candidate is in the system, you can see comments on why he or she has not passed this or that stage. There are also useful comments made by recruiters during the interview with the candidate. There is a candidate's resume and links to their social media, email, and contacts.

There are tables to track the status of your candidates and many graphs and statistics on different candidates in different industries and on different vacancies.

As for vacancies, with the help of this system, you can track new vacancies with their full description and criteria for candidates, and there is also a large archive with closed vacancies. By clicking on a vacancy, you can also see who added candidates and at what stage they are.

In the next part, I will touch upon a problem that I encountered while using this system and propose a solution. Now I am talking about the face of the candidate - his resume. Since the company offers employees at the request of other companies - customers, it is important not only to make sure of the candidate's qualifications but also to present them beautifully. Since the resume is the candidate's business card, you need to give it the attention it deserves. Next, we will take a closer look at the mistakes and the main problems of creating a resume, and ways to improve it. What can be done about it and how to solve the problem will be analyzed further?

2.2. Analysis of the process and methodologies used in "Luxoft" Corporation

At this stage, we have a problem in the system operation and a task to solve it. I will describe the essence of the problem in a detailed form and then proceed to possible methods of fixing it.

As I have already mentioned before - the essence of the problem is in the appearance and content of a candidate's resume. First of all, we need to understand what a resume is.

"A resume is a formal summary of your qualifications, professional background, skills, and achievements. The term "resume" comes from "résumé," the French word for "to summarize." Most resumes consist of sections that detail your professional summary, work history, skills, awards, education, and any other accomplishments that align with your career path and goals. Resumes, usually accompanied by customized cover letters, get sent to employers to determine your eligibility and qualifications for a job. Employers use resumes to get a deeper understanding of candidate skills, strengths, and experience.

A resume is important because it helps to immediately display why you're a good fit for a job. In today's competitive market of professional jobs, a resume is usually a base requirement for moving forward in the interview process." (Indeed Editorial Team, 2023)

Hence, it is 1-2 sheets of A-4 paper that ideally include a photo of the candidate, his/her age, place of birth and place of residence, contact information in the form of email, social media, and phone number, hard and soft skills, information about higher education and additional courses, work experience history in chronological order and short information about responsibilities and achievements in each of the positions held, language skills.

During the process of communicating with a candidate and receiving their resume, recruiters often encounter several problems, the most common of which I want to break down:

1. There are no details about the position's responsibilities and accomplishments. The candidate only includes company names and the position they held on their resume. The problem is that often employers can name the same position in different ways and then, without seeing the responsibilities of previous positions, the candidate is automatically eliminated because there is no way to determine the level of skills.

2. Contact information is not specified. In this case, the recruiter will find the candidate's resume but will be deprived of the opportunity to contact him. A foreign phone number can also be a problem. In such situations, it is worth specifying an active e-mail and phone number to which international messengers are registered.

3. Too long or too short resume. "Employers often evaluate candidates quickly, and a lengthy resume may deter them from reviewing your application. Keep your resume to one page in length to highlight the most important details about your experience and skills. If you have over 10 years of relevant work experience, you may add a second page to your resume to describe your extensive qualifications. Similarly, employers may consider candidates with resumes of less than one page to have insufficient experience for the position. If you've recently graduated or

you have limited professional experience, consider adding details about your education, internships, volunteer work, or extracurricular activities. Describe how those experiences have prepared you for the new position." (Indeed Editorial Team, 2023)

4. Using an unprofessional email address. "Recall in college, high school, or even middle school those people who made fun of you for not being "original" when it came to your email address. Little did they know that to land an interview, it's helpful to have an email address that speaks to who you are and not to some alter ego of whom you'd like to be. You don't want a recruiter to overlook your glowing qualifications because he or she got hung up on the "hipster.hottie" email address." (Suder, 2021)

5. Using jargon or industry-specific language. "One of the most common resume mistakes to avoid is using technical terms. While using industry-specific language to show your expertise is important, your hiring manager might not even understand it. So, keep your words clear and simple, and aim for a balance between technical language and general terms." (Brasil, 2023)

6. Spelling and grammatical errors. "How your resume looks is the first thing the reader will take in – if they see any mistakes, you've already lost out on the job. These mistakes show a lack of attention to detail, and if you're making resume mistakes here you might make mistakes for the company – something they can't allow. Your resume is an opportunity to show prospective employers that you have the required language skills. Spelling and grammatical errors are common Resume mistakes and are the fastest way to have your application rejected. A spellcheck is a useful tool for making sure you haven't missed any obvious errors, and a quick scan should show if you've used multiple fonts or the wrong type of bullet point, but this is no substitute for re-reading from the beginning." (Chellappah, n.d.)

There are also several technical problems, namely:

1. Different look of unmarked candidate resumes. By this, I mean different candidate templates, which provide inconvenience for clients. When a candidate

uses non-valid fonts, or a photo is too big or small. Since often the client company cooperates not only with one recruiter, but with different recruiters and even from different companies, it is good when the company places its logo on the candidate's resume warning him. In this way, the client company will be satisfied that the resume looks correct and neat, and also the candidates are much easier to compare with each other.

2. Format of resumes. For convenience, all resumes should be in the same format and that format should be opened by all operating systems without any changes.

Below I will give an example of a good (see Figure 2.1) resume format and a bad one (see Figure 2.2).

Figure 2.1

Black White Minimalist CV Resume

Source: https://www.canva.com/p/templates/EAFRuCp3DcY-black-white-minimalist-cv-resume/ (Mosalama, 2022)

