

Esg-oriented hr tools as a factor in strengthening the business reputation and organizational resilience of it companies

Denis Stak

*First-level higher education applicant,
education program «Management»,
«KROK» University, Kyiv, Ukraine,
e-mail: ShtakDS@krok.edu.ua*

Olena Naumova

*Ph.D. in Economics, Assistant Professor of
International Business Department,
«KROK» University, Kyiv, Ukraine,
e-mail: olenan@krok.edu.ua,
ORCID: 0000-0002-1237-833X*

Mariia Naumova

*Ph.D. in Economics, Assistant of
Economic Cybernetics Department,
Taras Shevchenko National University of Kyiv,
Kyiv, Ukraine,
e-mail: mariianaumova@knu.ua,
ORCID: 0000-0002-3670-0231*

The contemporary IT market is characterized by high turbulence and intensified talent competition. Under these conditions, conventional monetary incentives are gradually losing their effectiveness. Stakeholders increasingly assess IT companies not only by their technology stack, but also by the level of corporate responsibility and the maturity of managerial practices, which makes ESG (Environmental, Social, Governance) a key indicator of a reliable business partner.

The implementation of socially oriented ESG-related HR tools directly affects the formation of the Employer Value Proposition (EVP). For Generations Y and Z, which constitute the core of the IT community, their value orientations and social impact primarily determine an employer's reputation. The practices of leading Ukrainian IT companies such as SoftServe and Genesis demonstrate a correlation between high ESG performance and low staff turnover rates, which strengthens their position as reliable employers in the market.

Organizational resilience in IT companies largely depends on the psychological and emotional stability of employees. In crisis conditions – such as pandemics, war, and economic instability – HR tools serve as a protective mechanism, helping to preserve human capital and maintain team productivity. This is consistent with the conclusions of Daouk-Öyry, Afiouni, Ghazzawi, and Alhaffar (2025), who emphasize that “HRM plays a critical role in adopting relationality strategies and practices in extreme contexts... focused on enhancing employee wellbeing and bolstering psychological capital. Through such relational investment strategies, HRM played a critical role in averting additional losses of their employees as their most valuable assets at a time when the organization was under extreme threat of losing these resources”. Thus, investments in employee wellbeing and psychological capital

become not merely a social initiative but an instrument of survival and a means of strengthening organizational resilience.

An important component is also the Governance dimension, which is often underestimated in the HR sphere. It includes the existence of a Code of Ethics, personal data protection policies (compliance with GDPR), transparent mechanisms for career development, and a fair remuneration system. These elements build stakeholder trust and directly affect the company's business reputation.

The integration of HR tools into the strategic ESG framework is no longer optional; it has become a necessary condition for the sustainable development of IT businesses. The combination of social responsibility, employee care, and transparent governance mechanisms generates a dual effect: externally, it reinforces the reputation of a responsible business, and internally, it enhances organizational resilience. As a result, the HR function is transformed from a service role into a strategic one, influencing the company's capitalization and its long-term competitiveness.

Keywords: ESG practices; HR tools; business reputation; company resilience.

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