

Ministry of Education and Science of Ukraine
Ukrainian-American Concordia University
Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

Emotion in IT company

(on the basis of «TechExpert» Information Technology and Services)

Bachelor's student of
Field of Study 07 – Management
and Administration
Specialty 073 – Management
Educ. program – IT Management

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Abstract:

To the majority of people, being a professional means having the opportunity to develop a strong professional network. This entails only sharing relevant information within our circles. There is a fine line beyond which you would be divulging too much information. And that would put you in jeopardy. The trick is in comprehending this line. This problem is quite new, especially for IT. The problem is under constant study, since constantly changing external conditions lead to active changes in behavior from generation to generation of employees. Emotional knowledge allows to empathize with others, communicate effectively, and be self and socially aware. Responses to ourselves and others have an impact on our home and work environments. Living in this world entails interacting with many different types of people, as well as constant change and surprises. Being emotionally aware is critical in how we respond to what life throws at us. It is also an important component of compassion and understanding the deeper reasons for other people's actions. On the other hand, the company must function and make a profit, and this is the goal of any enterprise. The object of study is private enterprise «Techexpert» on which practice were created that Bachelor's Qualification Work. The Techexpert group of companies is a modern company with an implemented and developed process model of functioning. In the group of companies, most business processes are already automated, with the help of an information system, and their improvement and automation continue, since processes are dynamic entities and are constantly changing under the pressure of changing external factors and internal improvement processes.

Key words: informational technologies, Private enterprise Techexpert, emotional management, IT industry.

Для більшості людей бути професіоналом означає мати можливість розвинути потужну професійну мережу. Це тягне за собою розповсюдження лише відповідної інформації в наших колах. Існує тонка грань, за якою ви б розголошували занадто багато інформації. І це поставило б вас під загрозу. Хитрість полягає в усвідомленні цієї лінії. Ця проблема досить нова, особливо для IT. Проблема постійно вивчається, оскільки постійні зміни зовнішніх умов призводять до активних змін у поведінці від покоління до покоління співробітників. Емоційні знання дозволяють співчувати іншим, ефективно спілкуватися, бути самосвідомим і соціально обізнаним. Реакція на нас та інших впливає на наше домашнє та робоче середовище. Життя в цьому світі тягне за собою взаємодію з багатьма різними типами людей, а також постійні зміни та сюрпризи. Емоційна свідомість має вирішальне значення в тому, як ми реагуємо на те, що нам кидає життя. Це також важливий компонент співчуття та розуміння глибших причин вчинків інших людей. З іншого боку, підприємство має функціонувати і отримувати прибуток, а це є метою будь-якого підприємства. Об'єктом дослідження є приватне підприємство «Техексперт», на якому створено практику кваліфікаційної роботи бакалавра. Група компаній «Техексперт» — сучасна компанія з впровадженою та розробленою процесною моделлю функціонування. У групі компаній більшість бізнес-процесів вже автоматизовано за допомогою інформаційної системи, їх удосконалення та автоматизація продовжуються, оскільки процеси є

динамічними сутностями і постійно змінюються під тиском змін зовнішніх факторів та процесів внутрішнього вдосконалення.

Ключові слова: інформаційні технології, ПП Techexpert, емоційний менеджмент, IT-індустрія.

PHEE-institute «Ukrainian-American Concordia University»

Faculty of management and business

Department of international economic relations, business and management

Educational level: **bachelor degree**
Specialty: **073 “Management”**
Educational Program **“IT Management”**

APPROVED

Head of Department _____

“ ” _____ 202__

TASK
FOR BACHELOR’S QUALIFICATION WORK

Oleksandr Shtompel

(Name, Surname)

1. Topic of the work

Emotion in IT company

Supervisor of the work ***Ruslana Selezneva, Philosophy Doctor, associated professor***
(surname, name, degree, academic rank)

Which approved by Order of University from ***“22” December 2022 №22-12/2022- 3c***

2. Deadline for bachelor’s qualification work submission ***“16” May 2022***

3. Data-out to the bachelor’s qualification work

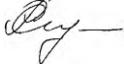

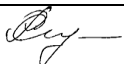
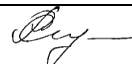
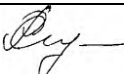
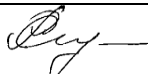
Findings from earlier research projects and course work during studies, including resources collected during the internship; also, data from open sources.

4. Contents of the explanatory note (list of issues to be developed)

There are three main topics/tasks for the thesis: analyzing of the problem of emotional burnout in the IT industry; analyzing of the current state, features of private enterprise «Techexpert» and its management structure; improving of the work of the HR department of private enterprise «TechExpert» using IT tools, monitoring the emotional state of company employees.

5. List of graphic material (with exact indication of any mandatory drawings)
Tables about the financial statistics of the company, analysis of financial and competitive states of company.


6. Consultants for parts of the work


Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
1	Ruslana Selezneva		
2	Ruslana Selezneva		
3	Ruslana Selezneva		

7. Date of issue of the assignment

Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	14.02-13.03.2022	Done
2.	II chapter	14.03-10.04.2022	Done
3.	III chapter	11.04-24.04.2022	Done
4.	Introduction, conclusions, summary	25.04 – 01.05.2022	Done
5.	Pre-defense	06.06.2022	Done

Student  (signature)

Supervisor  (signature)

Conclusions:

The author of the thesis, Gleb Bogdanov, demonstrates a high level of research competence and his work corresponds to the direction and profile of the student's professional training. The work consists of an introduction, three chapters, which include seven divisions, conclusions, a list of used sources (50 units). The total volume of the thesis research is 63 pages.

The student studied the theoretical material, at a high theoretical and methodological level, conducted a study of the methods and features of ensuring information security in the enterprise. All sections of the work correspond to the topic. The topic of the work is fully disclosed, the goal of a comprehensive and thorough study of information security in the company has been achieved.

The practical part shows the actual practice of organizing information security on the basis of a video production studio, and developed directions for improving the security policy in the company. A comprehensive study was devoted to cloud technologies as a tool for organizing safe work and increasing company efficiency.

In general, the work fully complies with the established requirements for Bachelor's qualification papers and deserves an "Excellent" rating, and its author, Gleb Bogdanov, can be awarded a bachelor's qualification in the specialty "Management".

Supervisor Ruslana Seleznova



(signature)

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INTRODUCTION

To the majority of people, being a professional means having the opportunity to develop a strong professional network. This entails only sharing relevant information within our circles.

There is a fine line beyond which you would be divulging too much information. And that would put you in jeopardy. The trick is in comprehending this line.

This problem is quite new, especially for IT. The problem is under constant study, since constantly changing external conditions lead to active changes in behavior from generation to generation of employees.

Emotional knowledge allows to empathize with others, communicate effectively, and be self- and socially aware. Responses to ourselves and others have an impact on our home and work environments. Living in this world entails interacting with many different types of people, as well as constant change and surprises. Being emotionally aware is critical in how we respond to what life throws at us. It is also an important component of compassion and understanding the deeper reasons for other people's actions. On the other hand, the company must function and make a profit, and this is the goal of any enterprise.

Aims and tasks:

The study of this work based on the publications of leading business schools and investment and consulting companies: Harvard Business School, Harvard Business Review, The Plank Center, Pew Research Center, Goldman Sachs, Qualtrics, Deloitte.

Analyzing of the problem of emotional burnout in the IT industry.

Analyzing of the current state, features of private enterprise «Techexpert» and its management structure.

Improving of the work of the HR department of private enterprise «TechExpert» using IT tools, monitoring the emotional state of company employees.

The object of study is private enterprise «Techexpert» on which practice were created that Bachelor's Qualification Work.

The following research methods are used in the bachelor's qualification work: comparison, generalization, abstraction, analysis, synthesis, induction and deduction.

The scientific novelty of the work is that this work will collect and systematize knowledge about emotional burnout in IT industry, which will show the importance of emotions in management and prove that emotional intelligence of employees plays an important role in the IT industry.

CHAPTER 1. ANALYSIS OF THE PROBLEM OF EMOTIONAL BURNOUT IN THE IT INDUSTRY

1.1. Emotion management as an element of HR management

Emotions have a significant role in all of our daily encounters and interrelationships. Aspects relevant to interaction targets, whether referred to as relationship level, role relationship, or target characteristics, play an important role in any investigation of interpersonal phenomena, particularly in the area of emotion, as the appropriateness of any emotional display may greatly depend on the target that is intended to be reached. Let's may here quote Yule who asserts in studies [1];

“A linguistic interaction is necessarily a social interaction”.

And this very linguistic social interaction is based on our communicative powers. In fact, this interaction includes verbal exchanges where the employer should reward the employees for good performance and compliment them on successful milestones, which will eventually increase their relationship bond and will be reflected on the results. In studies [1];

This includes instances of successful verbal and nonverbal interaction in which the employer and employee exchange ideas, concerns, feelings, emotions, and beliefs. In this regard, it should be noted that the mutually shared emotional background knowledge, the previous emotional experience of the interlocutors, undoubtedly intermingles with cognitive elements of the mind and finds an implicit way of expression in speech. Thus, the interlocutors' positive or negative predisposition resulting from their social relationships and past emotional experience (parent – child, grandparent – grandchild, uncle – niece, teacher – student, employer – employee, close friends, old friends, couples, spouses, etc.) enables at least one of the interlocutors (or both of them) to interpret the intended meaning positively or negatively without tracing any explicit verbal elements expressing emotive charge. The emotional attitude is worked out in this case through implicature and logical work on the part of the speaker and the interpreter.

Nowadays, much emphasis is placed on emotions and their successful management at work in order to avoid burnout, depressions, and even much graver mental bipolar disorders, which occur very frequently as a result of digitalization, pandemic, and stress, and in order to avoid these, we must be equipped with efficient emotion management techniques and successful communication management strategies. In studies [1];

All emotions are, at their core, impulses to act, the instant plans for dealing with life that evolution has imbued in us. The root of the word emotion is "motere," the Latin verb "to move," plus the prefix "e-" to denote "move away," implying that every emotion contains a tendency to act and motion. Being a motivator, a leader, a listener, a moderator, and a presenter, the manager should also act as a guide and a psychologist, processing information on his employees' emotions, feelings, beliefs, and desires, which will eventually ensure a better understanding of their own selves and the preservation of interpersonal good and stable relations between them and, as a result, eventually in the whole company. These are always present in human interaction (Figure 1.1).



Figure 1.1: The basic human resources responsibilities

Source: THE ROLE OF EMOTIONS IN HUMAN RESOURCES
MANAGEMENT [1]

The depicted diagram above illustrates the basic needs and responsibilities of a modern good HR manager to have at the forefront of his skills in order to acquire special needs and demands, feelings and emotions, beliefs and desires, which are closely interrelated to their very own emotions at hand and, hence, require special emotional

training and coaching. Here we should speak about strategic management, which should be the keystone in any kind of management and which can help managers greatly enhance their managerial skills. In studies [1];

The strategic management process is typically based on the belief that organizations should constantly monitor internal and external events and trends in order to make timely changes if necessary. The rate and magnitude of change affecting this organization are rapidly increasing, necessitating the development and effective implementation of new management modes and methods. As a result, the strategic management process is generally aimed at allowing organizations to successfully adapt to change over time. It should be noted that in terms of New Work, the former traditional hierarchical relations, in which the manager was on top and the employees were subordinate to the latter, have been replaced by flatter relations, in which everyone is interconnected and where, according to Chinese management, the manager should work not from a separate office on another floor, but with his/her employees on the same floor of their company building. This actually, proposedly builds better employer-employee bonds and creates a better and more trustworthy relationship (Figure 1.2).