Figure 2.2
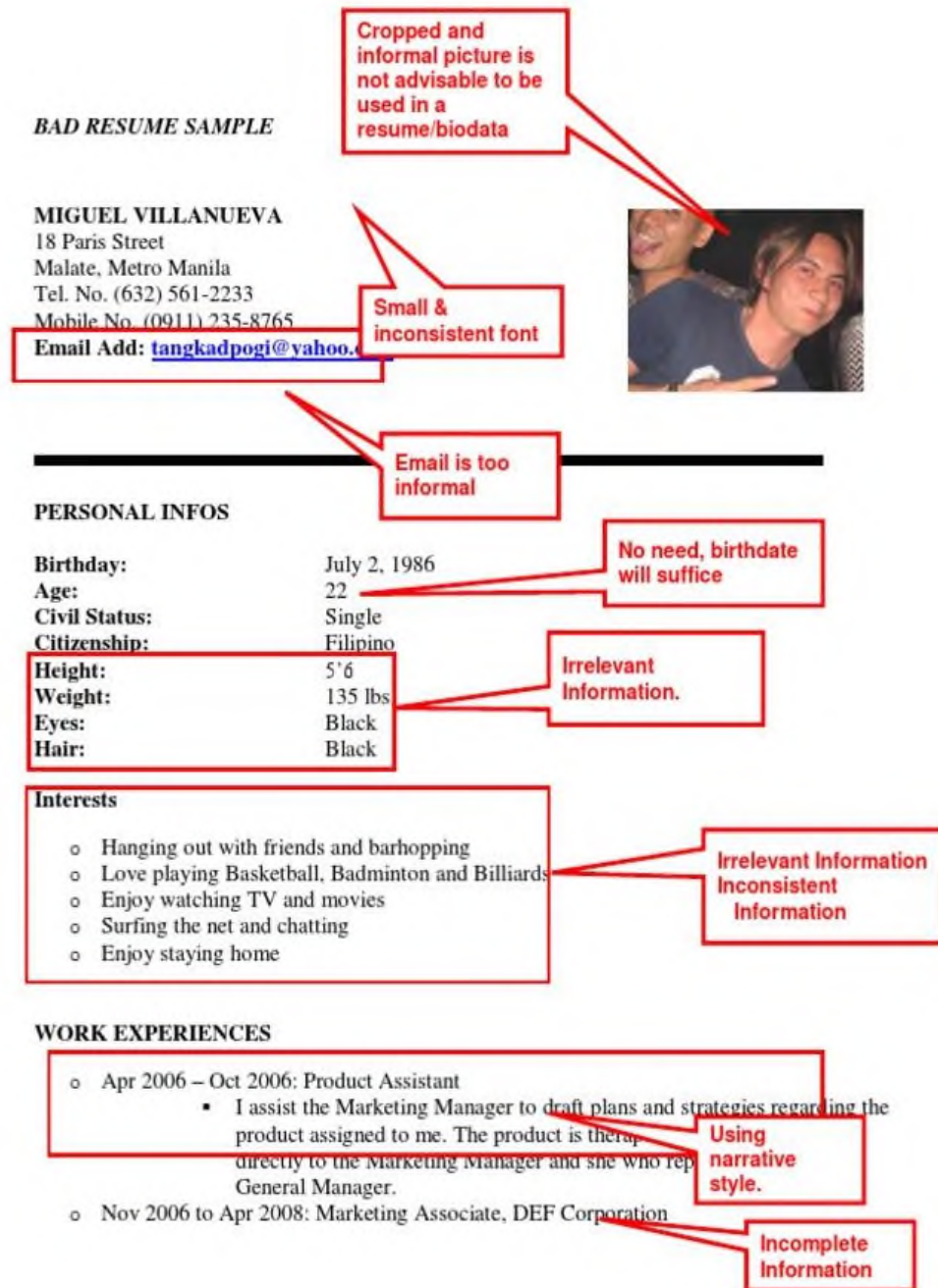
Bad Resume Sample

(Laurente, 2021)

What I propose to solve this problem:

1. Creating a questionnaire;

2. A program that will format and design the resume.

Let's walk through the entire process step-by-step and in detail. Initially, recruiters should create a questionnaire for candidates, in which they will enter all their data and give an agreement to process and use their information. This questionnaire will include all the fields that must be filled in the resume and consent form. Next, the programmers will write a program, the essence of which will be to format the resume to one company standard, which will be developed by a designer. It will automatically fill in the fields of the resume using data from the questionnaire and attach a photo. Below I want to show how the process will look with the help of a flowchart (see Figure 2.3).

Figure 2.3

The process of creating a program
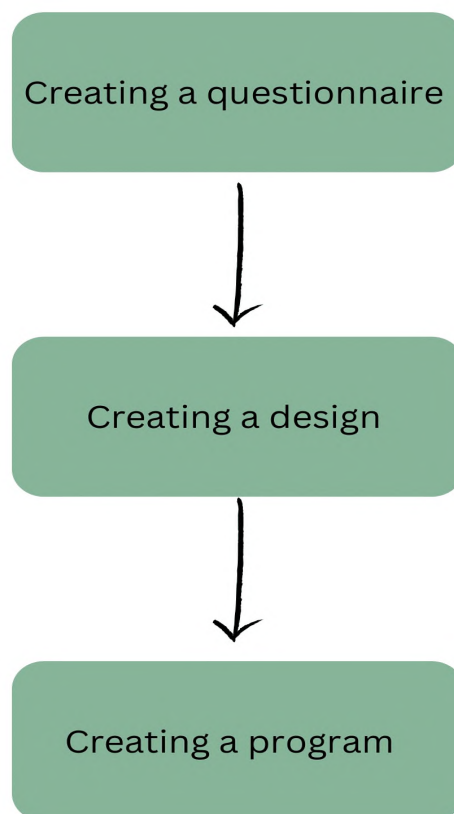
Source: my image

In the next - final part I will show the results of this program and analyze the advantages for the company. And also, with the help of formulas, I will calculate the financial component for the implementation of this program.

2.3.   Program solution for an HR department. It's implementation and economic side

This process will be called beautification.

"Beautification - the process of improving the appearance of someone or something." (Cambridge Dictionary, n.d.)

It will only be carried out with the candidate's consent to the processing of their personal information.

What results can be expected from this program? First, it will make the work of recruiters easier, as it will be much easier to search for the necessary information in the resume, and all the necessary information will be exactly in the resume and there will be no need to contact the candidate unnecessarily.

Secondly, companies-employers will be pleasantly surprised by the care about them as thanks to such a program will significantly improve the quality of resumes, which will save their time and nerves. This will result in increased demand for Luxoft.

I want to go in detail through all the steps of implementation and operation of this program. Further, it will be possible to see both text descriptions and picture models of the ready result.

Steps in the implementation of the program:

1. Recruiters create a basic questionnaire for candidates and send it to the company's programmers. This questionnaire will include such fields for answers as place of birth and place of residence of the candidate, contact information (phone, mail, social networks), language skills and language proficiency level, higher education, and additional courses to improve the level of qualification, areas of work of the candidate, and positions held by him/her with a description of responsibilities and achievements, a place for a photo with

a description of criteria, a field-agreement on processing of personal information of the candidate and its transfer to third parties.

2. Programmers make this questionnaire digitally and send the link to recruiters. Luxoft host can be used to create this questionnaire,

"Host – any computer connected to a network. It can provide information, applications or services to other hosts or nodes on the network. Some examples include, but are not limited to, computers, personal electronic devices, thin clients, and multi-functional devices." (Sdx Central, n.d.)

In this case, when sending a link to a candidate, he or she will see a nice company logo and a link that will look like this:

https://career.luxoft.com/CVapplication/

https:// - "A protocol is a system of rules that define how data is exchanged within or between computers. Communications between devices require that the devices agree on the format of the data that is being exchanged. The set of rules that defines a format is called a protocol. When communication happens without protocols involved, it's inevitable that messages either won't be interpreted correctly or won't be understood at all." (Ansitovich, 2022)

career.luxoft.com/ – "DNS (the Domain Name System) translates user-friendly website names, like www.gcore.com, into numerical IP addresses that computers use to communicate with each other, like 92.223.84.84 or 2a03:90c0:9994::9994. Both your device and the website you want to view have numbers that need to connect. DNS is like the internet's phonebook, and IP addresses are like phone numbers." (GCore, 2023)

CVapplication/ - "Page path is the part of a page URL that comes after the domain (e.g., 'www.google.com') and before the query strings (e.g., '?query=1'). The page path can help you identify where your users go on your website. For example, if a user visits the URL 'www.googlemerchandisestore.com/bags?theme=1', then 'googlemerchandisestore.com' is the domain, '/bags' is the page path, and

'?theme=1' is the query string. In this example, the page path would be '/bags'"
(Google, n.d.)

3. The designer creates a mockup of the resume and sends it to the programmers. This mockup has a place for a photo, fields for all questions from the questionnaire, icons – designations, and a watermark of Luxoft. Since the style of Luxoft is associated with the color purple, the emphasis will be on it.

