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College of Business Administration



Management and Marketing

Identifying and Demystifying the Impact of Technology on Human Resource Management: A Qualitative Approach

**Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of
Master in Business Administration**

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Thesis Discussion Committee Decision

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The Discussion Committee met on 24-Jun-24 In MS Team & S1B281. Upon discussing the student whose details are stated above in public, the discussion committee recommends the following:

The student is awarded a grade Choose an item. in the thesis subject.

☐ Without making any changes to the thesis.

X ☒ After making the modifications attached with this decision.

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Thesis Mark Distribution

The intellectual content of this thesis is the product of work and that all the assistance received in preparing this thesis and sources have been acknowledged. This work is an original in content.

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The total mark of the THESIS has been distributed as follows

Item	Mark
Thesis Report	63
Thesis Viva	27
Total	90

PART ONE: Thesis Report

Student has been assessed for their **thesis report** on the basis of following items

Item	Mark
a. Abstract	5
Demonstration of a concise summary conveying the key items of the thesis.	
b. Introduction	9
Demonstration of a good explanation for the problem being considered in the thesis.	
c. Literature Review	9
Demonstration of an appropriate review for the relevant literature with the recent trends.	
d. Methods and Procedures	14
Demonstration of a good description for the data used.	
Demonstration of understanding for the methods and procedures implemented.	
e. Results, Discussion, Conclusion and Recommendations	14
Demonstration of an appropriate of the thesis results.	
Demonstration of the reasonable discussion for the results and their implications.	
Demonstration of summarizing thesis findings and extracting possible recommendations.	
f. References	4
Demonstration of a complete and unified-style for citation and referencing.	
g. Format and Specifications	4
Demonstration of well-structured report by adopting the university pre-determined format and specifications for thesis writing.	
h. Clarity and Grammar	4
Demonstration of clarity in writing with a correct grammar.	
Total	63

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Student has been assessed for their **thesis viva** on the basis of following items:

Item	Mark
i. Background	4
Demonstration of having a good background about the thesis.	
j. Methodology	5
Demonstration of understanding for the details and reasoning of the implemented methodology.	
k. Result Summary	5
Summarization of the results appropriately.	
l. Result Implications	4
Interoperation for the implications of the results.	
m. Potential Improvements	4
Demonstration of awareness about potential improvements of the results.	
n. Examination Panel Questions	5
Ability to answer the questions raised by the examination panel.	
Total	27

Examination Panel	Name	Signature	Date
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Thesis Assessment Criteria

Above 80%	• Pass without corrections • Pass with minor corrections (✓) • Pass with major corrections, requires resubmission but no further oral examination • Pass with major corrections, requires resubmission and a second oral examination • Pass subject to doing further research, resubmission and a further oral examination
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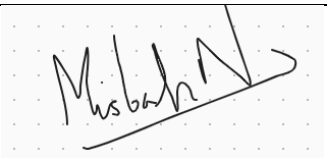
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Abstract

The purpose of the study: The main purpose of this study is to identify the impact of technology on HRM (Human Resource Management) processes such as attracting candidates online, e- selection of candidates, virtual training and performance management of employees such as appraisal systems, retention of employees through compensation systems and employee self-service systems (ESS).

Methodology: The research employs a qualitative approach where HR employees are interviewed to understand the impact of technology on HR processes with an insight of existing literature review.

Research Findings: HR managers affirm that online platforms expand the talent pool and attract diverse candidates. While acknowledging the potential for bias reduction through e-selection of candidates, they stressed the value of face-to-face meetings for final selections. HR professionals also see the advantages of eLearning for its accessibility and cost-effectiveness. HR managers see performance evaluations as crucial for growth, inclusion, and recognizing accomplishments, but acknowledge challenges with bias and overemphasis. Compensation systems go beyond salary to include opportunities for growth, diverse benefits all while ensuring transparency. Employee self-service systems (ESS) empower employees, offer 24/7 access, and promote transparency.

Research limitation: The research is limited in terms of the number of participants interviewed in this research as a bigger sample size would include more perceptions based on diverse experiences. The study is also limited to it being studied in Bahrain and a wider experience from the region could have presented a varied insight and observation to this research.

Practical implications: This research highlights the potential of various HR technologies. To assess their effectiveness in an organization, a pilot program can be implemented focusing on a specific technology (e.g., e-learning platform). Then, organizations can evaluate its impact on employee engagement, learning outcomes, and HR efficiency in order to confidently integrate technology solutions that best suit their needs.