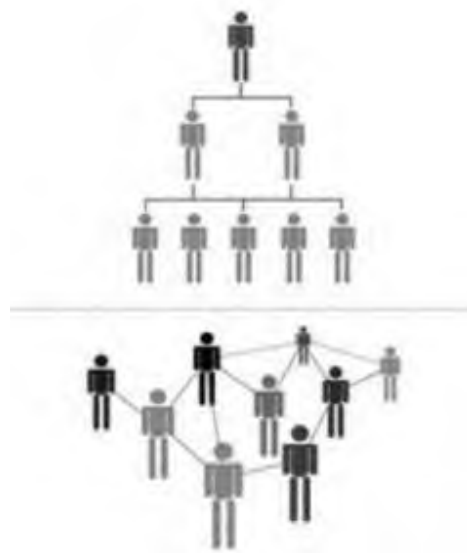


Figure 1.2: The employer-employee bonds

Source: THE ROLE OF EMOTIONS IN HUMAN RESOURCES
MANAGEMENT [1]

In this regard, it should be noted that, while strategists have their own effective strategic management tools, communication is the best strategy. Indeed, throughout history, communication and information have been intertwined with fundamental sources of power and counter-power, dominance and social change. This is because the fundamental battle being fought in society is the battle for people's minds. The way people think determines the fate of the norms and values that underpin societies. In studies [1];

According to Castell's theory, power is the structural capacity of a social actor to impose its will over other social actor(s). All institutional systems reflect power relations, as well as the limits to these power relations as negotiated by a historical process of domination and counter-domination.

Manuel Castells defines counter-power as the ability of social actors to challenge and eventually change the institutionalized power relations in a society. According to him, counter-power exists in all societies in various forms and with varying intensity, as one of the few natural laws of society that has been proven throughout history asserts that wherever domination exists, there is resistance to domination, whether political, cultural, economic, psychological, or otherwise. As a result, a professional manager must be able to communicate effectively with his or her employees in order to foster a positive attitude toward them, unless there is a compelling reason to disrupt their harmonious relationships. In studies [1];

Leadership, in particular, is inextricably linked to the ability to interpret and process information. In fact, far too much of the communication process is based on the emotional level, i.e. the positive or negative emotions of the speakers and their emotional background knowledge, which can, in fact, frame the resultant positive or negative disposition between the interactants. To understand the most important issues related to personnel communicative relations, we must first delve into the fascinating and challenging field of emotional speech, which can be accomplished only after having a precise and accurate understanding of how communication in general and emotional background knowledge in particular are viewing the problem at hand, both local and cross-cultural perspective.

As we can see, the majority of people understand the importance of emotions in management, particularly in human resource management. Though they are more inclined to believe that when making decisions, they are primarily influenced by logic, there are those who believe that emotions play a role.

As well, let's consider an equally important aspect as known as generational diversity or theory of generations.

A generation is a group of people born at the same time and raised in similar circumstances. This group's members share similar characteristics, preferences, and values. In studies [50];

Generational Theory provides a starting point for communicating with and influencing people of various ages. There are significant differences between generations, and it is critical to understand when each begins and ends.

Because they were influenced by trends at roughly the same stage of life and through similar channels, generations exhibit similar characteristics such as communication, shopping, and motivational preferences (e.g. online, TV, mobile). As people get older, generational trends become more visible. This means that people of the same generation will have similar values, beliefs, and expectations. In studies [50];

It is critical to remember that everyone is unique on an individual level. However, by viewing people through the lens of generations, you can obtain a useful sequence that will help you communicate, work, motivate, and involve people of various ages.

At present, our society consists of five generations. Each of them plays an active role in the market. Depending on the specific workplace, the staff includes from four to five generations. (Figure 1.3)

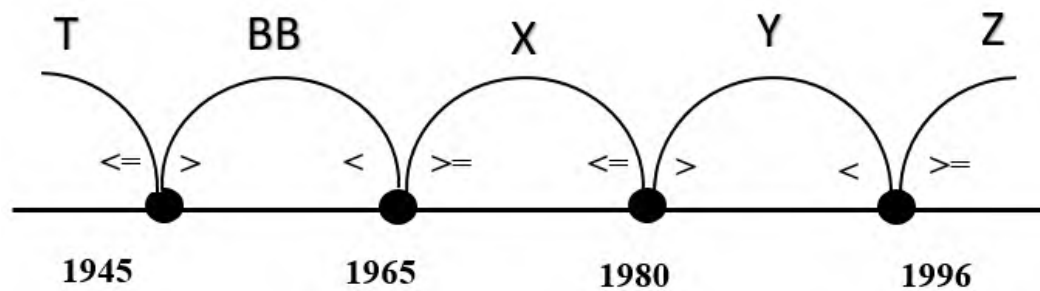


Figure 1.3: Years of birth for each generation

Source: Pewresearch.org [42]

The legend for the Figure:

- T - Traditionalists
- BB - Baby boomers
- X - Generation X
- Y- Millennials or Generation Y
- Z - Generation Z

1.2.Features of emotional burnout of an employee of an IT company

By and large, the inescapable view that burnout is related naturally to work factors and also to character factors. The effect of the job variable got more proof and consideration than the individual ones.

Notwithstanding, more present-day hypotheses have contended that work and individual attributes ought to be concentrated on all the while inside the hierarchical climate. These job factors (hierarchical risk factors) are accumulated inside six basic regions of the work environment setting:

- Responsibility: The responsibility is perhaps the most talked about wellspring of burnout and the most clearly associated with the weariness part of burnout. The lopsidedness in the least complex case can occur through the various requests and obligations, e.g., (cutoff time and targets), led with a lack of assets;

- Control: Indicates the amount of independence the staff possesses over their work. The confuses in charge reflect that the worker doesn't have sufficient command over the basic aspect, and assets required for the job;
- Reward: Reflects positive criticism and acknowledgment, whether monetary, social, or both. The confuse here addresses the absence of positive criticism for the work individuals do;
- Community: Reflects the nature of social collaboration (individual relationship and cooperation communication) in working with associates, chiefs, and clients;
- Decency: Reflects trust, receptiveness, and regard in the work environment. The bungle happens when the specialist perceives a shortfall of equity in the work environment;
- Values: Reflects the singular's yearnings, inspiration, and goals in their work. The lopsidedness happens when there is a contention between the individual and hierarchical qualities. In studies [46];

As per Maslach and Leiter, any crisscross or awkwardness between the individual and the six regions of the job might heighten the probability of burnout. Going against the norm, the higher the fit between the individual and the spaces, the higher the chance of commitment.

While the confuse between the individual and the work elements might prompt a higher gamble of encountering burnout, a few individual characteristics of people may likewise add to the chance of burnout. Character qualities can assume a huge part as a method for dealing with hardship or stress or as an intensifier of burnout aspect. In studies [46];

For instance, strength - is an assortment of character qualities involved by people as a survival strategy to an unpleasant circumstance - individuals high on solidness are safer in buffering the effects of upsetting occasions and burnout. Then again, individuals who show less strong character likewise show a higher score in burnout, particularly the weariness aspect. Burnout scores are more unmistakable among individuals who have a

more outside locus of control - the singular view of occasion and accomplishment because of possibility, fate, or heavily influenced by the force of others.

While individuals who have more inward locus of control - the individual sees the occasion as dependent upon his/her way of behaving, capacity, and endeavors - are less inclined to burnout. Likewise, neuroticism is unequivocally connected with a more significant level of burnout. Hypochondriac people portrayed as being impulsive, restless, antagonistic, and inclined to profound pain, which lines up with the job burnout aspect. In studies [46];

As we can see, people who are burned out can have a negative impact on their coworkers by increasing personal conflict and disrupting job tasks. Thus, burnout can be "contagious" and spread through social interactions at work. Studies show that burnout increases in work environments characterized by interpersonal aggression, emphasizing the critical importance of social relationships for burnout. Such findings suggest that burnout should be regarded as a workgroup characteristic rather than an individual syndrome.

As well, let's come back to theory of generations too. What are the consequences of workplace generational diversity? Because each generation has such distinct characteristics, things are unlikely to be easy when the generation gap appears. As an employer, managing the expectations of multigenerational employees can be difficult—each has completely different expectations and priorities. In studies [9];

Understanding the potential challenges, on the other hand, is the first step toward overcoming them. Let's go over the issues that can arise as a result of generational diversity in the workplace:

- Risk of conflicts - Because each generation has such distinct traits and characteristics, there is a risk of conflict arising as a result of clashing values and beliefs, work ethics, and communication styles.

Interpersonal issues are frequently one of the most difficult challenges that employers face when dealing with generational diversity. Employees who are decades

apart in age may have difficulty getting along when they work closely together—not to mention that conflict reduces employee engagement and productivity. In studies [9];

- Lack of mutual understanding - With multiple generations separating them, it's understandable that a Boomer and a Gen Z employee would clash—they simply can't relate.

This can lead to a lack of mutual understanding, making it difficult for team members of different generations to effectively communicate and collaborate. Because the generations are so different, stereotyping can be a major issue that causes a schism among employees. In studies [9];

- Different working styles - Each generation has a distinct working style, and they are bound to clash from time to time. While Baby Boomers are willing to work long hours and prefer to work on-site, Gen Y and Gen Z employees prefer more flexible hours and the ability to work remotely.

As previously stated, employees of different generations have different preferences for how they receive feedback and collaborate with others in the workplace, making it difficult to work together seamlessly. In studies [9];

- Communication gaps - Not only do these generations have different working styles, but they also have different communication styles. This is due in large part to technology, as each generation uses it in very different ways to communicate.

While Baby Boomers are willing to use technology to increase productivity, they prefer to communicate in person or over the phone. On the other hand, younger generations prefer digital communication such as email and instant messaging. These different communication styles can lead to miscommunication or a lack of communication altogether, both of which pose obvious problems. In studies [9];

1.3. Methods of managing the emotional state and ways to solve the problem of emotional burnout

The adverse results of job burnout have advanced the call for intercession programs not exclusively to work on representative's personal satisfaction, yet in addition for forestalling the authoritative misfortunes as a result of occupation turnover, renunciation, and low execution.

There are two essential kinds of burnout intercessions which fixated on the individual and the association — individual-level mediations techniques to amplify the singular capacity to adapt to the working environment stressor. Hierarchical level intercession systems center around surviving or decreasing authoritative befuddle and stressor. In studies [46];

By and large, Individual-level technique is normally intended to lessen the indications of occupation burnout that are now beginning to show up inside the representative. A few specialists revealed different individual proposals for forestalling position burnout that included: changing position designs, creating adapting abilities, and getting social assets, which focuses on the representative's relationship with work. Different proposals center around making the singular stronger to work stressors, involved: Using recreation procedures, cultivating great wellbeing, and self-investigation. In studies [46];

Others likewise refers to the habitually utilized individual systems to decrease the adverse consequence of burnout involved: Relaxation strategies, mental conduct methods (CBT), and advancing solid ways of life. As per the creators, a large portion of the examinations directed on individual procedures are deep rooted.