4. Programmers link the questionnaire to the candidate's profile in the system and write a program that will transfer data from the questionnaire to the designer's resume template. These manipulations can be realized thanks to the Java programming language. It is worth using it because the company's site is written in this language and to successfully integrate and less labor-intensive connection of resources, this language will be used.
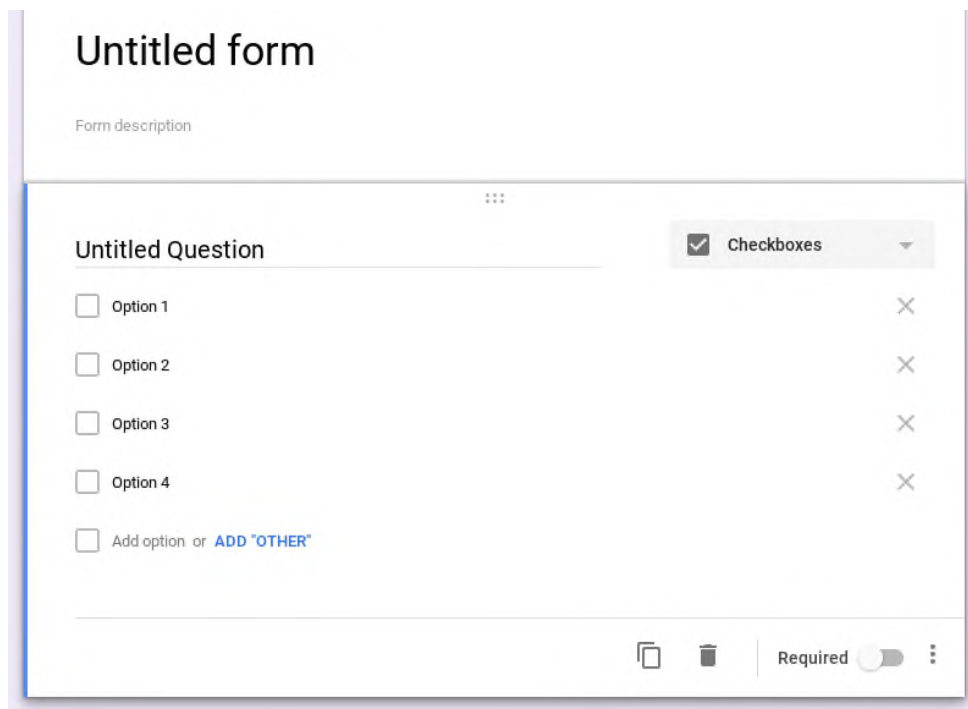
   "Java is a widely used object-oriented programming language and software platform that runs on billions of devices, including notebook computers, mobile devices, gaming consoles, medical devices and many others. The rules and syntax of Java are based on the C and C++ languages. One major advantage of developing software with Java is its portability. Once you wrote code for a Java program on a notebook computer, it can be easily moved to a mobile device." (IBM, n.d.)

5. The finished resume is sent to the recruiter's e-mail and is automatically added to the candidate's profile in the Luxoft system.

   Below I give an example of a questionnaire (see Figure 2.4) and a finished resume design (see Figure 2.5).

Figure 2.4

Example of a questionnaire for a candidate

Source: https://clickup.com/blog/google-form-templates/ (Srinivasan, 2024)
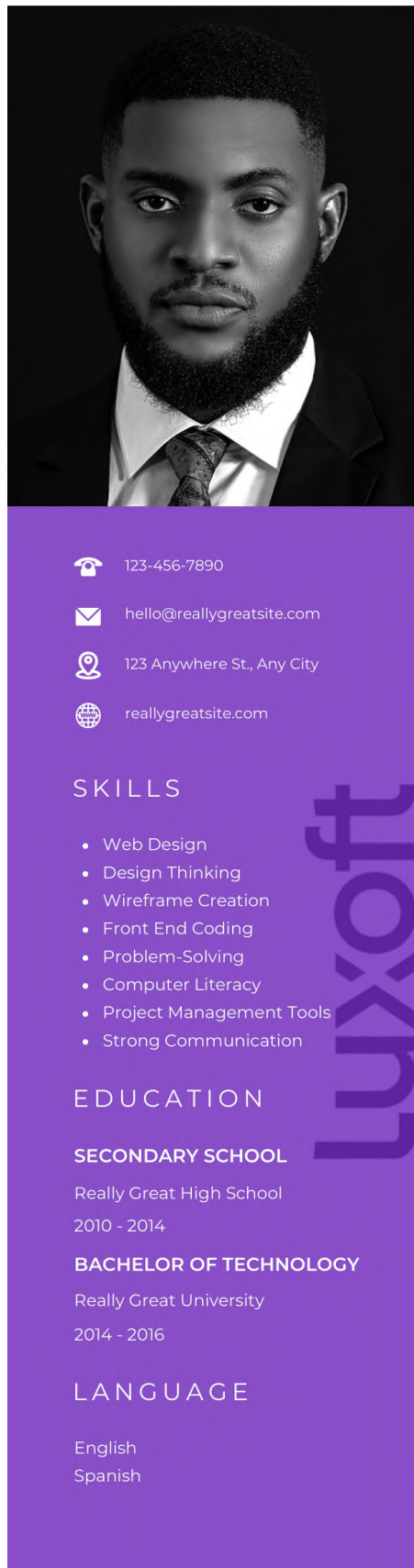
Figure 2.5

Template for resume design

JAMIE CHASTAIN

P R O J E C T   M A N A G E R

I am a qualified and professional web developer with five years of experience in database administration and website design. Strong creative and analytical skills. Team player with an eye for detail.

Contact

☎ 123-456-7890

✉ hello@reallygreatsite.com

📍 123 Anywhere St., Any City

🌐 reallygreatsite.com

SKILLS

- Web Design
- Design Thinking
- Wireframe Creation
- Front End Coding
- Problem-Solving
- Computer Literacy
- Project Management Tools
- Strong Communication

EDUCATION

SECONDARY SCHOOL

Really Great High School

2010 - 2014

BACHELOR OF TECHNOLOGY

Really Great University

2014 - 2016

LANGUAGE

English
Spanish

LUXoft

A DXC Technology Company

EXPERIENCE

APPLICATIONS DEVELOPER

Really Great Company

2016 - Present

- Database administration and website design
- Built the logic for a streamlined ad-serving platform that scaled
- Educational institutions and online classroom management

WEB CONTENT MANAGER

Really Great Company

2014 - 2016

- Database administration and website design
- Built the logic for a streamlined ad-serving platform that scaled
- Educational institutions and online classroom management

ANALYSIS CONTENT

Really Great Company

2010 - 2014

- Database administration and website design
- Built the logic for a streamlined ad-serving platform that scaled
- Educational institutions and online classroom management

Source: my picture

Now I want to proceed to the important economic part of this implementation. To begin with, we should calculate the cost of this work. To do this, we will calculate the cost of tools and the cost of work of specialists. Since Luxoft has a staff of programmers who receive a fixed salary, this service and maintenance of the program do not need to pay extra. The cost of a turnkey design is $300.

Bottom line:

A+B+C+D=E

0+0+0+300=300$

A - the cost of the host,

B - cost of programmer's work,

C - the cost of site maintenance,

D - the cost of the designer's services,

E - the final cost of the program.

The method of direct counting - consists of calculating the time saved as a result of software installation and translating this time into monetary equivalent. When using this method, the efficiency of new software implementation is determined by the formula:

$$E = \sum_{i=1}^{n} (t0 - t1) \cdot Hp$$

E - efficiency of software implementation;

n - number of operations;

t0 - time spent to operate before automation;

t1 - time spent to operate after automation;

Hp - average hourly wage rate of a travel agency employee.

Thanks to this application, the recruiter saves a huge amount of time and gets results better and faster.

I would like to analyze the statistics of the number of candidates a recruiter can process in a 9-hour day. In the table below (see Table 2.2), you can see the statistics and summarize the results based on them.