Originality & value: This study connects literature with real world use of HR technology, in Bahrain. By combining the views of HR managers with a review of existing literature it presents a roadmap centered on the region for developing a diverse and competent workforce through strategic technology implementation.

Recommendation: While this research offers valuable recommendations for building a diverse workforce through technology in Bahrain, it lacks a concrete implementation plan. Further research is necessary to explore and confirm the specific factors influencing the adoption of these technologies within the Bahraini context.

Keywords: Human Resource Management, HRM, Technology, Qualitative research.

الملخص

الهدف من الدراسة: الغرض الرئيسي من هذه الدراسة هو تحديد تأثير التكنولوجيا على عمليات إدارة الموارد البشرية (إدارة الموارد البشرية) مثل جذب المرشحين عبر الإنترنت، واختيار المرشحين، والتدريب الافتراضي وإدارة الأداء للموظفين مثل أنظمة التقييم، والاحتفاظ بالموظفين من خلال أنظمة التعويض ونظم الخدمة الذاتية للموظفين (ESS).

المنهجية: يستخدم البحث نهجاً نوعياً حيث تتم مقابلة موظفي الموارد البشرية لفهم تأثير التكنولوجيا على عمليات الموارد البشرية مع رؤية ثاقبة لمراجعة المؤلفات الحالية.

نتائج البحث: يؤكد مدراء الموارد البشرية أن المنصات عبر الإنترنت توسع مجموعة المواهب وتجذب مرشحين متنوعين. وبينما أقرّوا بإمكانية الحد من التحيز من خلال الاختيار الإلكتروني للمرشحين، شددوا على قيمة الاجتماعات المباشرة للاختيارات النهائية. ويرى المتخصصون في مجال الموارد البشرية أيضاً مزايا التعلم الإلكتروني من حيث إمكانية الوصول إليه وفعاليته من حيث التكلفة. يرى مديرو الموارد البشرية أن تقييمات الأداء ضرورية للنمو والإدماج والاعتراف بالإنجازات، لكنهم يعترفون بالتحديات بالتحيز والتأكيد المفرط. تتجاوز أنظمة التعويض الراتب لتشمل فرص النمو والمزايا المتنوعة مع ضمان الشفافية. تعمل أنظمة الخدمة الذاتية للموظفين (ESS) على تمكين الموظفين، وتوفير الوصول 7/24، وتعزيز الشفافية.

قيود البحث: البحث محدود من حيث عدد المشاركين الذين تمت مقابلتهم في هذا البحث حيث أن حجم العينة الأكبر سيشمل المزيد من التصورات بناءً على تجارب متنوعة. تقتصر الدراسة أيضاً على دراستها في البحرين، وكان من الممكن أن تقدم تجربة أوسع من المنطقة رؤية وملاحظة متنوعة لهذا البحث.

الآثار العملية: يسلط هذا البحث الضوء على إمكانيات تقنيات الموارد البشرية المختلفة. ولتقييم فعاليتها في منظمة ما، يمكن تنفيذ برنامج تجريبي يركز على تكنولوجيا محددة (مثل منصة التعلم الإلكتروني). بعد ذلك، يمكن للمؤسسات تقييم تأثيرها على مشاركة الموظفين، ونتائج التعلم، وكفاءة الموارد البشرية من أجل دمج الحلول التكنولوجية التي تناسب احتياجاتهم بشكل أفضل بثقة.

الأصالة والقيمة: تربط هذه الدراسة الأدبية للرسالة باستخدام العالم الحقيقي لتكنولوجيا الموارد البشرية في البحرين. من خلال الجمع بين آراء مديري الموارد البشرية واستعراض الأدبيات الحالية، فإنه يقدم خارطة طريق تركز على المنطقة لتطوير قوة عاملة متنوعة وكفؤة من خلال التنفيذ الاستراتيجي للتكنولوجيا.

التوصية: في حين أن هذا البحث يقدم توصيات قيمة لبناء قوة عاملة متنوعة من خلال التكنولوجيا في البحرين، فإنه يفتقر إلى خطة تنفيذ ملموسة. ومن الضروري إجراء مزيد من البحوث لاستكشاف وتأكيد العوامل المحددة التي تؤثر على اعتماد هذه التكنولوجيات في السياق البحريني.