For instance, Van Rhenen et al. inspected the viability of two mediation programs for the time being and long haul among an example of 396 Dutch broadcast communications workers. One program was an actual mediation program proposing to consolidate exercise and unwinding in the day to day work action, and the other was a comprehension centered program targeting rebuilding silly convictions. The review

tracked down a diminishing in the burnout levels in the two kinds of mediation programs for the time being and at a half year follow up study. In studies [46];

In one more concentrate by Schaufeli and Salanova, explored shrivel self-viability-based mediation can diminish burnout among three gatherings (interceded, focused, and sound) of college understudies. The outcomes showed a decline in burnout levels in happened and pushed gatherings, while no striking diminishing was seen in the sound gathering through the half year follow-up study. In studies [46];

As we can, there are several kinds of burnout intercessions which fixated on the individual and the association. Individual-level technique is normally intended to lessen the indications of occupation burnout that are now beginning to show up inside the representative, others likewise refers to the habitually utilized individual systems to decrease the adverse consequence of burnout involved: Relaxation strategies, mental conduct methods (CBT), and advancing solid ways of life.

Let's consider what theory of generations can implement despite the obvious challenges that come with generational diversity in the workplace.

There are many ways that companies can benefit from embracing generational diversity in the workplace. Employees from different generations can offer unique perspectives and bring different strengths to the table. Generational diversity can benefit organizations. In studies [9]; Let's about to find out how.

- **Problem-solving:** Because each generation approaches problem solving differently, having a multigenerational workforce can be extremely beneficial in terms of identifying potential new concepts and new ways of addressing day-to-day issues.
- **Understanding different audiences:** Each generation is distinct, which is a valuable asset to your organization. By hiring people from each of these generations, you can gain a better understanding of the various target audiences you're attempting to reach. In studies [9];
- **Learning opportunities:** Workplace generational diversity provides learning opportunities for all employees, not just the younger ones. Employees of different generations can teach each other new approaches to problems and more efficient ways

of doing business. A more technologically savvy employee, for example, may be aware of a more efficient way for a Boomer to approach a manual, time-consuming task at work.

- **Mentoring:** A multigenerational workforce is an ideal setting for mentoring. Many organizations choose to launch a mentoring program to allow employees to educate one another. This not only helps employees learn new skills and information, but it also improves how they collaborate with one another. In studies [9];

As we can, there are 4 main ways that companies can benefit from embracing generational diversity in the workplace such as problem-solving, understanding different audiences, learning opportunities and monitoring.

CHAPTER 2. ANALYSIS OF THE EMOTION PROBLEM IN IT COMPANY ON THE EXAMPLE OF PRIVATE ENTERPRISE «TechExpert»

2.1. Analysis of the current state, features of the organization of work and the management structure of the company

Since 1997 “TechExpert” has been providing wide range of IT services. It is privately held Ukrainian system integrator with professional background of implementation of integrated IT projects ranging from software and hardware supply to complicated consulting projects on automation of IT and business processes as well as delivering of IT solutions, its support and accompaniment. (Figure 2.1)

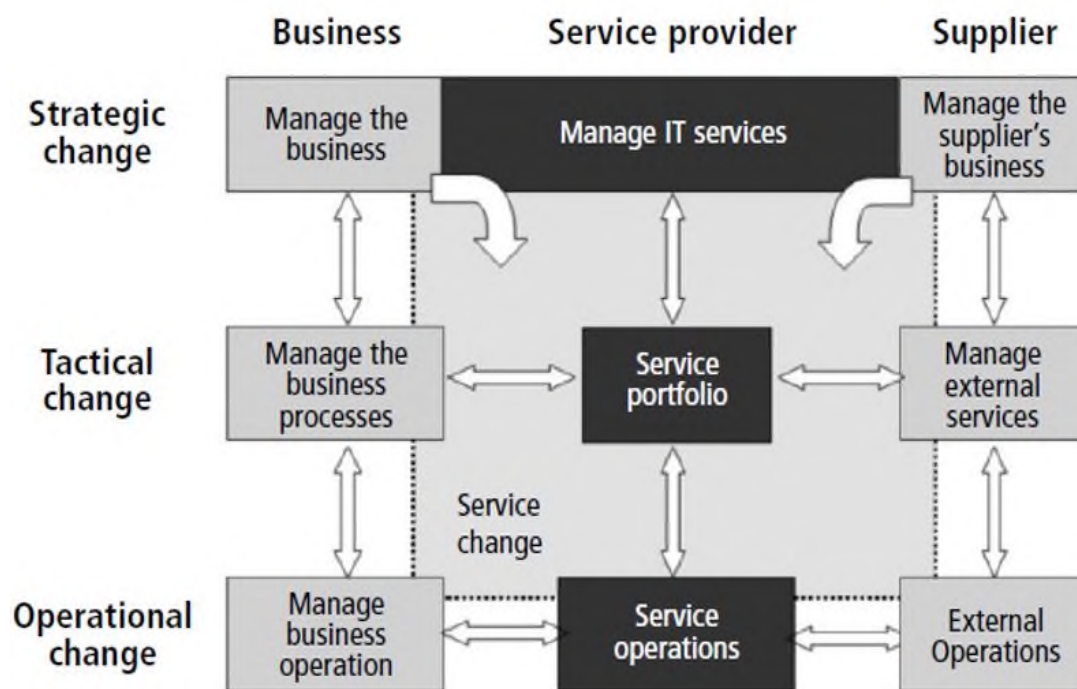


Figure 2.1: Scope of change and release management of service

Source: ITIL Version 3 Chapters [25]

The Techexpert group of companies can be attributed to the 4th level of maturity according to the CMMI model (Capability Maturity Model Integration). Briefly, this definition can be characterized by several factors:

1. A single model of activity has been built in the group, there are relevant regulatory documents.

2. The group has a digital transformation department, which includes qualified business analysts who are exclusively engaged in modeling, analyzing and optimizing the group's business processes.

3. A quantitatively measurable control is carried out using appropriate metrics.

4. To control and analyze business processes in real time, a BPM (business productivity management) system is used, which is part of a CRM (customer relationship management) system operating on the basis of Microsoft Dynamics 365.

5. The control of the activities of the main divisions of the company is carried out on the basis of the implemented system control of key performance indicators KPI (key performance indicator), and the CRM system helps to control and keep records of sales and interactions with customers.

The modern world is fast dynamic, so effective management of business processes is not possible without their automation. The information system of the group of companies operates on the basis of the Microsoft Windows platform. The basic structure containing data and meta-data about all users, their access rights and business systems is the Active Directory database. It is a very important component of the information system, as it is both the basis for productivity for other systems and the basis for ensuring cybersecurity. The introduction of Active Directory and a single corporate domain automates and manages such processes as user management (access rights), computer management, application management.

To implement corporate communication processes in a group, Microsoft Exchange Server applications are used in a hybrid implementation with Microsoft 365 cloud applications and Microsoft Teams. Microsoft Exchange Server, in addition to automating the process of exchanging mail messages, automates the processes of organizing meetings, both within the group and with external customers. Also, the process of individual and general Time Management for the group of companies (calendars of tasks, meetings) is automated.

Also important is the automation of the process of managing the common resources of a group of companies: meeting rooms, classrooms, cars, special equipment. Microsoft

Teams is a modern corporate short message communicator that also helps to automate the processes of holding webinars, conferences, as well as the processes of managing project workgroups with the connection of both employees of the group of companies and external customers. The above systems are used to automate processes in which all, without exception, employees of the group of companies participate.

Microsoft Dynamics 365 occupies a special place in automating the company's business processes. This application is CRM (customer relationship management) and has been used in the company since 2004. In the standard delivery, the application contains three modules: sales management, service provision management and marketing management. Based on these modules, more than 10 processes were automated. Based on the sales management module, the following processes are automated:

- management of long sales
- monitoring the performance of sales managers,
- project management,
- invoicing,
- payment acceptance,
- document flow with invoices with external customers through the Vchasno system,
- management of counterparty signatories.
- Based on the management of the provision of services:
- management of internal appeals of employees (Incident Management, Change Management,
- Service Level Agreement according to ITIL),
- management of requests from external customers (processes of technical support and maintenance of information systems of customers),
- scheduled maintenance management,
- quality control of the services provided (surveys and questionnaires),

- communication management through the personal Cabinet of an external customer,
- management of the presence of employees (tracking of working hours, overtime),
- management of the absence of employees (holidays, sick days, time off),
- recruiting management.
- Management processes are implemented on the basis of marketing management:
 - marketing campaigns,
 - managing mailing list subscriptions,
 - advertising management,
 - managing the process of lead generation,
 - the process of general planning by the tasks of the employees of the marketing department.

Also, automated management of the website of the training center of the group of companies was implemented. Microsoft Dynamics 365 is a central integrating application that communicates with: Microsoft Share Point (document management, corporate portal), BAS (1C - accounting system), Vchasno (external electronic document exchange), Microsoft Exchange Server (mail system), Cabinet (personal external customer account), SendPuls (managing email campaigns and generating leads on the websites of the group of companies), LinkedIn (recruiting and lead generation).

In addition, there is an Authorized Training Center “Networking Technologies” on the base of a company TechExpert, which provides complex services in the area of training and certification of IT-specialists. Ongoing cooperation with the leading hardware and software producers allows creating and implementation of integrated solutions that combine a part of infrastructure with the automation of business processes and regulations and process instructions for their employees (Table 2.1, 2.2)

Automated systems of the company:

1. Financial management system (billing)
2. HR management system
3. Marketing management system
4. Project Management System
5. Sales management subsystem of the Training Center
6. Sales management system
7. Services management system

Automated processes of the company:

1. Billing in CRM
2. Customer care management
3. Integration of CRM and 1C
4. Management of computing resources
5. Management of employee service
6. Management of employee surveys
7. Management of staff absence
8. Marketing management
9. Project Management
10. Resource Management
11. Sales management
12. Site Visit Management
13. Synchronization CRM - Outlook
14. Thematic classifier process
15. Time management

Table 2.1

The automation of business processes

System	Process	Tasks to be performed	Process Managers
HR management system	Time management	Accounting for time in/out of the office, accounting for remote work	Heads of departments/divisions
HR management system	Management of staff absence	Recording vacations, sicknesses, time off	Heads of departments/divisions
HR management system	Management of employee surveys	Surveys and polls	Heads of departments/divisions
HR management system	Management of employee surveys	Surveys and polls	Heads of departments/divisions
HR management system	Management of employee surveys	Surveys and polls	Heads of departments/divisions
HR management system	Management of employee surveys	Management vacations	Heads of departments/divisions
Services management system	Customer care management	Management of incidents, change requests with mandatory recording of time spent with reference to the task, the client and the possibility of billing for services rendered	Heads of departments/divisions
Services management system	Management of employee service	Management of incidents, change requests with mandatory recording of time spent with reference to the task, the client and the possibility of billing for services rendered	Heads of departments/divisions
Services management system	Resource Management	Resource employment planning: planned work to support the functioning of systems, migrations, self-training	Heads of departments/divisions

Continued tab. 2.1

System	Process	Tasks to be performed	Process Managers
Services management system	Customer care management	Management of incidents, change requests with mandatory recording of time spent with reference to the task, the client and the possibility of billing for services rendered	Heads of departments/divisions
Services management system	Customer care management	Interaction with customers through the portal	Heads of departments/divisions
Financial management system (billing)	Billing in CRM	Starting the process in case of an error	DIS service managers
Financial management system (billing)	Billing in CRM	Billing in the Cabinet, Hosting section	DIS service managers
Financial management system (billing)	Billing in CRM	EIDocExch	
Financial management system (billing)	Billing in CRM	SharePoint, CRM	
Financial management system (billing)	Integration of CRM and 1C	Creating invoice	
Sales management system	Management of computing resources	Accounting for the resources used by the company's customers, billing	Head of Cloud Services Department
Sales management system	Sales management	How do I get started with Accounts? Procedure	

Continued tab. 2.1

System	Process	Tasks to be performed	Process Managers
Sales management system	Sales management	How to work with calls. Working with the report "Interaction history" (ACCOUNT SUMMARY)	
Sales management system	Sales management	Creating responses to marketing campaigns. Converting feedback into possible deals.	
Sales management system	Sales management	Working with objects in MS CRM Opportunity and Product	
Sales management system	Sales management	How to create and process possible deals when selling courses	
Sales management system	Synchronization CRM - Outlook	Tracking emails by contacts in CRM	Heads of departments/divisions
Sales management subsystem of the Training Center	Thematic classifier process		
Sales management subsystem of the Training Center	Sales management		
Project Management System	Project Management		
Marketing management system	Site Visit Management		
Marketing management system	Marketing management	Notifications to managers	

Source: Company's data analysis.