Table 2.2

Speed of bringing the candidate to the interview

Number of candidates processed by the recruiter			
Without a program		With the program	
20 candidates	24 hours per person	35 candidates	9 hours per person
Output of interview candidates per working day			
2.66		13	

Source: compiled by the author

Thanks to the program, the recruiter can bring 5 times more candidates to the interview stage per day. This will not only increase the company's profit and customer focus but also the level of satisfaction of both clients and recruiters.

"Think of customer centricity as a strategy as much as a culture. It should be ingrained in an organization in order to be recognized by the final decision-maker: the customer. If customers aren't happy, they won't buy from you. And without customers, you don't have a business. Today's digital environment not only focuses on but demands personalization, and organizations are being built on their commitment to do what's right for their customers." (Ramich, 2022)

To summarize this chapter, we can say that the company has a hierarchical management system, in which each employee is indispensable and performs several certain duties.

On the technical side, Luxoft is highly developed, but there is a certain problem with the design and presentation of the employees for the client company. To solve this problem, I proposed a solution in the form of a beautification program. The essence of this program is to make it faster and easier to collect all the necessary information about candidates and design a correct and easy-to-use resume. The goal is to make the process easier for recruiters and increase the level of satisfaction for the client company.

From an economic point of view, this is an extremely profitable project with minimal investment and high margins. These data are from the economic analysis in the third part of the second chapter.

2.4.   Practical application of HR methodology and practices in the field of information technologies on the example of Luxoft company.

In this chapter, I want to talk about how hiring managers use HR tools in an IT company. As I had experience working in the international IT company Luxoft, I was directly involved in these practices and attended team events. This section will be useful because I will look at the issue not only from the side of mangers, but also as an employee who has been exposed to all kinds of further mentioned practices.

Four main aspects that have had the most success among the company's employees will be touched upon, namely:

1. Team building. Their types and objectives.

2. The process of onboarding and offboarding for full-time employees and those who work remotely.

3. Employee performance appraisal. Annual appraisal and 360-degree appraisal.

4. Employee motivation. Tangible and intangible types of remuneration and motivation in the IT industry.

To begin, I want to remind you of what team building activities are and what their purpose is. "Simply put, the goal of team building activities is to unify a group (e.g. colleagues, students, project groups) and help them work better together in order to reach their common goals. In the process, employees will learn more about each other's skills and functions within the team, which makes the group much more cohesive. Finding a common ground fosters communication, as well as a sense of respect and trust in each other's abilities. Therefore, team members will have stronger bonds. Colleagues enjoy (or at least tolerate) working with each other, and the company reaches its desired objectives. Everybody wins!" (Höber, 2024) So, as it is mentioned these types of meetings are not just a joint pastime, but an event, the purpose of which is first of all to build and strengthen the team.

Types of team building can be conditionally divided into office and off-site. To the office ones belong such classifications as creative, psychological and intellectual games.

While offsite team building is a more extensive event in the spheres of sports, travel or various quests.

In the field of information technology offsite team building events give a better result as absolutely all the tasks' employees perform from the office and do not have a great desire to spend their free time there, which greatly affects their motivation and the result of the event as a whole.

I organized and participated in these events. It is amazing how quickly a team comes together and what results can be achieved after quality time together.

Let me give you an example of a great team building activity for IT people - "ropes". This is an event that takes place outside the office, basically a location or a large park with minimal visitors or ideally a forest. Employees get together early in the morning and go to the location together (it is good if colleagues drive each other by car, it is already a great opportunity to start socializing in a non-trivial environment). Then everyone meets in the forest, where prepared locations and a team of professionals are waiting to conduct the whole process. Employees are divided into teams randomly with the help of colorful ribbons, which are in a bag and everyone takes turns pulling out one piece. This is followed by a few general exercises for everyone as a warm-up before the main tasks (round dances, collective massage and closed-eye exercises). After that the teams go to different locations (there are as many locations as there are teams) and at the end of each task change, thus passing all locations. Behind I've attached an image of what some of the assignments look like from the outside (see Figure 2.6).

Figure 2.6

Example of a questionnaire for a candidate

Source: https://www.ecotours.com.mx/english-1/what-we-offer/team-building/ (Ecotours, 2024)

During each location the team is observed by specialists and they make notes, which are announced at the end of the game. Also, since it is a rather long process, which takes from 6 to 8 hours, there is a lunch break during which the participants share their impressions and cook lunch.

Such team building will be extremely useful for IT sphere as sports and such active communication is what employees in this industry lack.

The onboarding and offboarding processes are different for office-based and remote workers. Initially, I will list the steps in these IT processes step by step, mentioning the differences. The employee will get access to corporate equipment and resources (e-mail, internal system, personal account of the employee). For office employees this procedure takes place directly in the office, for those who work remotely the equipment is sent by mail. It is important to understand that the quantity and quality of equipment for IT departments is extremely important, so companies emphasize it.

Further in the office the employee gets acquainted with his colleagues and goes to his workplace. For remote employees there is a staff schedule, with which he can familiarize himself on the company's resource, and acquaintance with colleagues takes place through an online meeting. After these steps, the person is ready to begin his or her employment with the company. The process of offboarding is identical, only in reverse. Farewell to colleagues, return of equipment and exit interview.

Below I'm attaching a link to a video [What To Expect On Your First Day of Work As a Software Engineer or Developer](#) (Janzen, 2021) of an IT firm employee talking about what her first day on the job is like. It is really useful to listen to this video to understand some peculiarities of the sphere.

How does Employee performance appraisal take place in IT companies? Let me remind you that Employee performance appraisal is "A performance appraisal is a systematic and periodic process of measuring an individual's work performance against the established requirements of the job." (Terra, 2024) At Luxoft it is a mandatory procedure that specialists go through once a year. This evaluation procedure is called "yearly evaluation" and every employee must undergo it. The first evaluation takes place in the first working week. The employee receives a letter with a link to the company's internal resource where the questionnaire is located. It often looks like this (see Figure 2.7).

Figure 2.7

Classic employee evaluation

This questionnaire is taken not only by the employee, but also by his/her manager after which the results are compared and during 1:1 meeting the results are discussed. In general, the questionnaire contains questions such as goal setting and fulfillment, environment and well-being of the employee, communication with colleagues and superiors, and overall satisfaction level.

Since for IT sphere the growth in position (from junior to senior) is critically important, because of the proportional growth of salary, all specialists try to show themselves at their best. The 360-degree evaluation method is used to consider the possibility of an employee promotion. "With this performance management strategy, employees will still receive reviews from managers and supervisors—in addition to a handful of other team members who may not directly oversee their work. These additional reviewers are often coworkers in the same department or cross-functional colleagues who work closely with your team. The process uses anonymous feedback to identify competencies and areas for improvement. Most programs also include a self-assessment component. The main goal of this method is to generate ideas and constructive feedback from a diverse group of individuals to improve employee performance. Through the process, you can ultimately identify potential issues with your current processes while deepening your team's camaraderie." (York, 2023) So many people are involved in this evaluation, which makes it possible to get a detailed and as objective feedback as possible. It is advisable to limit yourself to 20-30 items so that there is no confusion and complexity in the final evaluation of the employee. Below you can see an example of an evaluation questionnaire (see Figure 2.8).

Figure 2.8

360 Degree Evaluation Form

360 DEGREE EVALUATION FORM

You have been selected to provide feedback to [Employee Name Here]. Your feedback is an important part of our company's leadership development process. This tool is intended to gather broad feedback in the core competencies and role responsibilities that are important for the on-going success of our organization.

In responding to the assessment form, please think about your experiences working with this individual during the last _____ months. Your responses will be merged with other's feedback and presented to [Employee Name Here] to guide them in their on-going development. Comments will be shared anonymously as written.

