

ANALYSIS OF THE DEVELOPMENT OF THE CONSTRUCTION INDUSTRY AS A PREREQUISITE FOR REALIZING ITS EXPORT POTENTIAL

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Abstract. The purpose of the article is to substantiate key changes in the personnel management system in the IT sector under the influence of modern trends in the international market, as well as to determine the essential principles and stages of making management decisions in the field of personnel management. The object of the study is the personnel management system in IT enterprises. Based on the analysis of the literature, it was established that the study of digital models of personnel management in the conditions of Industry 5.0, sustainable development and transformational leadership paradigm is a promising direction for the development of science. Therefore, the results of the article have theoretical significance for deepening scientific approaches to human resource management in the conditions of globalization, as well as practical significance for HR specialists, line managers and owners of IT enterprises focused on sustainable growth. The article substantiates the importance of strategic personnel management in the IT sector, taking into account the influence of key trends in the international market. It is determined that the IT industry, as a globalized field of activity, requires flexible, digital and human-centric approaches to HR management. It is proven that an effective personnel management system in this industry is not only a condition for stable activity, but also a factor in the formation of competitive advantages. It is established that the digitalization of HR processes, global competition for specialists, the development of remote work formats and an orientation towards the mental well-being of employees significantly change the requirements for the personnel policy of enterprises. Four essential principles of the personnel management system in the IT sector are characterized: human-centrism, adaptability, digitalization of HR processes and an orientation towards talent development. The influence of four global trends is substantiated, in particular, competition for talent, hybrid work, People Analytics and an emphasis on emotional well-being. Seven sequential stages of making management decisions regarding personnel are proposed, covering the analytical, project and control contours of the HR system.

Keywords: human resources management, IT sector, international trends, digital HR solutions, hybrid work, decision-making stages, HR strategy.

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Introduction. In the modern world, where digitalization covers all spheres of human activity, the IT sector occupies a leading place in the global economy. It is not only a generator of technological progress, but also a space for the formation of new models of work, communications, leadership and management. That is why personnel management in this area is of particular importance, since the competitiveness, adaptability and stability of the enterprise depend on the efficiency of the work of IT specialists. At the center of all processes is a person - a carrier of knowledge, skills and creative potential. That is why the topic of research into the impact of international trends on the personnel management system in the IT sector is extremely important, relevant and timely.

The structure of the article includes: analysis of recent research and publications; formulation of the goal and objectives of the study; presentation of the main material and formation of conclusions based on the results of the study.

Literature review. The issues of strategic HR management in the context of international market transformation are studied in numerous works, covering both general principles of HR management and the specifics of the IT sector [1-15]. Šarupičiūtė and Stankevičienė (2014) note that modern HR management requires a flexible structure of the HR department in both the public and private sectors, which is relevant for IT companies operating in a hybrid mode. Chlivickas, Papšienė and Papšys (2010) emphasize the importance of a strategic vision of the HR function, where HR management is a component of the implementation of the organization's mission [1-2]. Krasivsky (2023) prove that in the context of digitalization, it is advisable to implement digital HR management models that integrate a security component - relevant for the IT sector, where data is a key asset. For their part, Ali et al. (2021) substantiate that the concept of green HRM contributes not only to the environmental, but also to the social sustainable development of enterprises, which requires a review of motivational policies in IT companies [3-4]. Zhovnirchuk (2023) characterize models of personnel development planning in order to ensure sustainable development, emphasizing the formation of competence potential. Todoshchuk et al. (2023) point out the need to model personnel management information systems in the context of the transition to Industry 5.0, which emphasizes the relevance of digital HR solutions. Uturytė-Vrubliauskienė and Merkevičius (2010) analyze the features of motivation in virtual organizations, which is the foundation for building remote teams in IT [5-7]. Bani Hani (2022) notes that the quality of information in personnel management is a critical factor in supply systems, which confirms the need for People Analytics. Finally, Saragih (2020) demonstrates the link between quality management practices, supply chains, and enterprise performance, which implies the need for an integrated approach to human resource management in conjunction with other business functions [8-9].

The purpose of the article: The purpose of the article is to substantiate key changes in the personnel management system in the IT sector under the influence of modern trends in the international market, as well as to determine the essential principles and stages of making management decisions in the field of personnel management. The object of the study is the personnel management system in IT enterprises.