الكلمات الرئيسية: إدارة الموارد البشرية، إدارة الموارد البشرية، التكنولوجيا، البحث النوعي.

Dedication

I would dedicate this research to my family, without whom this piece work would not have been possible. Special thanks to my family members for giving me the support needed in order to work for this research and their endless support that helped me keep a balance between work, research and my personal life.

Acknowledgement

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I would extend special thanks towards my supervisor, Assistant professor Dr. Zafrul Allam who helped me throughout the research and his deep understanding on the subject matter helped me to navigate the research procedures with ease.

Finally, I would like to thank my family without whose support this research would not have been possible.

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CHAPTER ONE: INTRODUCTION

INTRODUCTION

This shift towards HRM towards drafting e-recruitment, eLearning and retaining strategies have brought about massive amendments through technology- substituting age-old, conventional recruiting approaches and navigating towards employing online channels for attraction, assessment and selecting suitable candidates, managing performance and retaining employees through the use of compensation and employee self-service systems (Stone et al, 2015). Embracing such methods benefits the company such as efficiency hikes, cost reductions, drawing a bigger selection space of prospective employees (Sharma & Rathore, 2022). On the flip side, emphasis must be required on perceived challenges such as administration of biases prevalent within AI-assisted screening aids or towards conservation of data confidentiality (Al alawi et al. 2021 & Čartolovni, A. et al. 2022 & Tsiskaridze, R., 2023).

COVID-19 pandemic has accelerated the adoption of technology in HRM, as many organizations have had to shift to remote work and virtual communication. This has created new challenges and opportunities for HR managers, as they navigate the complexities of managing a remote workforce and maintaining employee engagement and productivity. The integration of technology into HR processes presents tremendous benefits but do pose certain challenges including the requirement to guarantee data confidentiality, security, and the possibility of biases in technology driven HR systems.

Therefore, understanding the impact of technology on HRM is crucial for HR managers, IT professionals, and organizational leaders who want to stay competitive and enhance their HR

functions. The purpose of this research is to highlight the advantages and drawbacks of incorporating technology into HRM and investigate the part played by HR managers in promoting the effective adoption of technology in HRM. This study aims to expand the current knowledge on HRM and offer actionable recommendations for businesses seeking to integrate technology into their HR operations.

Stone et al. (2015) examined the impact of technology on these core HR objectives building on the foundation laid by Katz & Kahn (1978) regarding attracting, selecting, motivating, and retaining talent. Stone et al. (2015) researched how technology empowers organizations to achieve these goals, while also acknowledging the potential limitations of such systems. Stone's primary focus was to: review the current state of technology's influence on HR processes in order to analyze existing research on the topic and discuss the advantages and potential drawbacks of implementing these technologies.

This research aligns with Stone's groundwork by supporting or investigating the impact of technology in order to attract, select, motivate and retain employees in the organization. This study researches online talent attraction, e-selection, use of performance management systems, compensation systems and Employee self-service systems by interviewing HR professionals about their experiences with technology in attracting, selecting, training, motivating and retaining employees.

Technology has greatly transformed how companies attract employees. As of late, we have witnessed the considerable change brought about by technology seeping its roots deeply

into Human Resource Management (HRM). Organizations use various online platforms to attract talent from various backgrounds towards their company. According to Van & Black, (2019) the use of technology in human resources management has revolutionized traditional recruitment methods, casting a wider net to attract potential candidates. Not only has technology improved the recruitment process, it has crucially helped promote diversity in hiring. A well-designed website that amplifies the organization's inclusive work culture, benefits, and growth opportunities has an established role to play towards attracting talented and diverse candidates.

E-selection tools, such as blind resume screening and structured interviews, have helped mitigate biases in traditional selection. As stated by Stone et al. (2013), These tools focus solely on qualifications and skills, not attributes such as gender, race or ethnicity. Interviewing candidates on virtual platforms calls for cost cuts and allows employees to be more comfortable when being interviewed. A panel of HR selection personnel can easily join in the meeting and interview the personnel. E-selection in these circumstances assists hiring talented, diverse individuals is still in research.