Accountability

		Never	Sometimes	Always
1.	Can be counted on to do what they say they are going to do.	○	○	○
2.	Is aware of problems or issues that may affect the organization.	○	○	○
3.	Informs supervisor of progress without having to be asked about it.	○	○	○
4.	Keeps supervisor informed of recent events.	○	○	○
5.	Able to effectively limit risk-taking while maintaining optimal performance.	○	○	○
6.	Defines roles, rights, and responsibilities of employees.	○	○	○
7.	Tackles issues head on and finds solutions.	○	○	○
8.	Takes ownership of mistakes and learns from them.	○	○	○
9.	Encourages employees to set challenging but achievable goals.	○	○	○

Achievement

		Never	Sometimes	Always
11.	Accepts setbacks and challenges as improvement opportunities	○	○	○
12.	Completes work to a high technical standard	○	○	○
13.	Completes work to given time frame and to budget	○	○	○

Source: https://www.slideshare.net/AmunArif/360-degree-evaluation-form-final (Arif, 2016)

Previously, I mentioned motivating employees to score high in order to get a promotion and as a result, a pay raise. This is a tool for managers. This type of motivation is tangible, but there are equally effective methods with intangible rewards.

It is clear that material motivation works everywhere and always and it is everything that concerns money directly (bonuses, bonuses, salary supplements). But as for the popular methods of motivation with intangible resources, things are more extensive. There are a number of intangible motivations for the IT sector that are more successful than others.

First of all, these are gifts for points earned for tasks (e.g., participation in a conference or helping a junior employee adapt). These points can be exchanged for equipment on the company's website, which is a valuable resource in work. Also because of the sedentary way of working, rewards in the form of sports passes or massage certificates are popular. Paying for gasoline or providing a car by the company is also a popular non-material motivator for IT employees. HR manager should constantly remind employees of such opportunities to improve their level and quality of work.

Below I have added a table with the help of which it is possible to study what other ways of financial and non-financial motivation of employees are available (see Figure 2.9).

Figure 2.9

Monetary and non-monetary motivation of employees

Source: https://www.aihr.com/blog/non-monetary-incentives/ (Verlinden, n.d.)

In the next chapter, I am going to identify the impact of positive and negative factors to establish the causes of deficiencies and evaluate opportunities to enhance the efficient development of the corporation.

CHAPTER 3. PROBLEMS OF IT HR MANAGEMENT IN THE 21ST CENTURY AND THEIR SOLUTIONS

3.1.   Gender inequality and the struggle of the sexes

Since the topic of this paper touches not only the generalized sphere of HR management but also its specific subdivision - IT, I will move from the general to the particular. In this chapter, we will consider such global problems as gender inequality, age discrimination, and lack of socialization culture.

These three factors are forces that inhibit the process of HR managers and especially deeply affect the specifics of the information technology industry.

In addition to a general overview, I will provide possible ways and methods that can be utilized and implemented to address the existing challenges.

I will start with a popular and important topic - gender inequality. As I said, moving from the general to the specific. Even though almost all opportunities are already open for women in society, there are still some gender inequalities and certain specifics. An HR manager needs to build a full-fledged team with an approximately equal number of men and women. This is necessary to form a full-fledged society at the workplace and to balance the team, to create gender-heterogeneous teams is beneficial for effective work.

"While the study discovered that diverse teams make better decisions 25 to 50 percent of the time, a lack of decision-making transparency and measurement keeps most companies from realizing this potential. Indeed, only 62 percent of business decision making includes direct participation by a mix of both men and women in an average company, highlighting a huge opportunity to improve both decision making and business performance. An apparent gender bias hides this resulting performance gap from traditional management measures, since the study also found that male decision makers inflated their results versus expectations by 7 percent compared to females. Without transparent policies, systems and metrics that directly measure, manage and improve decision diversity and inclusion, companies allow a significant yet solvable drag on business performance to persist. Consistent with other research, the study also found that

although diverse teams make significantly better decisions, they tend to encounter more operational friction when following through and executing a decision. That means the worst situation is to have an all-male team make a decision that is then executed by a gender diverse group -- a common occurrence in businesses today. This worst-of-both-worlds combination of all-male decision making and gender diverse execution underperformed by 15 percent. By comparison, the most inclusive decision-making and execution teams performed 60 percent better than average." (Larson, 2017)

The proportional number of men and women in a team varies from field to field. In such industries as law, sales, and consulting, the proportion is approximately the same. In lawyers (59% of women and 41% of men), in sales (56% of women and 44% of men), and in consulting (54% of women and 46% of men). But there are several areas where the number of women or men prevails. Thus, the contrast of the female half of society is pronounced in the fields of accounting (87% of women and 13% of men), fitness and beauty (74% of women and 26% of men), education (78% of women and 22% of men), pharmaceuticals (71% of women and 29% of men) and administrative staff (75% of women and 25% of men). At the same time, manufacturing (20% of women and 80% of men), labor (10% of women and 90% of men), senior management (30% of women and 70% of men), and information technology (19% of women and 81% of men) industries are dominated by male employees. Although there were more women programmers than men before 1984. Why is this happening and what are the ways to remedy the situation?

"Women have played a vital role in the field of computer science and information technology (IT) developing some of the most essential components of modern IT. Just a few of the achievements women have made in IT include: creating the first computer program (Ada Lovelace), inventing computing methods and devices, like the compiler (Grace Hopper), advancing human space exploration (Katherine Johnson), developing programs that influence how today's computers work (Margaret Hamilton), creating programs dedicated to studying technology's impact on social and ethical issues (Stephanie Shirley), promoting diversity throughout IT workplaces (Megan Smith). Women's roles in IT and computer science continue to thrive today, as women are

inventing new technologies, improving programming, and providing the public with tools that can be used to lead better lives." (Purdue Global, 2024)

I would like to break down the statistics data that were collected through a survey for women whose main profession is programming (see Figure 3.1).

Figure 3.1

Approximate ratio of women to men among developers.
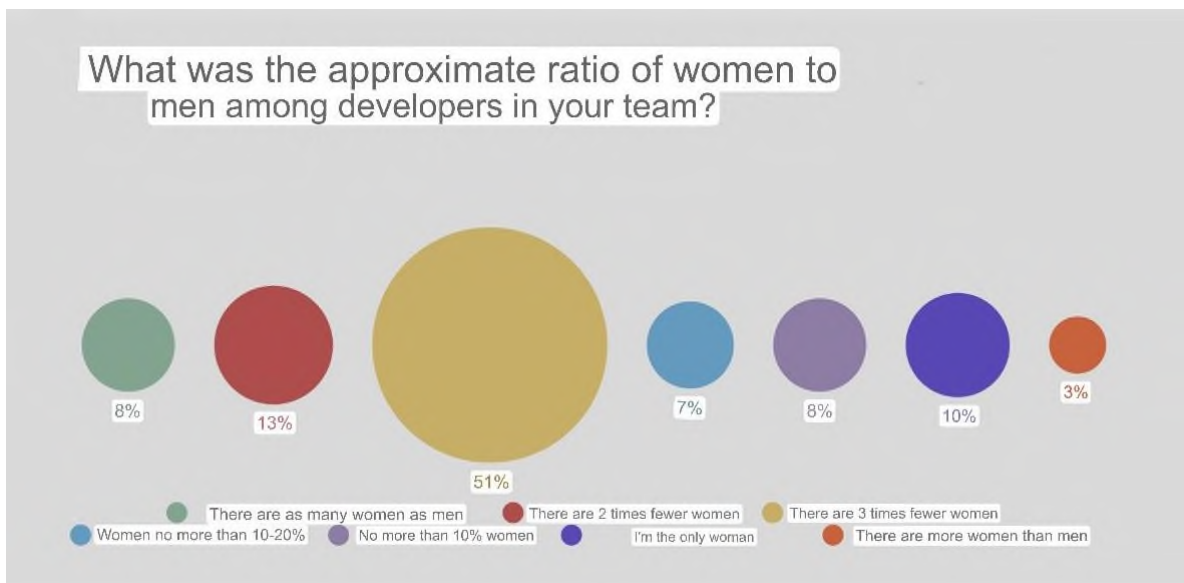
Source: compiled by the author

Every second woman noted that there are 3 times fewer women developers than men in the workplace, and every fourth that there are 5-10 times fewer. And only every twelfth woman said that women and men are equally represented. A similar gap is seen in both small and large companies.