Results. Information technologies have long ceased to be a local market - it is a global space where projects are implemented by transnational teams, and competition for talent takes place not at the level of cities or countries, but within the entire planet. In this context, not only technologies are changing, but also approaches to personnel management. Traditional HR models that have formed in the production or administrative spheres no longer correspond to the dynamics, flexibility and complexity of the IT environment. Therefore, there is a need to form new, adaptive management strategies that are based on best international practices and take into account the realities of the globalized market (Table 1).

Table 1

Key essential principles of the personnel management system in the IT sector

Essential principles	Characteristics
Human-centricity as a strategic approach	Human resource management in the IT sector is based on the principle of human-centricity, where the employee is recognized not only as a resource, but as a key value and the main driving force of the business. This involves taking into account the personal needs, values, motivational attitudes, professional ambitions and individual work style of each specialist. Companies that form HR strategies taking these aspects into account achieve higher productivity, reduce staff turnover and form a sustainable corporate culture
Adaptability of management in a dynamic environment	The IT market is extremely volatile, so an effective HR management system must be flexible and adaptive. This is manifested in the ability to quickly change hiring strategies, motivation systems, leadership approaches and communication tools in accordance with new challenges (technological, economic or social). Successful HR practices in the IT sector are not static - they are constantly updated and revised in accordance with market changes
Introduction of digital technologies into HR processes	One of the defining principles is the deep digitalization of HR processes: from automated recruiting to predictive analytics of staff turnover. Systems based on artificial intelligence, HRM platforms, analytical panels and HR service bots ensure the efficiency and accuracy of management decisions. This significantly expands the capabilities of the HR function and ensures efficiency even on a global scale
Focus on talent development and internal mobility	In the IT sector, knowledge and skills depreciate very quickly, so the HR management system should be focused on continuous training, upskilling and reskilling. Investing in employee development, building individual career paths, and creating conditions for internal mobility allow us to retain qualified specialists within the company, ensuring its stability and innovation

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One of the key challenges that determines the relevance of the topic is the global shortage of IT specialists. According to international analytical agencies, the demand for qualified employees significantly exceeds the supply, which leads to a "battle for talent". This forces companies to review their policies on motivating, attracting and retaining personnel. The role of corporate culture, employer brand, flexible work schedules, remote work, career development and emotional well-being of the employee is growing. All this requires a rethinking of management strategies and a deep understanding of the international context - what trends dominate the global market, what models have shown their effectiveness and what challenges require innovative solutions.

Personnel management in the IT sector is no longer limited to administrative regulation or personnel administration - it is a holistic strategic function that involves interaction with team leaders, flexible change management, talent development and the formation of a culture of continuous learning. The development of soft skills among IT team leaders, such as emotional intelligence, adaptability, communication and creativity, is gaining particular importance. Global trends indicate that these qualities contribute to effective management in a multicultural environment, where employees work from different time zones, mentalities and language environments. Special attention should be paid to the transformation of work formats under the influence of international events and technological changes. The COVID-19 pandemic has accelerated the transition to remote work, which in turn has posed new challenges for HR management: how to maintain team cohesion, how to manage productivity in distributed work, how to build trust without physical presence? Modern HR management must be flexible, technologically supported, and psychologically sensitive to changes in employee behavior and motivation. In international experience, practices of a "human-centric" approach that focus on well-being, emotional security, and meaning of work for each employee are becoming increasingly widespread. At the same time, digitalization has encompassed not only IT products, but also HR processes themselves. The use of digital platforms for recruiting, automated candidate selection, performance analytics, and knowledge management systems is becoming the global norm. The impact of international technological trends, such as the use of artificial intelligence in personnel management, systems for predicting staff turnover or real-time feedback tools, is gradually shaping a new management culture. This requires both institutional adaptation and a rethinking of the role of the HR specialist: from administrator to analyst, strategist and coach. In addition, it should be emphasized that in the conditions of global competition it is important not only to hire a specialist, but also to retain him. The labor market in the IT sector is becoming an "employee market", where the choice of the employer is made not only by the level of wages, but also by such criteria as internal culture, social responsibility of the enterprise, flexibility in work, opportunities for training and growth. It is the international market that sets these high standards, to which local enterprises seeking to integrate into the global space must also adapt (table 2).