Table 2.2

Regulations and process instructions

#	Process	Regulations	Instructions of the manager or his representative
1	Time management	EMPLOYEE TIME MANAGEMENT SYSTEM	
2	Management of staff absence	Managing staff absence	
3	Management of employee surveys		Instruction Questionnaire for employees - for direct supervisorsx
4	Management of employee surveys		Instruction Employee Questionnaire - for HRx
5	Management of employee surveys		Instruction Employee Questionnaire - for employeesx
6	Management of employee surveys		Instructions for coordinating vacation applications_manager
7	Management of employee surveys		Instructions for applying for leave_user
8	Customer care management	Service management ITSM_R_A_2008_v1_0	INCIDENT MANAGEMENT PROCESS AND ROLE INSTRUCTION of the Executor and Senior Working Group
9	Customer care management		Instructions for working with external enquiries in CRM
10	Management of employee service	ITSM_R_U_2008_v12	INCIDENT MANAGEMENT PROCESS WORKING INSTRUCTIONS Users
11	Resource Management	ITSM_IM_DP_2008_v10	IT SERVICES MANAGEMENT SYSTEM, PROCEDURE Incident Management
12	Customer care management		Instructions for the Service section in the Cabinet
13	Customer care management		Registering and logging into Cabinet
14	Billing in CRM		Instructions on how to start billing in CRM

№	Process	Regulations	Instructions of the manager or his representative
15	Billing in CRM		Service Manager Instruction (billing in Cabinet)x
16	Billing in CRM		Instructions on Hosting (Billing) in the Cabinetx
17	Billing in CRM		Development and automation of electronic document management system (EDMS)
18	Billing in CRM		Creating workspaces User manual
19	Integration of CRM and 1C		Instructions for managers to issue invoices in CRMx
20	Management of computing resources		User manual
21	Sales management		Instructions for CRM 2016 usersx
22	Sales management		Instructions for meetingsx
23	Sales management		How to get started with Accountx
24	Sales management		User manual (FollowUp)
25	Sales management		Instructions (feedback)
26	Sales management		Rules of work in MS CRM
27	Sales management		Sales_guide_v1
28	Sales management		Manual_Import listeners from Excel
29	Sales management		Instructions to update the basex
30	Sales management	Sales BPM Instructions for Sales Managers TechExpert CRM 2016	

№	Process	Regulations	Instructions of the manager or his representative
31	Sales management	CRM 2016 Possible Transaction Management Instructions	
32	Synchronization CRM - Outlook		Dynamics 365 Connector Installationx
33	Thematic classifier process		User Manual
34	Sales management		User's Guide_Schedule_v2
35	Sales management		Instructions for accessing the version of the schedule for instructorsx
36	Sales management		Instructor's Guide_v1
37	Sales management	Rules for EC certificates	
38	Sales management	User Instructions (Schedule Distribution)	
39	Sales management		User manual - filling and processing questionnaires in CRM - v.08.04.2020
40	Project Management	SM R CRM - Instruction Working Areas - for managers, project participantsx	
41	Project Management	SM R CRM - Instruction Work Areas - for accountant and lawyerx	
42	Project Management	SM R CRM - Working areas - for managers	
43	Project Management	Instructions for working with the portal and sites on SharePoint	
44	Site Visit Management	Regulations_Site Visit Management Processes (SMPP) - 2017	Instructions for processing visits to the site nt.ua

№	Process	Regulations	Instructions of the manager or his representative
45	Site Visit Management		The Magic of Webview in Examples and Slides v.2.0
46	Marketing management		Questionnaire Editor Instructionsx
47	Marketing management		Instructions for adding a new coursex
48	Marketing management		Instructions for creating and hacking questionnaires in Word
49	Marketing management		Instructions for assigning responsible managers in the CRM
50	Marketing management		Instruction for a quick transfer.
51	Marketing management		Instructions for working with social networksx
52	Marketing management		Mailing instructions (adding pictures to the template)x
53	Marketing management		Instructions for sending e-mail newsletters via mergex
54	Marketing management		The magic of rotators
55	Marketing management		Instruction_Module_Activities2012x
56	Marketing management		Instructions Registration for the course from the sitex
57	Marketing management		Instruction process Birthdays

Source: Company's data analysis.

Thus, the analysis of the documents created at TechExpert revealed 14 regulations and 46 different work instructions for the organization of uninterrupted work of

employees, with a minimum of errors both in the performance of their immediate duties, and for the comfortable work of specialists. This shows the high level of maturity of the company, care for staff and customers. In addition, these documents confirm the fact of implemented processes within the company and the use of modern heterogeneous technical and software environments, which in turn confirms the status of the IT company, focused on digital transformation. (Table 2.3)

Table 2.3

Analysis of the documents

System/Process	Amount of Instructions of the manager or his representative	Aamount of Regulations
Financial management system (billing)	6	
Billing in CRM	5	
Integration of CRM and 1C	1	
HR management system	5	2
Management of employee surveys	5	
Management of staff absence		1
Time management		1
Marketing management system	14	1
Marketing management	12	
Site Visit Management	2	1
Project Management System		4
Project Management		4
Sales management subsystem of the Training Center	5	2
Sales management	4	2
Thematic classifier process	1	
Sales management system	10	2
Management of computing resources		
Sales management	9	2
Synchronization CRM - Outlook	1	
Services management system	6	3
Customer care management	4	1
Management of employee service	1	1
Resource Management	1	1
Total	46	14

Source: Company's data analysis.

As well, Training Center “Networking Technologies“ provides quality training and certification for IT specialists in the following areas: Microsoft, Cisco Systems, Linux/FreeBSD, HP, ITIL/Cobit, Oracle, Asterisk, VMWare,. In addition, the Training Center conducts a number of trainings for IT-managers, Project Managers and Users: ITIL, Project Management Methodology, MS Project, MS Office (unique authorial methodologies).

Several certification centers operate on the base of Training Center, which allows us to conduct the following certifications: -IT-specialists (test center Pearson VUE Select); - Project Managers (together with UPMA); -MS Office user (test center Certiport).

TechExpert possesses a long-term experience of successful realization of complex projects in the area of information technologies, which allow us to provide high-quality service consistent with the best world practices and using the advanced technology.

Its financial benefactor is Shtompel Vyacheslav Mikhailovich, Ukraine., Ukraine, 02140, Kyiv city, Vishnyakivska st., Budynok 13-B, apartment 177.

Benefit type is Direct virtual inflow.

A portion of the statutory capital in a legal entity or a fraction of the right to vote in a legal entity is 100%.

Their portfolio of solutions is designed for small and medium-sized businesses, as well as for large organizations. Thanks to flexibility, accessibility, understanding of customer needs, knowledge of business processes, expansion and improvement of services and solutions, TechExpert will serve as a reliable and stable partner in achieving the company's strategic goals. Regardless of the scale and industry, TechExpert provides the most cost-effective and functional solutions (Table 2.4).

Experienced engineers and continuous training of staff allow them to provide a high level of service in accordance with the best world practices and using the latest advanced technologies.

Ongoing collaboration with leading manufacturers of hardware and software allows to create and implement integrated solutions that combine the infrastructure with business process automation (Table 2.5).

Their partners include Microsoft, HP, Cisco, Check Point, Symantec, Citrix, Veeam, Pearson VUE, GFI, and the list of clients includes leading Ukrainian and foreign companies and government agencies.

Table 2.4

SWOT - analysis

Evaluation parameters	S – strengths	W – weaknesses
Organization	<ul style="list-style-type: none"> - High level of qualification of technical staff - Clear division of functional responsibilities 	<ul style="list-style-type: none"> - Low interest of staff in the development of the company as a whole - Weak interaction between departments and employees
Production	<ul style="list-style-type: none"> - Existence of higher statuses from existing partners - High quality of trainings 	<ul style="list-style-type: none"> - Lack of official Cisco status - A large share of fixed costs
Finance	<ul style="list-style-type: none"> - Profitability - Financial stability 	<ul style="list-style-type: none"> - Lack of additional source of funding
Innovation	<ul style="list-style-type: none"> - High speed of updating training programs - Fast enough payback of new products 	<ul style="list-style-type: none"> -
Marketing	<ul style="list-style-type: none"> - Competitive price level - A wide range of trainings - A wide range of additional services - Positive image of the training center - High level of qualification of service personnel 	<ul style="list-style-type: none"> - Sluggish marketing support - Inefficiency of the method of direct sales as the only means of sale - A small number of cross-sales - Unknown brand in a wide range of consumers

Evaluation parameters	O - opportunities	T – threats
Demand factors	<ul style="list-style-type: none"> - Growth of market capacity 	<ul style="list-style-type: none"> - Low growth of market capacity - Falling demand for training in "pure" form
Factors of competition	<ul style="list-style-type: none"> - Absence (in principle) of substitute goods - A significant share 	<ul style="list-style-type: none"> - - The presence of strong competitors
Economic factors	<ul style="list-style-type: none"> - Increasing the level of income of the population - Increasing the profitability of enterprises 	<ul style="list-style-type: none"> - High inflation - Unpredictable state policy, including tax
Political and legal factors	<ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> - Political instability in the country - Insecurity of the supplier
Scientific and technical factors	<ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> -
Socio-demographic factors	<ul style="list-style-type: none"> - Lack of highly qualified specialists (=> training available) - Improving the social policy of enterprises, including training 	<ul style="list-style-type: none"> - Weak social programs of employers - risks of serious training costs
Socio-cultural factors	<ul style="list-style-type: none"> - Increasing the interest of specialists in consultations / training 	<ul style="list-style-type: none"> -
Natural and environmental factors	<ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> -
International factors	<ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> -

Source: Company's data analysis.

Table 2.5

Matrix of SWOT-analysis

	Opportunities	Threats
Strengths	<p><i>How to take advantage of opportunities</i></p> <p>Maximally "exploit" the achieved level of quality and earned reputation. Hold sales. Actively develop and promote existing areas, remain a leader. Hold sales. Actively develop and promote existing areas, remain a leader.</p>	<p><i>At the expense of what it is possible to reduce threats</i></p> <p>Expand the range of trainings offered not only through the range. But also due to the format: actively promote areas that are closely integrated with training: just technical advice (F2F format) and management advice Also, maximize cross-selling.</p>
Weaknesses	<p><i>That can prevent you from taking advantage of opportunities</i></p> <p>Aggressive competition policy</p>	<p><i>The biggest dangers for the company</i></p> <p>Strong competitors can intercept most of the market due to aggressive policies and high levels of cross-selling</p>

Source: Company's data analysis.

Mission of the company is training and practical implementation of IT solutions from the world's leading vendors.