"Many jobs in the economy are gender-stereotyped. Firefighting is thought of as a man's job, whereas nursing is thought of as women's work. These stereotypes are powerful because they can bias a whole host of employment outcomes. When gender stereotypes get attached to a job, it biases the authority that people attribute to the man or woman who happens to work in that position. In this way, men experience negative bias when working in positions that others associate with women.

Our findings show that, when men work in a managerial job that people associate with a man and male stereotypes, they are able to wield a substantial amount of

authority over clients. But when the very same managerial job happens to be associated with a woman, men who work in that position are viewed as significantly less legitimate sources of authority. In other words, our study suggests that stereotyping a job as "women's work" and societal biases that grant women less authority than men harm us all." (Doering, Thebaud, 2022)

What steps HR managers should take to improve the situation? Firstly, HR specialists should be trained to be unbiased when selecting a candidate. It is worth objectively assessing a person by his knowledge and experience, not by any factors that do not affect the result of work. Further, it is worthwhile to stop the sexist behavior of employees if it has been noticed. It is possible to introduce fines or say goodbye to this part of the team in case of non-compliance with these rules. It is also worth creating an atmosphere of cooperation rather than competition. For this purpose, you can hold regular team-building events, in which the whole team will participate, thus uniting people. It is also worthwhile to bring in the masses "what are the benefits of more women working in technology roles and how will encouraging them into the industry impact the outputs. By increasing the gender diversity in C-suite roles and leadership teams, a more diverse way of thinking can be adopted, which can lead to increased innovation and profits. By increasing the number of women in senior, visible positions in technology, more young women and women who are considering a career change can see that they would fit into a company in the tech space. The gender pay gap in tech is detrimentally impacting the number of women choosing technology as a career, with 32% of women saying that the biggest challenge they face in tech is the gender pay gap. However, by encouraging more females to pursue careers in IT and developing them to reach senior roles, we can expect to see a reduction in the gender pay gap in years to come. The gender gap in tech is still very apparent, with women making up 26% of the workforce. And although progress is being made, it's slow. By taking steps to increase the number of women choosing careers in technology, companies can experience increased innovation, profits and help to create more role models for future candidates." (Women in Tech, n.d.)

"According to GlobalLogic estimates, at the beginning of 2012, about 7% of women worked in the tech sector, and as of early 2021 – 27%. The number of female specialists

in the tech industry is growing by an average of 15% every year. According to the latest survey by DOU.UA, 27% of all tech industry employees registered in the state register of Ukraine are women. The largest number of women among tech specialists is registered in Lviv and Kharkiv regions (31% and 29%, respectively). According to the latest data, the overall number of tech specialists in Ukraine is 212,547. In general, female specialists in Ukraine hold 40% of all non-technical positions. These are marketers, managers, designers, business analysts, technical translators, etc. Among all QA engineers in Ukraine, women make up 33%, and among developers – 8%. The number of technical specialists among women in Ukraine has increased by 12% in 3 years and equals 45%, i.e., almost half of all women in the industry." (Lviv tech, 2021) "Aside from ethical and legal reasons, we've seen that enabling women's full potential also delivers returns. Diverse workforces have shown to perform better financially, have proven to be more effective, innovative and creative, and improve morale. In addition, addressing gender equality in the labour force enables you to attract and retain the best employees. We recognise that gender equality is a complex issue, and can only be tackled by addressing its rootcauses." (Enact, 2023)

3.2. Ageism and age limits

The next problem is the age of potential job candidates. Ageism is age discrimination. "Ageism is alive and well in the workplace. In fact, studies show almost 65% of workers say they have experienced age-based discrimination. Younger workers (and hiring managers of all ages) should be encouraged to think about the assets that older workers bring to the table: experience, social skills, the ability to work independently. Similarly, older workers should understand what younger peers can offer, such as being tech savvy and valuing diversity." (Smith, 2022)

Different industries have their age ceiling and it can vary greatly. Judging by the statistical data in the image below (see Figure 3.2), some of the highest rates of age discrimination are in the IT sector.

Figure 3.2

At what age do people start experiencing ageism because of old age at work?

At what age do people start experiencing ageism because of old age at work?

Average — 41

Public sector		49
Health care		46
Retail		43
Education		39
Manufacturing		38
Finance		36
IT and tech		29
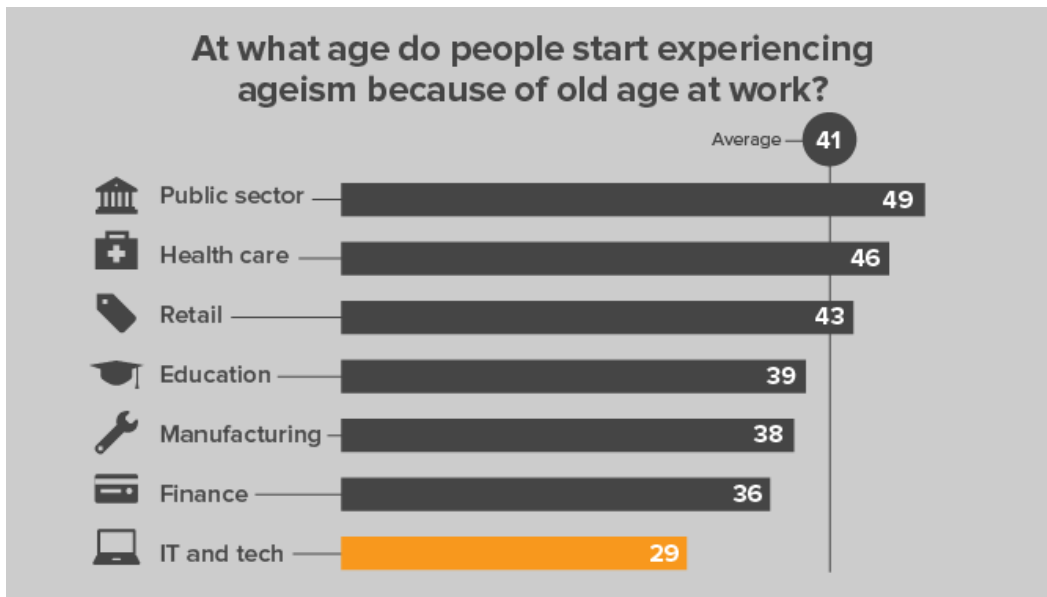
Source: https://itexpert.work/wp-content/webp-express/webp-images/uploads/2023/06/everyday-ageism-in-the-tech-industry.png.webp (ITExpert, n.d.)