Table 2

Key international market trends affecting the HR system in the IT sector

Trends	Summary	Content
Global competition for IT talent	Globally, IT specialists have become the most scarce professional group. Companies are competing for access to qualified employees, regardless of their geography, offering attractive conditions, flexible schedules, remote work and bonuses	The reputation of the enterprise in the international market, as well as its ability to create an attractive corporate culture and offer professional challenges, comes to the fore. Local enterprises that ignore these trends risk losing valuable employees to global players

<p>Development of hybrid and remote work formats</p>	<p>The massive transition to remote work caused by the COVID-19 pandemic has become an impetus for the long-term consolidation of hybrid work models. IT workers expect flexibility, autonomy and the ability to choose their own working environment</p>	<p>HR managers are facing new challenges: how to ensure employee engagement, team interaction, support mental health and productivity in distributed teams. Accordingly, the system of HR management decisions is changing: the role of digital analytics, flexible KPIs and online communications is growing</p>
<p>The growing role of digital HR solutions and People Analytics</p>	<p>International practice proves that the implementation of People Analytics - systems for collecting and analyzing personnel data - is becoming an integral part of modern HR</p>	<p>Thanks to digital solutions based on big data and artificial intelligence, companies are moving to management decisions that are based not on assumptions, but on accurate metrics and behavioral patterns</p>
<p>Focus on sustainability, diversity and emotional well-being of staff</p>	<p>Global trends show that employees increasingly value companies that adhere to the principles of social responsibility, inclusion and care for mental health. In the IT sector, this is reflected in the implementation of diversity policies, psychological support, work-life balance and career coaching</p>	<p>International companies are actively implementing programs to develop emotional maturity in teams, regular feedback, transparency in communication, and non-discriminatory practices</p>

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In our opinion, HR management in the IT sector in the context of the influence of international trends is extremely important also in scientific terms. It opens up prospects for interdisciplinary research at the intersection of management, sociology, information technology and work psychology. At the same time, the practical value lies in the possibility of transforming traditional approaches to hiring, developing and retaining personnel in accordance with global requirements, which is critically important in the realities of high staff turnover, innovative competition and digital transformation of business (Figure 1).