Strategic goals are:

- Qualitative development and maintenance of existing areas:
- Development of new promising areas "ahead": already recognized

worldwide

- The main expansion is due to modified consulting and training services
- Possible confirmation of the competence at all possible vendors

TechExpert has been operating in the Ukrainian information technology market for over twenty years.

Their long-term strategy is to increase the efficiency of our customers' business by increasing the efficiency of their information systems. They offer a full range of solutions

necessary for the formation and sustainable operation of the corporate environment of the organization.

Considering all of the above, the Techexpert group of companies is a modern company with an implemented and developed process model of functioning. In the group of companies, most business processes are already automated, with the help of an information system, and their improvement and automation continue, since processes are dynamic entities and are constantly changing under the pressure of changing external factors and internal improvement processes. This successful group of companies can be taken as a model, for the level of implementation and automation of management processes.

2.2. Analysis of the financial - economic enterprise for the period

The basic principles and principles of accounting in Ukraine are established by the Law of 16.07.1999 № 996-XIV "On Accounting and Financial Reporting in Ukraine", according to which business entities - legal entities independently choose the forms of organization of accounting at the enterprise. According to Article 8 of the Law of Ukraine "On Accounting and Financial Reporting in Ukraine" issues in the organization of accounting at the enterprise belongs to the competence of its owner (owners) or authorized body (official) in accordance with the law and the constituent documents.

One of the forms of accounting at the enterprise, institution, organization is the creation of an accounting service (structural unit: management, department, sector, etc.) headed by the chief accountant or entering the staff of the enterprise (institution, organization) as an accountant.

Considering the above, the Department of Accounting (according to the National Classifier of Ukraine SC 003: 2010 "Classifier of Professions", approved by Order D of Ukraine of 28.07.2010 N 327) with job titles:

"Chief Accountant" with code 1231 (professional group "Heads of financial, accounting, economic, legal and administrative departments and other managers") - 1 full-time unit.

"Accountant (with a specialist's diploma)" with code 2411.2 (professional group "Auditors and qualified accountants", section "Professionals") -2 full-time units.

The rights and responsibilities of the accounting department are spelled out in the regulations of the personnel department (there are job descriptions for each position, including the accounting department). In particular, the chief accountant is the head of the department and is under the direct authority of the director general.

In general, the accounting department has the following responsibilities:

- According to orders or other administrative documents (in writing on letterheads), the Director General maintains financial, material, production, economic calculations and balance sheets, using tools and computerized computer tools and systems (specialized programs: BAS, CRM, MEdoc, SharePoint ...).
- The main document for the accounting department is the order on the accounting policy of the company, which corresponds to the current norms of the current legislation of Ukraine.
- Accounts for funds, funds, products, goods, materials, registers the costs of production or provision of services.
- Coordinates accounts and units of account, prepares initial and trial versions of balance sheet calculations, makes entries in the accounting registers of production, management, organizational, economic and other costs for planned and current purposes.
- Submits for consideration and approval to the Director General draft records in the settlement documentation.
- Calculates and prepares data and forms of documents for settlements with banks.
- Controls the timely accrual and timely payment to the state budget of mandatory fees and charges
- Vchasno in the terms established by the legislation of Ukraine submits to the supervisory authorities' declarations and reports, which are formed on the basis of data in accordance with the registers of accounting

- Maintains inventory lists, powers of attorney, invoices, lists of liabilities, securities, etc.
- Draws up acts and specifications for material and other services.
- Cooperates with customs, tax, treasury authorities, trade, intermediary organizations and other clients.
- Accrues wages, transfers funds for work performed, conducts other settlements with employees, citizens and legal entities in accordance with applicable regulations in accordance with applicable economic legislation.

The chief accountant performs certain official assignments of his immediate supervisor (general director):

- a. Forms and submits in the prescribed manner reports on the state of the enterprise for the owners of the company within the period prescribed by the Charter of the company.
- b. Generates the necessary reports based on accounting data to forecast the financial condition of the enterprise (for example, to attract additional funds - loans, overdrafts, etc ...)
- c. Generates the necessary reports on net income from actual sales for management analysis.
- d. Participates in the procedure of drawing up contracts (approves the financial part of the contract).

The TEK document flow is the movement of official documents at the enterprise from the moment of their creation or receipt to the completion of execution or sending. Moreover, the documents can be in paper form with wet seals and signatures of the relevant persons entitled to sign, and in electronic form certified by certified (accredited in the State Tax Service) signatures of the heads of contractors.

There are three main streams of documentation at the fuel and energy complex:

- incoming documents received from other organizations (by mail in paper form and

in electronic form through specialized programs ("Vchasno", "M.E.doc", electronic office of the SFS, etc ...);

- source documents sent to other organizations ("Vchasno ", "M.E.doc", electronic office of the SFS, etc ..);
- internal documents created at the enterprise and used by employees of this enterprise in the management process (e-mail, Teams, etc.).

The total number of incoming documents created by the organization for a certain period (month, quarter, year) is the volume of document flow.

The movement of documents from the moment of their creation to the transfer for storage regulates the schedule of documents. There is no unified form of such a schedule. TEK is constantly improving its system in order to gradually move to electronic document management in the future. Develops it considering the peculiarities of its activities.

This provides the optimal number of departments and executors through which each document passes, as well as the minimum period of its stay in the department (for example, negotiating a fuel and energy contract with a counterparty in SharePoint is 24 hours for each of the 5 participants in initiator-lawyer-chief accountant-general director).

When drawing up the document flow schedule it is determined:

- list of documents that the company creates or receives from other companies (institutions, organizations);
- list of responsible persons who are allowed to compile certain documents, their processing, control over the correctness and timeliness of their execution;
- schemes of interaction between departments of the enterprise (performers);
- the procedure for sending each form of document from one executor (or department) to another;
- deadlines for drafting and processing documents, considering the deadlines for submitting information to the final consumer.

All documents on the fuel and energy complex have an automated registration form in the relevant specialized program (BAS, CPM...), where in order to ensure timely and

proper execution of documents monitor the execution of such documents in accordance with internal instructions:

- taking control documents;
- definition of forms and methods of control;
- checking the progress of timely delivery of documents to the executors;
- control over the state of implementation;
- removal of documents from control;
- sending the executed document to the case;
- accounting, generalization and analysis of the results of documents;
- informing the management about the progress and results of the documents.

Report for October-November 2021 Networking Technologies Training Center

During the reporting period, 3,391 users visited the website of the Training Center, which is 56.71% more than in the previous period. The failure rate decreased by a record 92.55%: there were 27.94% of failures, it became 2.08%. (Figure 2.2)

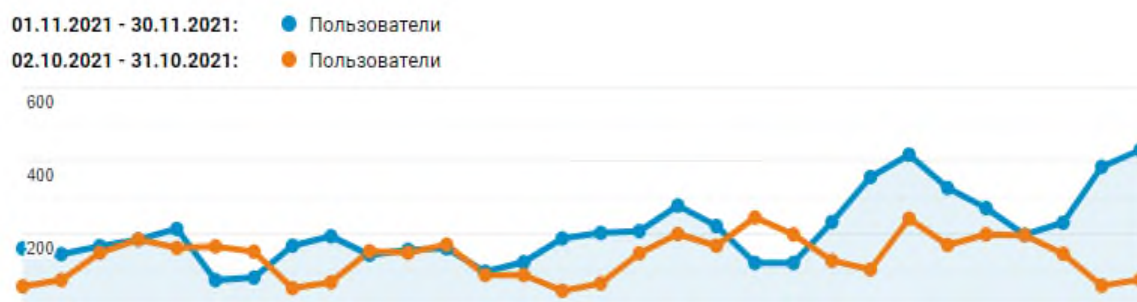


Figure 2.2: Traffic of Networking Technologies Training Center
Source: Company's data analysis.

Organic search traffic (59.65%), paid traffic (389.02%) and social media traffic (208.24%) grew the most. (Figure 2.3)

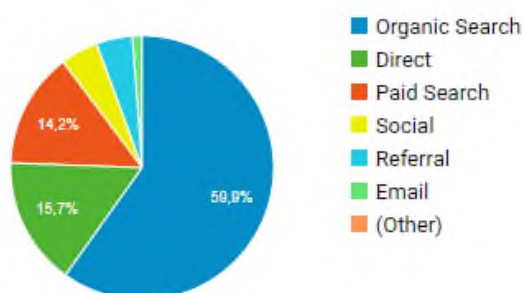


Figure 2.3: Traffic channels of Networking Technologies Training Center

Source: Company's data analysis.

During the reporting period, the site's position on keywords has significantly improved in Google's organic search (Figure 2.4, 2.5)

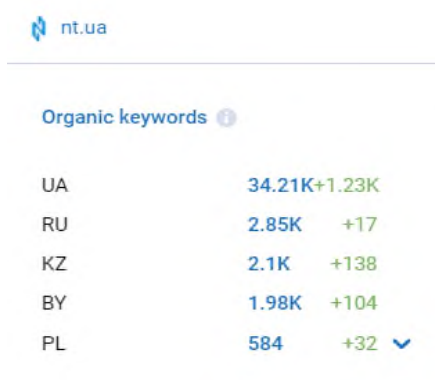


Figure 2.4: Organic keywords of Networking Technologies Training Center

Source: Company's data analysis.

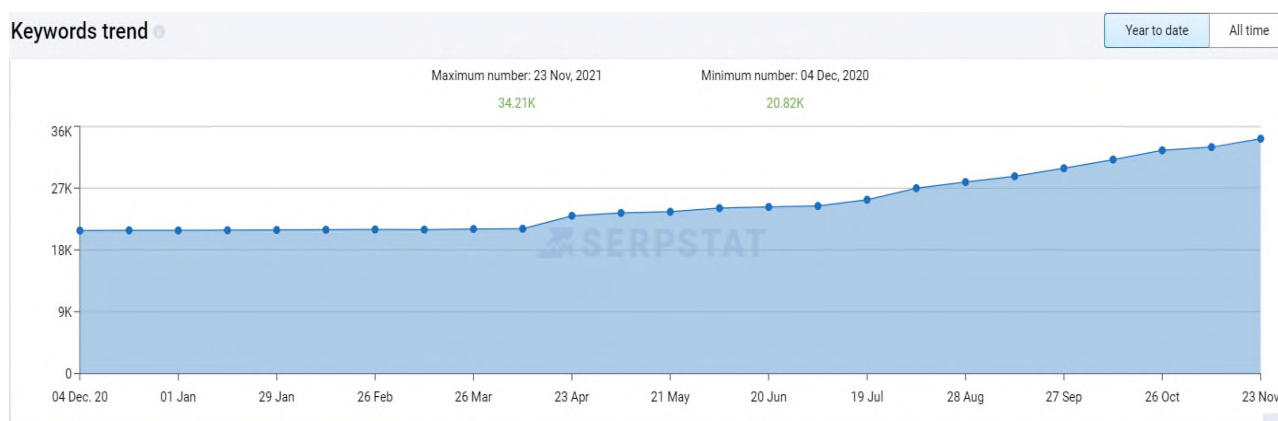


Figure 2.5: Search engine rankings Networking Technologies Training Center

Source: Company's data analysis.