"The average age of IT professionals in Ukraine is 29. The "youngest" sectors are Data Science, Security, ERP/CRM, Customer Success, and Sales (median age: 27), while older professionals more often work as DBA (median age: 38), CTO/Director of Engineering (34), and DevOps/System Administrators/Technical Writers (32)." (Paliychuk, 2023) The image below (see Figure 3.3) shows this statistic visually.

Figure 3.3

Age of Ukrainian IT specialists

6%	33%	35%	18%	5%	3%
До 20	21-25	26-30	31-35	36-40	40+

Source: https://dou.ua/lenta/articles/age-career/ (Shymkovich , 2017)

"Hiring managers surveyed have strong negative stereotypes of 45+ candidates, clearly preferring candidates more comfortably aged between 30 and 44. The 'older 'are seen as less able to adapt to tech, less ready to learn new skills, less open to innovation. No surprise then that workers over 45 find it hard to find work, lose a degree of confidence, start lowering their salary expectations and end up as a disproportionate share of the unemployed. It gets even worse for the 55+. Only 13% of the hiring managers surveyed in the report say they would definitely hire someone between 55 and 65 – let alone older." (Wittenberg-Cox, 2023)

In this situation, HR is faced with the task of competently drawing up a portrait of a candidate and following it, rather than prejudices. First, let's talk about older people. There is always a fear that an older person may not fit into the team and everyone will be uncomfortable because of this. There are different people, and someone in their 30s is behind the trends and general currents, someone in their 50s is great with youth and technology. What is the mastery of writing the right job application and the further stage of the interview process?

First, it is worth describing in detail the candidate's soft and hard skills, such as "ability to communicate", "team player", "follows new trends" and "keeps up with the times" - great for people of any age and will be what you are looking for. Don't mention the candidate's age at all, as this can offend potential applicants and tarnish the company's image by accusing it of ageism. Also, it is against the law to select candidates by age.

At the next stage, which is the interview itself, it is important to assess how truthful the candidate's answers were by mentioning modern terms and asking the candidate about technology and based on his answers make a decision.

The flip side of the coin is too young professionals. "Research company Opinium conducted a poll of 4,000 16 to 25-year-olds in which 61 per cent of participants said it is increasingly hard to get a job without knowing the right person or having another way in. The research also surveyed 500 businesses, with 32 per cent saying it was difficult for candidates to get a job without a connection, although 95 per cent said their application process judges all applicants equally." (Jones, 2023)

Are employers themselves doing something to combat the manifestations of ageism? "In today's workplace, it is not uncommon to find multiple generations working together. From Baby Boomers to Generation X and Millennials, each generation brings with them unique experiences, values, and work styles. While this diversity can be a strength for any organization, it can also lead to misunderstandings and conflicts if not managed properly.

So how can differing generations work harmoniously together? Here are some tips:

1. Recognize and embrace differences

The first step in working effectively across generational lines is to recognize that each generation has its own set of strengths and weaknesses.

2. Foster open communication

To foster open communication among all team members regardless of age group requires creating an environment where everyone feels comfortable expressing themselves freely without fear of being judged or dismissed because they belong to a certain generation.

3. Encourage collaboration

It helps break down barriers between generations by facilitating mutual understanding through teamwork.

4. Focus on results rather than methods

This means that each team member should be given the freedom to use whatever methods they feel are most effective for them, so long as they deliver results.

5. Provide training opportunities

By offering incentives, employers create a positive and rewarding work environment, boosting morale and encouraging employees to excel in their roles.

Employees are more likely to work towards common goals, leading to increased teamwork, productivity, and a positive work atmosphere. Emphasizing shared values also contributes to a stronger organizational identity and can enhance employee engagement and loyalty." (Summit Careers, 2023)

To summarize this part, ageism is quite a widespread problem nowadays. It is not only older people who suffer from age discrimination but also young people without

experience. In the field of information technology, the age when a specialist can face this problem is 29 years old, which is one of the minimum age ceilings.

To combat this problem, hiring managers should implement several important steps when working with potential employees, such as correctly preparing candidate profiles and vacancies, positioning age newcomers in the team, organizing team building events for the whole team, selecting employees not by age criteria, but by soft and hard skills, providing resources and training assistance for such employees.

The next and last topic I want to touch on in the next part is the desocialization of people in the face of the trend towards remote or hybrid work in the background of the global pandemic.

3.3.   The impact of the pandemic on face-to-face work. Remote work and social inability

Over the past few years, remote and hybrid forms of work have become one of the biggest trends in the labor market. In 2020, the whole world faced a common problem - the coronavirus. The pandemic has affected all spheres of life, including work.

In Ukraine, quarantine has been declared since March 2020, and "Almost 60% of business owners continue to operate during the restrictions (mostly large and medium-sized businesses), while another 29% have stopped working (typical for micro-businesses). At the same time, 51% of businesses can survive for only 1 month, and every fourth business can withstand 2-3 months of quarantine without going bankrupt. 6% of entrepreneurs have completely closed their businesses, mostly micro and small businesses. Only 3% of respondents indicate that their business will be able to operate for a long time under the necessary conditions (rental vacations, remote access for employees, revision of the business model)." (Epravda, 2020) This is how the data looks in the form of a graph (see Figure 3.4).

Figure 3.4

Business in Ukraine during the quarantine?
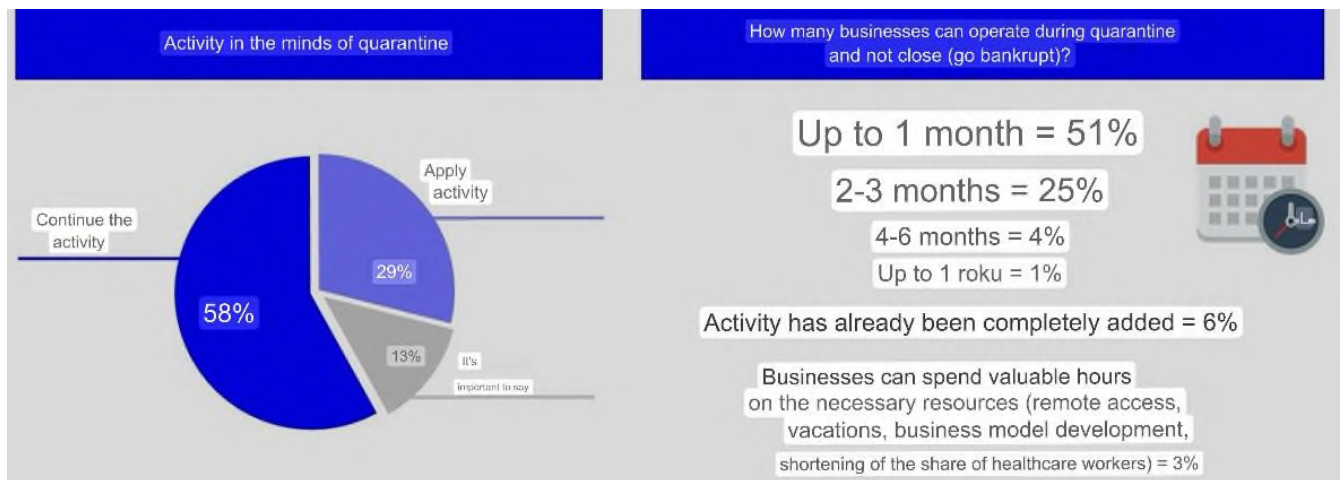
Source: https://eimg.pravda.com/images/doc/f/0/f0e0031-karantin-biznes-.jpg (Ukrainian Marketing Group, n.d.)