Virtual training programs provide employees flexible learning to access materials at their convenience; improving retention and reducing costs. Additionally, virtual training custom-fits learning experiences to individual employee needs. According to Peterson et al, (2021), "These programs retain knowledge in employees through choices, minimizing expenditures for companies". The integration of technology into HRM also impacts employee engagement. While technological advancements can offer greater flexibility and autonomy for employees, they may experience feelings of isolation or disconnection from the company (Darouei et al.,

2022). Therefore, it becomes crucial for HR managers to implement technology in a manner that enhances employee engagement by fostering a sense of community and connection within the workforce.

Appraisal systems empower managers with an upgraded potential to formulate goals and extensions, to keep track of progress which bears in mind the activities in real time, and rounds of these off with instantaneous employee feedback. Amplified clarity, fairness, and flexibility are some of the benefits associated with a specific approach (Rao, 2004). However, it is crucial to establish guidelines to evaluate decisions made by algorithms and avoid overreliance on these systems. It is necessary to consistently validate the accuracy and credibility of the collected data (Imran & Akhtar, 2022). As noted by Brown et al, (2018), Digital HR systems precisely portray employee metrics in evaluations for improvement. Furthermore, data analytics has emerged as an essential tool within HRM which holds promise for improving decision-making processes. It allows HR managers to make informed choices based on accurate analysis; however; possessing adequate competencies is vital when employing data effectively (Guru et al., 2021). Moreover, it falls upon them to guarantee data accuracy, reliability, and compliance with privacy measures protecting sensitive employee information.

Compensation management systems are computer-based tools that help organizations manage and reward employee performance effectively such as payroll systems. Effective compensation systems are crucial for attracting and retaining talent in today's diverse workforce. While financial rewards are a key component, research suggests a more holistic approach is necessary. According to Ellingsen & Kristiansen, (2022), Data-driven compensation models

ensure fair and just pay for employees, cultivating higher motivation and retention. This has resulted in higher levels of employee satisfaction and motivation. Furthermore, Schweyer (2004). argues online recruitment platforms have significantly increased hiring process efficiency and effectiveness, allowing companies to save invaluable time and resources”. In summary, technological advancements have improved HR processes' efficiency and reliability in order to achieve the organization's short term and long-term goals. However, concerns persist regarding compromised data confidentiality and potential biases. As a result, this technology emphasizes the need for HR managers to possess the necessary interpretive skills in effectively managing captured information (Selvam et al., 2022, p26). By integrating insights from HR professionals and relevant literature this research aims to provide a comprehensive understanding of how organizations can create a talent management strategy that fosters a motivated and engaged workforce.

The employee self-service system is a platform with user authentication, service logic, support modules, and databases, enhancing efficiency in service requests, information queries, and employee satisfaction (Ridwan, 2020). Employee Self Service (ESS) systems are platforms that empower employees to handle their HR information and tasks through applications which are available to them 24/7 through mobile or desktop applications. These systems bring advantages for both companies and employees. Research has indicated that ESS can improve HR efficiency, cut costs and increase employee satisfaction. (Mahdi et al., 2014). Moreover, ESS can support talent management by providing tools for self-development and generating employee reports. Nevertheless, it is crucial to address concerns related to data privacy and user

perceptions. This research delves into the effects of ESS on employee experience, talent management and ethical considerations based on findings, from studies.

To conclude, the incorporation of technology into HRM brings both significant benefits and challenges. HR managers need to be cognizant of these obstacles while adopting a proactive approach that ensures maximized advantages that come along with technological advances. By doing so, businesses can cultivate a competent, motivated, and productive workforce capable of tackling the ever-changing demands presenting today's business landscape easily. In this research, the (Stone et al, 2015) research which studied literature review to incorporate HRM into organization's discussions is studied more deeply with insight into existing literature plus interviews will be conducted from HR managers in the industry to identify the impact of technology on HRM processes, including online candidate attraction, e-selection, virtual training, performance management, employee retention through compensation systems, and employee self-service systems (ESS).

THE PROBLEM STATEMENT:

The integration of technology in HRM can streamline processes. HRM professionals must be aware and updated on the technological changes, whilst adopting new tools and adapting strategies. As AI and automation rise, embracing advancements becomes crucial for HRM to ride the waves of progress. Digital recruiting and onboarding have changed the hiring spectrum, while analytics identifies the finest of workforce and forecasts future crew needs. Additionally, virtual communication has made remote connections easier. However, this rapid technological

upheaval also brings storms for HRM professionals to weather. Furthermore, ensuring employees are schooled on technologies avoids reluctance or job insecurity feelings. It's vital for HRM professionals to scan the technological horizon and skillfully incorporate discoveries into their practices to stay at the helm in today's shifting business landscape (De Alwis, 2010, p. 47). HRM must thread the narrow passage between embracing advancement while allaying employee concerns when incorporating new technology in HRM processes. Thus, this research strives to answer the following problem statement:

How can we leverage technology to optimize HR processes while ensuring a smooth, ethical, and inclusive transition for our workforce?