There is an increase in the visibility of the site in search engines (Visibility trend). The total number of keywords by which the site is ranked in search also continues to grow (Figure2.6)

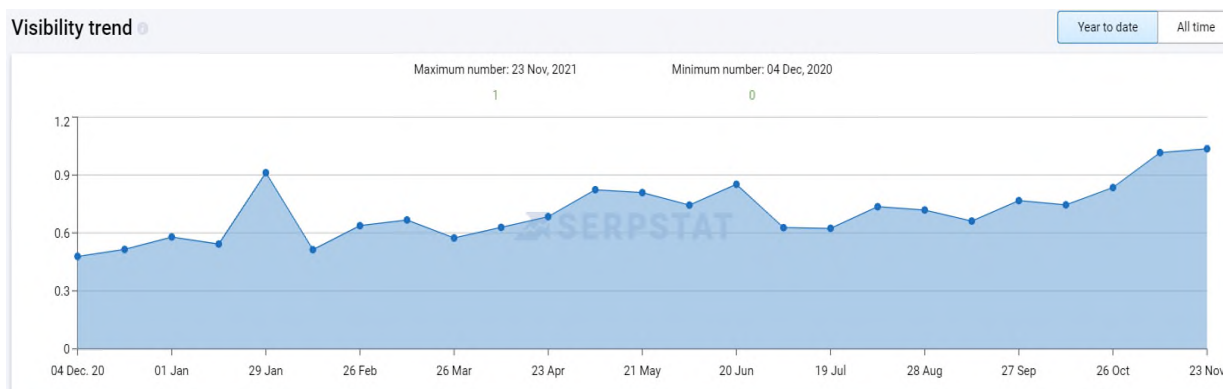


Figure 2.6: Visibility trend of Networking Technologies Training Center

Source: Company's data analysis.

Conversions

So far, Google Analytics has recorded 14 leads since November, but the tracking setup was not done immediately, in reality, only live chats made 88 calls, not counting the completion of the request form on the site.

TechExpert

During the reporting period, 4,948 users visited the TechExpert website, which is 10.18% more than in the previous period. The average duration of the session increased by 7.30%. (Figure 2.7)

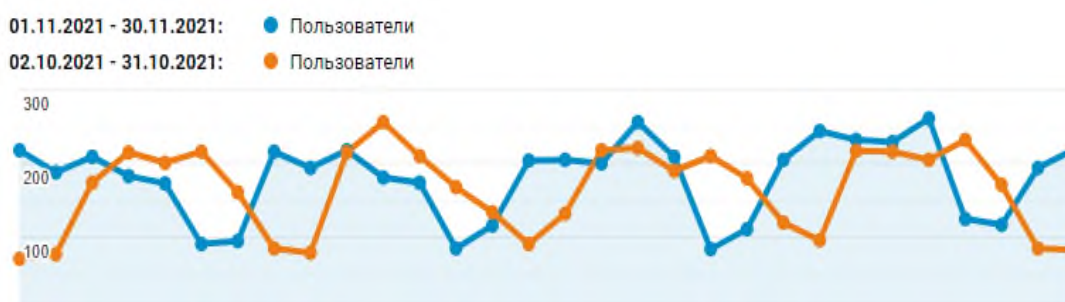


Figure 2.7: Traffic of TechExpert

Source: Company's data analysis.

Organic search traffic (17.17%), social traffic (96.49%) and mail client traffic (133.33%) grew the most. (Figure 2.8)

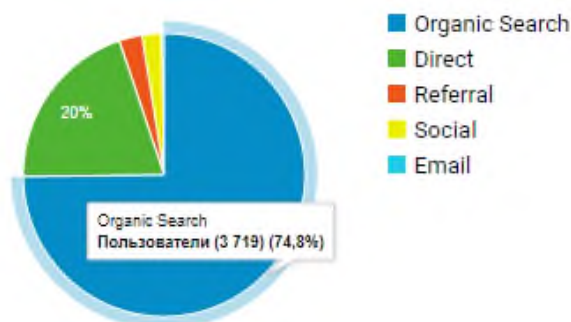


Figure 2.8: Traffic channels of TechExpert

Source: Company's data analysis.

Cloud technologies "onbiz.biz"

During the reporting period, the Onbiz website received users, which is 2.22% less than in the previous period. At the same time, organic traffic increased by 28.76% (Figure 2.9, 2.10)

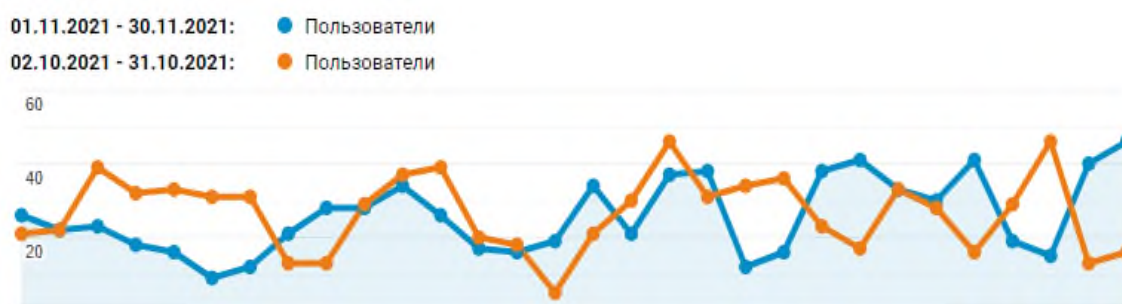


Figure 2.9: Traffic of "onbiz.biz"

Source: Company's data analysis.

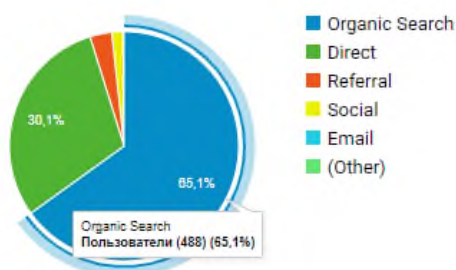


Figure 2.10: Traffic channels of "onbiz.biz"

Source: Company's data analysis.

As we can see, the accounting department has different responsibilities, as well the chief accountant performs certain official assignments. All documents on the fuel and

energy complex have an automated registration form in the relevant specialized program (BAS, CPM...), where in order to ensure timely and proper execution of documents monitor the execution of such documents in accordance with internal instructions. From report October-November 2021, we can see for most of Techexpert group companies has increased number of visitors and traffic.

2.3. Analysis of the work of personnel management and psychological support services on the example of private enterprise «TechExpert»

The process of staffing the company and the activities of the personnel management service aimed at the adaptation of employees, as well as their further methodological support of the successive stages that make up the personnel strategy aimed at increasing the market value of the company with the help of personnel management tools.

When it comes to assessing the effectiveness of the personnel management service, the problem of choosing relevant indicators developed considering the specific situation in each specific business, since each company has a unique personnel management system.

Although there are no “mandatory” key performance indicators of the HR service, the following indicators of the performance of the HR service are most often used:

- Speed and number of closed vacancies;
- Compliance with the terms of the selection of candidates;
- Compliance of new employees with the selection criteria and the quality of their work;
- Staff turnover;
- Talking about the indicator of workers.

In a moderate form, staff rotation is normal: old workers replace pensioners. Updating the team improves the work of the organization, stimulates the introduction and implementation of new ideas.

However, uncontrolled turnover in a short time is dangerous - it can deprive a

business of personnel, and a simple one can bring a loss. The departure of rare specialists especially affects the work of the company - it takes a long time to find a replacement.

In recent years, much attention has been paid to the adoption of numerous personnel decisions in the field of human resource management in various organizations. The development and adoption of such decisions is closely related to information processing processes. The more effective the use of personnel information, the more objective decisions will be made by managers on a variety of personnel problems.

Ensuring the timeliness, exchange, storage, volume and accuracy of input, transformation and delivery of information is the operational task of informatization.

The strategic objective is to support the competitiveness of the company by increasing the efficiency of activities, which is based on the preservation and growth of knowledge, core competencies of the company and professional competencies of personnel, on ensuring effective organizational communications, on increasing the productivity of individual and collective labor.

As a result of the introduction of modern information technologies for personnel management, the enterprise acquires such important organizational, economic and social effects as:

1. Reduction of decision-making time at all levels of enterprise management;
2. Improving the quality of personnel decisions;
3. The efficiency of preparation of reports for government bodies in accordance with legislative and regulatory requirements;
4. Reducing the cost of personnel management;
5. Increasing the productivity of personnel;
6. Optimal use of the professional qualities of a particular employee of the enterprise;
7. Personal accounting of pension savings of employees of the enterprise;
8. Maintaining a complete individual labor history of the personnel of the enterprise;
9. Preparation of a management reserve and promotion of the most promising employees of the enterprise.

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

- A. Internet technologies (software, email, websites, instant messaging programs);
- B. Technical hardware (all physical parts of a computer, telephone communication, etc.);
- C. Specialized software (individual authorization programs, information and legal systems, ERP-systems).

Information technologies play an important role in improving company management. Thanks to these technologies, tasks in personnel management at the enterprise are solved:

- Formation of special instructions and schedules for personnel;
- Registration of personal data of the company's employees;
- Search for new personnel and their movement;
- Use of labor resources, their planning and accounting;
- Remuneration of labor, payment of various benefits, control over payments made;
- Control of reporting amounts;
- Organization of a management system with documents;
- Pension and tax accounting.

Software plays an important role in protecting confidential information that is involved in the management of enterprise personnel.

HR software:

- BAS
- 1C
- CRM HURMA
- CRM Bitrix24

The personnel department of "Techexpert" includes the head of the personnel department in a single person, which, due to the small number of the company's personnel, is quite enough to perform the assigned functions.

The service is both a means and a tool for implementing the organization's personnel policy. Techexpert carefully formulates its personnel policy, covering all areas of work with personnel within the organization, and is strictly enforced.

There are not only formulated on paper, but also actively "working" rules, management procedures in all important areas of work with personnel (on the policy of hiring and promoting employees in the company, as well as on issues of payment, incentives, etc.). Adherence to a unified personnel policy allows the company not only to avoid many labor conflicts and save significant funds, but also, most importantly, to achieve higher returns from personnel.

The main directions of personnel policy:

1. Development of unified principles of strategic management and personnel development in the industry;
2. Research and implementation of new methods and systems of training and retraining of personnel;
3. Accounting of personnel work at all levels of strategic planning of the organization;
4. Conducting a coordinated uniform tariff policy and wages;
5. Development and application of economic incentives and social guarantees;
6. Working with representatives of trade unions in the preparation of tariff agreements;
7. Conducting scientific research and development of normative methodological materials for personnel management.

The HR department of Techexpert performs the following functions:

1. Recruitment;
2. Organization of vocational training;
3. Selection of personnel of different levels, considering the changes taking place with employees (marital status, office movements with a change in functions, etc.);
4. Dismissal from work;
5. Registration of promotion;
6. Social issues.

Contacts with external organizations (labor inspectorate, legal authorities and the legal profession, parent organizations, industry trade unions, educational institutions, local authorities).

Selection and placement of personnel is one of the most important functions of the management cycle performed by the management staff of the organization. The selection of personnel is accompanied by their placement in accordance with business qualities. The effectiveness of the organization's work largely depends on the quality of the selection and placement of personnel.

Optimization of the area of personnel recruitment can significantly reduce the cost of this work, make recruitment timely, effective, reliable, economical, simple and convenient.

It should be emphasized that the requirements for the personnel of "Techexpert" are standard and end-to-end, regardless of where the search and selection is made.

When recruiting personnel, the following personnel search methods are used:

1. Using external sources of information, placing ads in the media and the Internet.
2. Selection of specialists among graduates or students of various specialized courses or specialized educational institutions.

According to "Techexpert", internal sources for hiring make up only 17% of the total.