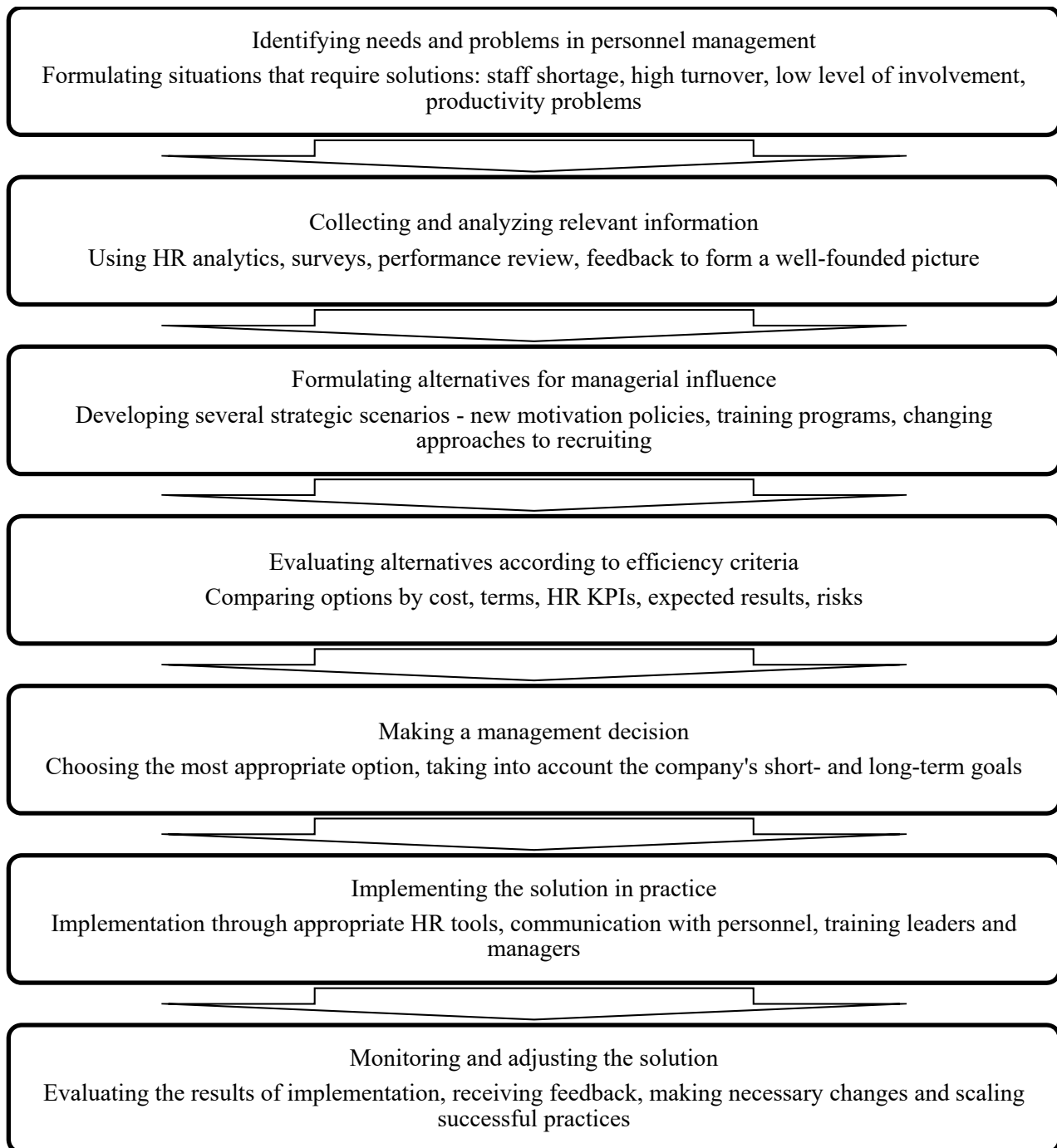


Figure 1. Stages of making and implementing management decisions regarding personnel in the IT sector

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Over the past decade, digitalization has fundamentally changed approaches to human resource management, especially in such dynamic industries as the IT sector. IT companies were the first environments in which digital technologies not only supported operational processes, but also transformed strategic approaches to working with human capital. In this regard, it can be argued that digitalization did not simply automate individual HR processes, but essentially rethought the paradigm of personnel management, making it dynamic, analytically oriented, personalized and integrated with other business functions. One of the most striking manifestations of digital influence was the introduction of HRM platforms (Human Resource Management Systems), which allow for comprehensive management of

hiring, adaptation, training, assessment, motivation and development of employees. In the traditional system, these processes operated separately, often manually, which led to inconsistency of decisions and loss of time. Digital platforms have integrated these functions into a single system that allows you to collect, store and analyze personnel data in real time. For example, SAP SuccessFactors, BambooHR or Zoho People platforms are actively used by IT companies for centralized personnel management. Another important impact of digitalization has been the use of People Analytics - an analytical approach to personnel management based on the processing of large amounts of data (Big Data). This approach allows you to identify hidden patterns in employee behavior, predict the risks of dismissal, identify problems in team interaction and even build individual development trajectories of specialists. In the IT sector, where efficiency directly depends on the productivity of intellectual work, People Analytics becomes a tool for making strategic decisions regarding team formation, productivity management and increasing engagement. Digital technologies have also revolutionized the recruitment process. If earlier the search for employees was limited to posting vacancies and interviewing candidates manually, today automated algorithms are coming to the fore, scanning resumes, conducting pre-selection based on specified criteria, analyzing the behavioral characteristics of candidates, and also predicting their adaptability to the corporate culture. Platforms with elements of artificial intelligence (for example, HireVue, Pymetrics) are even able to conduct video interviews using emotional analysis. For the IT sphere, this means speeding up the hiring process, reducing costs, and increasing the accuracy of selection.

Digitalization has also changed approaches to employee professional development. Online learning, microlearning, gamified platforms, and virtual training have become the standard in the development system for IT professionals. Thanks to data on gaps in knowledge and skills, HR analytics allows you to form personalized learning trajectories. Systems such as Coursera for Business, LinkedIn Learning, and Udemy Business integrate with HRM environments, record results, and provide the HR department with the opportunity to assess the return on investment in personnel development. The impact of digitalization on the organization of work deserves special attention. After the COVID-19 pandemic, remote and hybrid work has become the norm. Thanks to digital tools — from task trackers (Jira, Asana), project management systems (Trello, Monday.com), to video communication platforms (Zoom, MS Teams) — companies have been able not only to maintain operational activities, but also to take personnel management to a new level. In such a system, HR management faces additional challenges — managing trust, mental health, creating a sense of engagement in distributed teams — which are addressed through digital feedback collection tools, wellbeing platforms, and social intranets.

Conclusions. Therefore, it can be argued that studying the impact of international market trends on HR management in the IT sector is not only relevant, but also necessary for the development of an effective, stable and innovative HR management model. Such an approach will not only increase the efficiency of teams, but also strengthen the positions of enterprises in the global market, ensure adaptability to new challenges and form a culture of high productivity in conditions of constant change.

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