"Remote opportunities leapt from under 4% of all high paying jobs before the pandemic to about 9% at the end of 2020, and to more than 15% today." (Robinson, 2022) "Even though the majority of these people will return to the office once normality has returned, the number of people working remotely is unlikely to go back to pre-Covid-19 levels. Our survey shows that before the crisis, around 25% of respondents were working from home at least once a week. After the crisis, however, 34% believe that they will be working from home at least once a week." (Deloitte, n.d.)

For this sphere - remote work does not provide any inconveniences and innovations due to its specificity. "The IT industry, already deeply rooted in technology and digital infrastructure, has embraced this shift seamlessly, propelling the prevalence of virtual workspaces." (RIIM, 2023) Programmers have always been rumored to be sociophobes and introverted, but programming is teamwork, and contact with colleagues is essential to obtain a quality and working product.

Remote working has become a big problem for HR managers. Now it has become much more difficult to build and maintain team spirit. Given the specifics of the IT field, this was already becoming a problem before the pandemic, and with the shift to remote working it has become a disaster. "Managers worried that remote working would lead to a decrease in communication and collaboration among colleagues, which could

negatively impact teamwork and the ability to work effectively on projects together." (Klaxoon, n.d.) What to do to impoverish the team and harmonize its work?

"Major changes are always frightening and dislocating, but it is worth remembering that behind every challenge are development opportunities." (Workua, 2019) So, let's start with the main problems that have arisen and I will propose a solution for each of them.

1. Keeping in touch with coworkers is harder. Whereas in the past you could always approach a colleague in the office with a question or suggestion you were interested in, now people can simply choose not to respond to a message or call, or respond much later than they can afford. To solve this problem, you can introduce rules in general chat with subsequent penalties. For example, if a colleague writes a question in the general chat and does not receive a reply within the time set by the team, he/she gets a punishment, the type of which should also be discussed with the team in advance. This method should only work during working hours and days, taking lunch into account.

2. Working from home deteriorates the quality of the product due to domestic distractions, impaired concentration, and loss of daily routine. The HR manager can correct this by working through Zoom with video of team members turned on. This way people can see each other and feel part of the team at work. Also, the work schedule will be normalized as everyone will start and end the work day at the same time.

3. Lack of team spirit. People often get lost among colleagues and have no idea who they can turn to for help in case of difficulties. To solve this problem, it is worth at least once a month to organize mandatory team-building for the whole team, as well as at least once a month to spend a day together in an informal setting, for example, in the form of a joint visit to any training or institution. There is also an option to organize workshops and lectures for the team with speakers live, so they will not only see each other but also spend time together in a useful way.

With the transition to remote working, the number of friendly mailings to colleagues has increased and there are more online events. We practically stopped conducting phone interviews and started using video. Onboarding was reinforced by online communication with each candidate in Zoom and a chain of welcome emails.

"The challenges are significant, but the future of remote work in IT presents much potential. Remote work is likely to remain a critical aspect of the way we work. Organizations can do well to invest in remote infrastructure and introduce robust security protocols to keep up data security. With emerging technologies and staying up-to-date with the latest innovations, remote workers can continue to make significant contributions to the industry. The future is exciting for remote work in IT. Companies can embrace this trend to create flexible, secure, and productive operations for their businesses." (T, 2023)

"The HR function is a critical driver of growth and competitiveness for any organization. By leveraging the full potential of the HR function, organizations can attract and retain top talent, build a positive workplace culture, manage and mitigate risk, drive business strategy and improve organizational performance. Remember, investing in the HR function is not just a cost, but an opportunity for your business to thrive and succeed." (Price, 2023)

CONCLUSIONS AND SUGGESTIONS

In conclusion, we have considered the problems of the HR sphere in the 21st century in general with deepening on the topic of information technologies. On a real example from my experience in Luxoft company, I made a brief excursion on the organization itself, its structure, and features and developed a program to improve the work of the company. The work presents statistical data and information that I have acquired during my work in the company.

This work aimed to analyze the world of HR management and give a concept of the essence of the system, explain the specifics of information technology and provide basic information about the rules and steps in the search, motivation, and tasks of HR manager, as well as to disassemble possible problems and system of work on the example of my own experience in a global company. The tasks of this scientific work were to present the methodology and tools used by HR managers, to analyze the existing problems faced by managers in the 21st century, and to delve into HR management from the industry of information technologies in parallel analyzing its peculiarities and problem fields. After completing the work, it is possible to say that the aim of this work has been achieved through accomplishing all the tasks.

The first section is a theoretical framework of what HR management is in general. I explained who the HR manager is in the 21st century and how he differs from the outdated notion of an HR inspector. I also analyzed several HR processes that should be actively and correctly implemented and used for the rapid and continuous development of the company. Among these processes, I highlighted and explained how all stages of a manager's work, starting with the search for candidates and ending with his adaptation to the team. Such concepts as onboarding, adaptation, team-building, and tools that managers actively use in their work were discussed. I also gave an excursion on methodology and practices common among hiring managers. I gave an explanation and notion of the application of such concepts as staff turnover, one-to-one meetings, and exit interviews.

The second section is based on my personal experience of working as a recruiter in a global information technology company Luxoft. I analyzed the company's activities and in particular the structure, specifics, work, and tasks of the HR department, as well as conducted an analysis to assess the innovativeness of Luxoft. I analyzed in detail the scheme of actions and tools with which the managers of the company work and proposed a program to improve and facilitate the work of the department. The essence of this program is to improve and beautify the resume. The main goal is to make the task easier for customers, thereby increasing their level of satisfaction. I created step-by-step instructions and calculated the economic side of the implementation of this system in the work of the organization.

I devoted the third section to the problems that HR managers face in the 21st century during their work, having considered three global problems with a bias in the sector of information technologies and giving ways of solving them, as well as statistics for each of them. Topics such as gender inequality, ageism, and the impact of the pandemic on face-to-face work were touched upon.

As a result, having collected all theoretical and practical data, and having conducted extensive research, having created an in-depth analysis of the above-mentioned data, the last part of the work was devoted to finding ways to improve and strengthen the development of human resource management. All the ways of improvement have been considered and studied through the lens of an individual enterprise as well as globally.

As a suggestion, in addition to addressing the problems identified in chapter three, I have brought out my improvement program in section 2.3. which I mentioned a little earlier. This program is a beautification of the candidates' CVs

First, it will make the work of recruiters easier, as it will be much easier to search for the information in the resume, and all the necessary information will be exactly in the resume and there will be no need to contact the candidate unnecessarily.

Secondly, companies-employers will be pleasantly surprised by the care about them as thanks to such a program will significantly improve the quality of resumes, which will save their time and nerves. This will result in increased demand for Luxoft.

There are five steps in implementing this program: recruiters create a basic questionnaire for candidates and send it to the company's programmers, programmers make this questionnaire digitally and send the link to recruiters, designer creates a mockup of the resume and sends it to the programmers, programmers link the questionnaire to the candidate's profile in the system and write a program that will transfer data from the questionnaire to the designer's resume template, the finished resume is sent to the recruiter's e-mail and is automatically added to the candidate's profile in the Luxoft system.

Thanks to the program, the recruiter can bring 5 times more candidates to the interview stage per day. This will not only increase the company's profit and customer focus but also the level of satisfaction of both clients and recruiters.

Summing up, thanks to this work you can understand how HR management works in the 21st century and the peculiarities of its work in the field of information technology, see what problems managers face and how they can be solved, learn about the methodology and tools of the HR department and on the example of my personal experience to learn about the work of the global organization Luxoft, as well as to see a lot of interesting statistical data and program to improve the work of the enterprise.

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