Work on the selection, study and selection of personnel occurs with mini-initiative, energetic personnel aged 30-40 years, which indicates sufficient provision of the highest quality labor resources (i.e., there are already skills, experience, qualifications, etc.)

As well, we can see that "Techexpert" has different generations of employees. (Table 2.6)

Table 2.6

List Of "Techexpert" Employees, By Generation

Full Name	Job Title	Year of birth	Generation
Employee 12	Junior .NET Developer	1996	Z

Employee 16	System Analyst	1996	Z
Employee 33	2nd Line Support Engineer	1996	Z
Employee 1	Junior network engineer	1999	Z
Employee 9	Engineer 1st Line	2000	Z
Employee 5	Sales Manager	2001	Z

Continued tab. 2.6

Full Name	Job Title	Year of birth	Generation
Shtompel Oleksandr	Service Manager	2001	Z
Employee 2	Service manager	2002	Z
Employee 44	Junior engineer	2002	Z
		Z quantity	9
Employee 36	Human Resources Manager	1982	Y
Employee 35	Personnel inspector	1983	Y
Employee 14	Legal Counsel	1985	Y
Employee 8	IT Solutions Sales Manager	1985	Y
Employee 20	Deputy technical manager	1986	Y
Employee 27	PHP programmer	1986	Y
Employee 23	Test Center Administrator	1988	Y
Employee 19	Infrastructure Department Business Development Manager	1991	Y
Employee 28	Associate Technology Engineer	1991	Y
Employee 17	Training Center Manager	1992	Y
Employee 34	Sales Manager	1992	Y
Employee 41	Digital Transformation Analyst	1992	Y
Employee 11	Cyber Security Engineer	1993	Y
Employee 21	IT recruiter	1993	Y
Employee 26	Junior 1st Line Engineer	1993	Y

Employee 30	Sales Manager	1993	Y
Employee 38	Technology Manager/Architect of Network Solutions Technology Department	1993	Y
Employee 4	Project Manager	1993	Y
Employee 7	System Analyst	1993	Y

Continued tab. 2.6

Full Name	Job Title	Year of birth	Generation
Employee 24	Business Development Manager of Automation Department Business Development Manager	1994	Y
Employee 43	Manager	1994	Y
Employee 25	.NET programmer	1995	Y
Employee 31	Training Center Systems Administrator	1995	Y
		Y quantity	23
Employee 15	Consulting Engineer	1969	X
Employee 32	Manager of administrative activities	1970	X
Employee 39	CEO	1970	X
Employee 42	Director of the training center	1970	X
Employee 6	Accountant	1975	X
Employee 29	Deputy Director of the TC	1976	X
Employee 45	Director of Infrastructure Solutions	1977	X
Employee 46	System Analyst	1977	X
Employee 18	SharePoint Developer	1979	X
Employee 3	Chief Accountant	1979	X
Employee 40	Head of technical support and maintenance of the Infrastructure Solutions Department	1979	X
Employee 10	Commercial Director	1980	X
		X quantity	12
Employee 22	Deputy General Director for General Affairs	1947	BB
Employee 13	Accountant	1962	BB
		BB quantity	2
		Total number	46

Source: Company's data analysis.

As we can see, the process of staffing the company and the activities of the personnel management service aimed at the adaptation of employees, as well as their further methodological support of the successive stages that make up the personnel strategy aimed at increasing the market value of the company with the help of personnel management tools. Techexpert carefully formulates its personnel policy, covering all areas of work with personnel within the organization, and is strictly enforced.

CHAPTER 3. EMOTIONAL STATE, THE INTRODUCTION OF
PROGRAMMS FOR TESTING THE PSYCHOLOGICAL STATE AT THE
ENTERPRISE. PERIODICALLY CONDUCTING TRAININGS

3.1. Proposal to improve the work of the HR department of private enterprise

«TechExpert» using IT tools, monitoring the emotional state of company
employees

An important element of achieving a healthy workplace is the development of governmental legislation, strategies and policies as highlighted by the European Union Compass work in this area. A healthy workplace can be described as one where workers and managers actively contribute to the working environment by promoting and protecting the health, safety and well-being of all employees.

Three-pronged approach:

- Protect mental health by reducing work–related risk factors.
- Promote mental health by developing the positive aspects of work and the strengths of employees.
- Address mental health problems regardless of cause.

Building on this, a guide from the World Economic Forum highlights steps organizations can take to create a healthy workplace, including:

- Awareness of the workplace environment and how it can be adapted to promote better mental health for different employees.
- Learning from the motivations of organizational leaders and employees who have taken action.
- Not reinventing wheels by being aware of what other companies who have taken action have done.
- Understanding the opportunities and needs of individual employees, in helping to develop better policies for workplace mental health.
- Awareness of sources of support and where people can find help.

- Interventions and good practices that protect and promote mental health in the workplace include:

- Implementation and enforcement of health and safety policies and practices, including identification of distress, harmful use of psychoactive substances and illness and providing resources to manage them;
- Informing staff that support is available;
- Involving employees in decision-making, conveying a feeling of control and participation; organizational practices that support a healthy work-life balance;
- Programs for career development of employees; and
- Recognizing and rewarding the contribution of employees.

Emotional well-being mediations ought to be conveyed as a component of an incorporated wellbeing and prosperity methodology that covers counteraction, early distinguishing proof, backing and restoration. Word related wellbeing administrations or experts might uphold associations in carrying out these mediations where they are accessible, however in any event, when they are not, various changes can be made that might safeguard and advance psychological well-being.

Key to progress is including partners and staff at all levels while giving security, advancement and backing mediations and while checking their viability.

As well with that can help different digital tools such as:

1. Wearables and digital biomarker apps can be used to collect physiological data via a range of different methods. For example, a representative can utilize their cell phone to self-report their mind-set or record their voice as a way to check their close to home state, or utilize their savvy to follow their pulse, skin temperature, and electrodermal action to evaluate their prosperity. Inventive types of information assortment like these can be incorporated into more extensive contributions; for example, in the event that a worker reports tenacious low state of mind, a computerized arrangement might recommend they go home for the days or direct them toward customized training or treatment. Such mediations can be made without the revelation of a singular's very own subtleties; the business

sees just anonymized total information. As this information is more exact than those accumulated by traditional overviews, managers can utilize them to recognize and address trouble spots in the work environment, and to give representatives objective proportions of their prosperity at an individual, group, or association wide level.

2. Analytic tools are often deployed in conjunction with remote data collection using the output from wearables and digital biomarkers. They can caution individual representatives when they ought to think about finding opportunity to re-energize, for example, or advise pioneers when groups appear to be encountering elevated degrees of stress. On a more extensive scale, bosses could work with arrangements suppliers to gauge prosperity across their labor force and utilize complex expectation calculations to connect these discoveries to efficiency. At a singular level, managers could utilize examination answers for assist with recognizing workers in danger and, with their understanding, allude them to inner or outer help administrations.

As well, I'd like to recommend method of mentoring because of different generations that mentioned and showed before in Chapter 2, Part 2.3. So, what is mentoring? Mentoring is the assignment of one experienced employee to serve as a mentor to a new colleague in order to identify hidden talents and the most effective training methods for this employee's gradual professional and personal growth. In studies [49];

In general, Western companies of the level of the Planck Institute distinguish 4 stages of mentoring:

- When a student is assigned to a mentor, the mentor assigns mandatory tasks to further develop their relationship.
- The cultivation phase, when a trusting relationship between the mentor and the student is established and the mentor begins to gently guide the student's efforts so that they can begin working together on a project. Also, by the end of this period, the

mentor has gained more trust in the student and has completely delegated project management functions to him.

- The separation phase, when the student's increased skill level reduces the amount of time that the mentor must devote to him.
- The reformation phase, when the mentoring goals are met and the relationship either develops into a friendship or a professional relationship. In studies [49];

The mentor should engage in the following activities during the mentoring process:

- Advisory (listen; inspire; identify problems and assess their complexity)
- Mentoring (to help in the development of specific knowledge and skills)
- Coaching (explain the details of complex topics)
- Sponsorship (finding a suitable desired position or social circle for a protégé's professional growth)
- Ideas for improvement (select areas of personal growth that are most useful for a career)
- Companionship (development of informal, supportive relationships for the student)

In studies [49];

The following positive outcomes are obtained as a result of mentoring:

- Hidden talents are revealed
- Improved team productivity
- Increased staff loyalty to the company
- Increasing self-confidence of students
- Personal development of both student and mentor
- Improving the mentor's efficiency as an organizer
- Self-actualization of both sides
- The development of students into future mentors. In studies [49];

The company's mentoring culture ensures the transfer of valuable business knowledge and skills from more experienced employees to newcomers, increases their level of motivation and feedback, and develops employees' leadership qualities. At the

same time, because everyone is different, growth rates vary, and mentoring is a long-term effort to develop a team. As a result, good results for the whole team in a short time.

3.2. Place a psychologist at the company as a way to deal with emotional transfers to company employees

Business Psychologists apply mental standards to impact working environment conduct. A Business Psychologist plans to assist associations and their workers with accomplishing top execution and occupation fulfillment. They work in both counseling administrations and as in-house representatives.

Business Psychologists dissect individuals at all levels of a business. They work with organization to assess corporate culture, people and groups to assist with establishing a sound and useful workplace. They center around HR, statistical surveying, and deals issues in the workplace to distinguish regions for development and track down ways of improving it.

Business Psychologists concentrate on the personalities of workers in a business climate. They investigate the mental elements that impact and influence representatives and organizations. To recognize regions for development, a Business Psychologist will assess an organization's targets, corporate methodologies, representatives, and the general workplace. They make work appraisals and assist organizations with choosing possibility for business who share comparable missions and objectives.

Business Psychologists additionally help organizations in creating and preparing representatives. They might zero in on positions of authority or preparing positions. These jobs reinforce the organization by building an administration establishment that comprehends and inspires representatives, assisting staff with embracing the organization's main goal. A Business Psychologist investigates information assortment strategies and logical methods. They use center gatherings, interviews, contextual analyses, and polls to recognize the best corporate practices.

They can expect to work at any of the following tasks:

- Assist with personnel selection
- Design positive work environments
- Establish employee training and motivation
- Perform employee appraisals and evaluations
- Improve employee morale
- Provide employee counseling
- Institute employee health and well-being initiatives
- Provide leadership development
- Improve organizational structure
- Increase business efficiency
- Enhance work safety and study the workplace environment
- Maintain employee records

As we can see, business psychologists are responsible for a wide range of tasks within their organization. Emotional intelligence and dedication are important characteristics in this career choice due to their influential role in employee management.

Business psychology assists them in understanding consumer behavior, developing motivating messaging, and developing compelling marketing campaigns to convert customers. It also teaches them how to improve employee performance through motivational coaching techniques.

3.3. Computer programs that help testing the emotional state of employees as a tool to improve the work of HR.

There are some computer programs that help testing the emotional state of employees:

1. Unmind, as the name implies, focuses on mental well-being. It caters to the mental well-being of each and every employee, not just the ones under duress, to help them avoid scenarios that lead to stress, work-life imbalance, and other

issues that could dampen their morale. It focuses on three significant areas of well-being—psychological, social, and physical to provide holistic solutions to all mental health problems (Figure 3.1).

