



Turība University



# MANAGING IT PROFESSIONALS. CASE OF LATVIA.

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## Goal:

to describe the motivation structure of IT professionals in Latvia from two points of view: from the point of view of IT specialists themselves and from the point of view of HR managers working on attracting and managing IT specialists.

# ICT SECTOR IN FIGURES



**6500+**

Number of ICT companies



**600+ m€**

ICT labour costs



**39.9 k**

Employed in ICT



**270 m€**

ICT sector profit



**4.1%**

of GDP



**7%**

of all taxes paid by ICT sector



**3,6+ b€**

ICT turnover



**LIKTA**

LATVIAN INFORMATION  
AND COMMUNICATIONS TECHNOLOGY  
ASSOCIATION

Source: CSB, 2017; SRS, 2017-2018

**1 b€**

ICT product exports

**625 m€**

ICT service exports

**47% vs 53%**

ICT exports vs domestic turnover

**TOP 3**

exporter among all sectors

**LIKTA**

**Topicality:** Significance of IT industry and IT employees in modern business environment and economy in general.

- ✓ the number of employees in IT sector in Latvia for the last 10 years has increased by 58% (Central Statistical Bureau, 2020)
- ✓ The share of IT sector in Latvia's GDP has increased to 4.1% (Central Statistical Bureau)
- ✓ 98% of Latvian companies use a computer and Internet in their work and two thirds of companies have their own page on the Internet (Central Statistical Bureau, 2020)
- ✓ High demand for IT employees

# Theoretical Framework

- ✓ Classic theories of motivation and their modern application (Boezeman, Ellemers, 2014, de Gieter & Hofmans, 2015, Burnham, 2008).
- ✓ Human Resource management and its significance (Dominguez, 2018, Graa, Abdelhak, 2016, Zaborova, Markova, 2018, Vetrakova et al. al. 2014, Parijat & Bagga, 2014)
- ✓ Labor productivity studies (Kohls, G. et al., 2013, Aydin, Tiryaki, 2018, Valle, Perrewe, 2016, Sung at. el., 2015)

# Methodology



- Qualitative methodology: series of semi-structured interviews
- Interviews with IT professionals: 30 interviews: 25 men and 5 women, 10 people aged from 20 to 30, 10 people aged from 30 to 40 and 10 people over 40;
- Expert interviews: 12 interviews: middle and senior managers, HR specialists connected with management of IT professionals.

# Results. IT professionals' point of view.

- ✓ Professional achievements: challenges, complexity of tasks, clearly set goals.
- ✓ Opportunity for professional growth: training, the opportunity to get new knowledge, skills; participation in conferences; compensate time spent by employees on self-training.
- ✓ Loyalty: professional goals need to match the goals or mission of the management of the organization.
- ✓ Material motivators: adequate salary; cancellation of bonuses, threats of dismissal do not work.



# Results. Managers ' point of view.



- ✓ Demand is high and there is a competition for good workers;
- ✓ Freelancers can sometimes earn more than specialists working in staff;
- ✓ It's necessary to create certain conditions comfortable for these employees;
- ✓ Good interpersonal relationships in the company, psychological comfort;
- ✓ Hard to motivate only with material motivators;
- ✓ Generational aspect is significant

# Conclusion



- ✓ IT professionals have needs for achievements and needs for belonging dominate over others;
- ✓ Managers should constantly challenge them by offering complex projects that require from employees skills they do not have;
- ✓ Managers should create comfortable conditions, minimize control, focus on what IT employees do, not how they do it;
- ✓ Managers should provide opportunities (formal and informal) for studying and knowledge exchange.



Thank you for your attention!