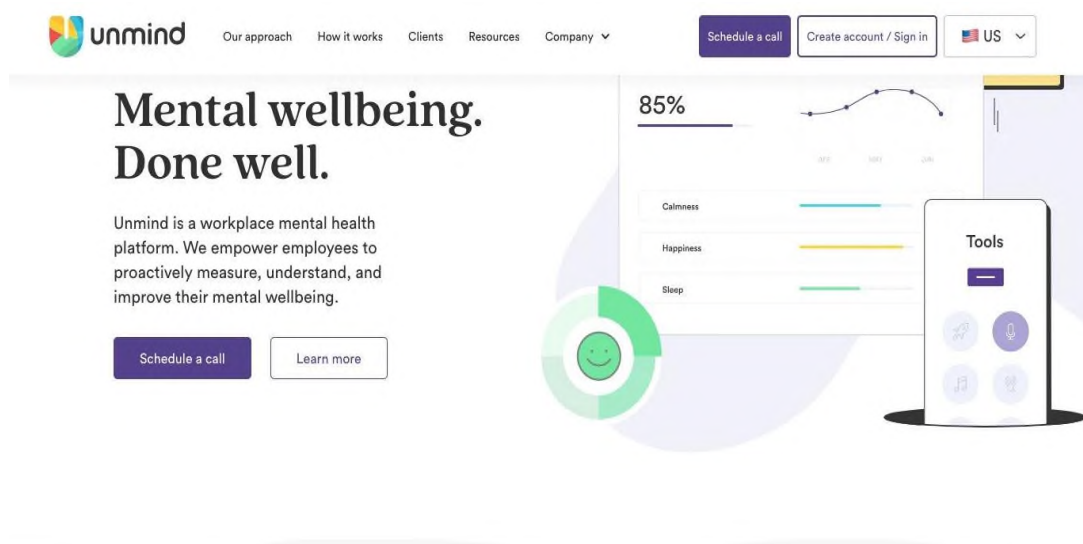


Figure 3.1: Unmind

Source: Unmind.com [37]

2. Woliba offers wellness solutions under five main categories—Activity Challenges, Behavior Challenges, Fitness, Nutrition Recipes, and Wellness Education. These services focus on strengthening team connections, boosting morale, connecting workers across the globe, keeping the motivation levels up, promoting physical fitness and healthy eating, and increasing awareness about mental health and well-being (Figure 3.2).

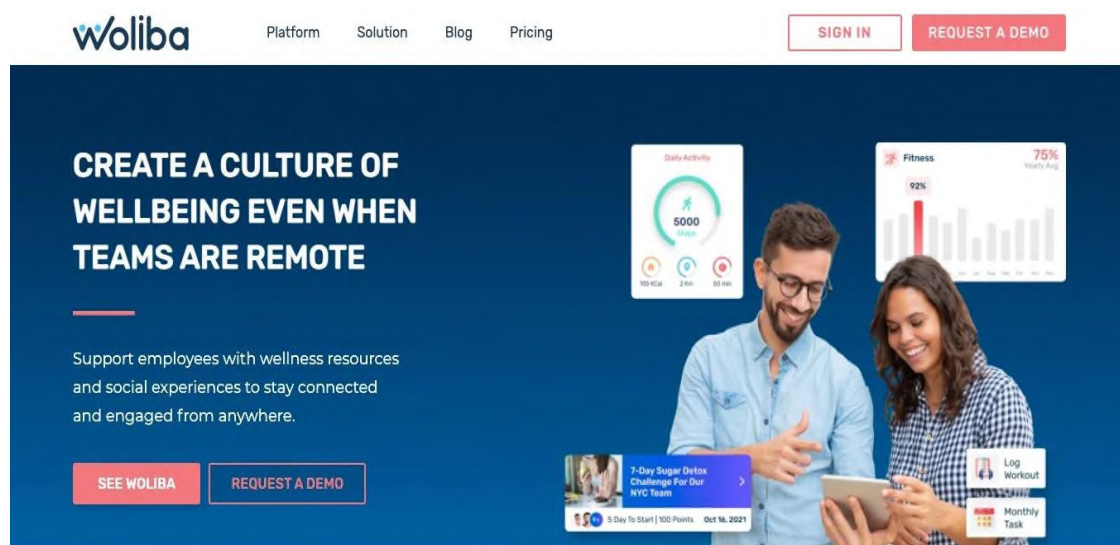


Figure 3.2: Woliba
Source: Woliba.io [38]

3. Limeade works exclusively with Employers to offer services that maximize employee engagement, boost their well-being, avoid burnout, and provide company culture betterment programs to improve turnover. Working with Limeade is an excellent way to increase the confidence and self-esteem of your employees.

It collects employee data by way of quizzes, surveys, and polls. Scientific methods are used to analyze the gathered data and provide insights that influence workplace policies and procedures and drive employee benefits where they matter the most (Figure 3.3).

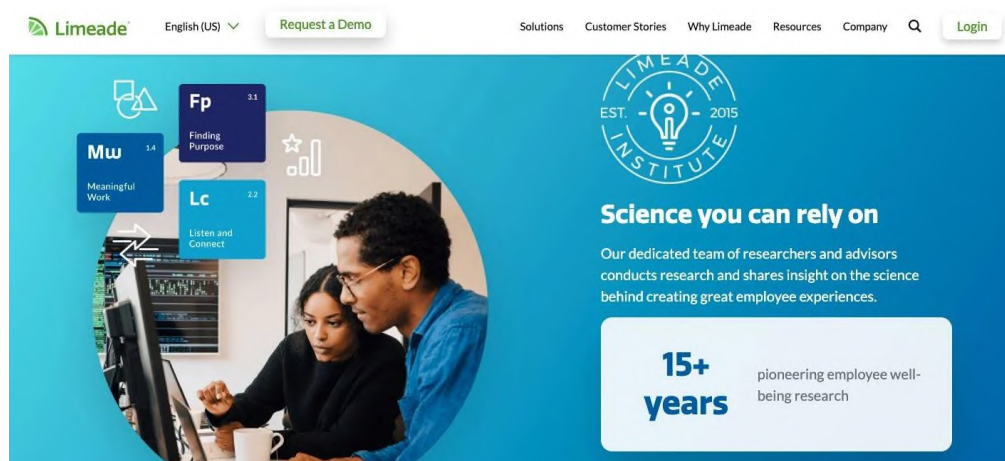


Figure 3.3: Limeade

Source: Limeade.com [35]

As we can see, there are several computer programs that help testing the emotional state of employees as a tool to improve the work of HR such as Unmind, Woliba and Limeade. Each of them has individual successful methods to help with the emotional state of employees. Unmind focuses on mental well-being. Woliba focuses on strengthening team connections, boosting morale, connecting workers across the globe. Limeade focuses way to increase the confidence and self-esteem of your employees.

CONCLUSIONS AND SUGGESTIONS

In studies «12 Pros and Cons of Emotional Intelligence» by Brandon Gaille, August 2015, which I researched as well, we can say that emotions assume an immense part in IT company and in the outcome of your business. Feelings significantly affect cooperation, consumer loyalty, chief worker connections, and representative maintenance. Also, the mind's personal state influences navigation, arranging and arranging, and innovative reasoning.

Today, information is the primary currency, and society frequently separates emotions from words. After all, how many times can a blog be taken out of context because it is interpreted incorrectly? This skill is not taken seriously because many people lack basic skills in this area. Misinterpretation of someone's status updates is clear proof of this.

Although everyone can develop emotional intelligence skills, this is a time investment that can be quite extensive and personal. People may not wish to look at their fears and habits or other personalized negative emotions. If one isn't willing to look inward, then there isn't a chance to adapt to emotions that are outward.

In studies «Why Emotions are important for Business, October 2019», which I researched that it most likely shocks no one that clients report a higher fulfillment rate when a staff part truly appears to grasp their concern.

Yet, more than client care, this is likewise no different for partners cooperating as when individuals feel that others comprehend them, they work better together and make a more drawn out enduring and more grounded group.

It is significant in IT business for directors and pioneers to foster a more serious level of close to home granularity in their own lives, as this would provide them a superior control over circumstances and their workers. It is essential to get to the core of somebody's personal state, as this tries not to offer some unacceptable arrangement.

The benefits and drawbacks of emotional awareness demonstrate that it can be extremely beneficial to develop. It also demonstrates that some potentially dangerous situations can arise when people use their emotional intelligence solely for their own

benefit. Understanding the core emotions of those around us allows us to make better decisions, so emotional intelligence will always be important as long as the negatives are properly balanced.

However, the task of any business is to increase its value and make a profit. And the only way to reduce the potential large impact of the emotional state of employees on the performance of any company is to automate its processes or the so-called digital transformation.

Because of this, the problem of “work burnout” appeared due to the fact that a person has to process very large amounts of information and this is often not creative work, but more routine. But it is routine operations that form profits for companies. But a person is poorly adapted for this, the majority of people have imaginative thinking and related reactions. Few people manage to work in a truly creative field.

The way out of this situation is the introduction of a process approach and the automation of all possible processes. Automation is an opportunity to save a person from the need to “keep” any data in his head, the possibility of forgetting something or making a mistake. A properly implemented business process automation system relieves the greatest emotional stress in work, as it eliminates possible stresses. The automation system allows to perform a large number of routine operations in a short time and free up time for creativity, self-improvement and development.

Also, there were completed several aims and tasks of my research such as:

1. Study of this work was based on the publications of leading business schools and investment and consulting companies Harvard Business School, Harvard Business Review, The Plank Center, Pew Research Center and t.e.
2. Analyzed the problem of emotional burnout in the IT industry and proposed methods of managing the emotional state and ways to solve the problem of emotional burnout
3. Analyzed the current state, features of private enterprise «Techexpert» and its management structure and there were carried out analysis of the financial - economic enterprise for the period as well as analysis of the work of personnel

management and psychological support services on the example of private enterprise «TechExpert»

4. Carried out methods of improving of the work of the HR department of private enterprise «TechExpert» using IT tools, monitoring the emotional state of company employees as well as proposed a place of a psychologist at the company as a way to deal with emotional transfers to company employees and some computer programs that help testing the emotional state of employees as a tool to improve the work of HR.

As well, through my research of article «Теория поколений от X до Z (и почему это важно) » by Елена Леонова, May 2019, I'd like to recommend to consider the peculiarities of each generation and build work considering this peculiarity, since every generation has a different approach to solving problems, having employees from multiple generations can be very helpful when it comes to identifying opportunities for innovation and new ways to solve everyday problems. You can not only create a comfortable workplace for everyone if you understand the characteristics of each generation, but you can also benefit from it. When generations collaborate effectively, they can lead a company to extraordinary results.

Next conclusion that need to be added: There are no bad employees - there are bad management practices. When employees go bad, it's easy to see the problems: angry customers, sloppy recordkeeping, and subpar products. The consequences of poor management are more difficult to quantify. Employees may put up with a bad boss in order to keep their jobs. Poor management has a negative impact on everything from productivity to employee retention. It is critical to address the issues before the staff quits in frustration.

Simple but strong conclusion and recommendation that can be allocated as well - be ready for quick and frequent changes. In business environment, it allows employees to learn new skills, explore new opportunities, and express their creativity in ways that benefit the organization by generating new ideas and increasing commitment.

As well, through my research, I can recommend to create the necessary settings, goals in the company. Why is it important? They can provide a clear focus, motivate employees, and set goals for company to achieve. Setting goals can also provide you with a set of criteria to determine whether your business is succeeding.

At last, emotions can be different, generations can be different, but since these people are gathered in one company and must work as a well-coordinated mechanism, only a well-thought-out company management policy based on described and automated business processes in combination with modern software and hardware will help direct emotions in the right direction for the benefit of the company.

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