RESEARCH SIGNIFICANCE:

The field of Human Resource Management (HRM) is experiencing a shift as technology advances rapidly. Organizations are increasingly embracing tools such, as recruitment platforms, e selection tools, virtual training programs, performance management software and employee self-service (ESS) systems. This study on the influence of technology on HRM in Bahrain holds importance as this study expands upon the work of Stone et al. (2015) by presenting data gathered from interviews, with HR professionals. Through an analysis of their experiences the research can shed light on areas where previous findings remain valid and pinpoint areas that warrant exploration.

RESEARCH OBJECTIVES

The main objective of the study is to identify the impact of technology on HR processes and practices in the organization

To achieve the main research goal, the research will address the following sub-objectives:

- 1) Determine if online recruitment practices attract individuals with higher qualifications, a stronger drive to perform, and longer retention rates compared to traditional methods.
- 2) Assess the effectiveness of e-selection tools in identifying and hiring individuals with high potential and diverse backgrounds.
- 3) Investigate the influence of e-learning on employee knowledge, skills, motivation, satisfaction, and their perception of its usefulness.
- 4) Identify the advantages and potential drawbacks, including ethical considerations, associated with implementing performance management /appraisal systems.
- 5) Evaluate the effectiveness of compensation systems in attracting and retaining diverse talent, and identify ethical considerations related to compensation practices.
- 6) Investigate the advantages and potential drawbacks, including ethical concerns, associated with implementing ESS solutions.

RESEARCH QUESTIONS:

The aim of this research is to answer the following research questions

- 1) Does online recruitment attract talented individuals i.e. higher quality individuals, high performance drive and a high retention rate?
- 2) Do e-selection tools help organizations to hire the most talented and diverse applicants?
- 3) Does e-learning enhance employees' knowledge, skills, motivation and their satisfaction levels?
- 4) What are the benefits and challenges/ ethical considerations associated with implementing performance management systems (Appraisal systems) in organizations?
- 5) Do compensation systems motivate and retain talented individuals with diverse backgrounds in the organization and what are the challenges or ethical concerns of using compensation systems?
- 6) What is the benefit of employing ESS (Employee Self-service systems) in the organizations and what are the challenges or ethical concerns of using employee service systems?

RESEARCH TERMINOLOGY

- 1) **Human resource management (HRM):** In organizations human resource management (HRM) is a process that focuses on planning, executing and overseeing resources to reach organizational objectives with effectiveness and efficiency. HRM is essential for tackling obstacles, adjusting to shifts and contributing to the prosperity of an organization (Chiara et al.,2023).

- 2) **Diversity:** Diversity is a multifaceted concept that encompasses numerous elements such as race, ethnicity, gender and extra. It goes beyond simply race members and consists of elements like class difference and disability (Kirby & Stargardter, 2022). Efforts are being made to increase diversity through mentorship programs and tasks through professional societies (Omprakash, 2023). Overall, diversity is a complex and important concept that requires attention and action to ensure inclusivity and representation in various fields and disciplines.
- 3) **Retention:** Retention refers to the ability of an organization to keep its employees for a long period of time. It is an essential aspect for organizational fulfillment and growth, particularly in industries with excessive employee turnover. Employee retention is crucial as it facilitates organizations to hold on to their most valuable assets and ensures a committed and motivated workforce (Musoka,2022).
- 4) **Bias:** Prejudice in managing resources pertains to the tendencies or leanings that impact the decision-making procedures in HR tasks (Thomas & Reimann, 2022).
- Studies indicate that HR staff might display a "bias spot," where they undervalue their vulnerability to biases in contrast, to their colleagues. Automated solutions are being created to reduce biases in recruitment procedures encompassing cultural, gender and racial biases (Mather et al., 2016).

CHAPTER TWO: LITERATURE REVIEW

2.1 Attracting Diverse and Talented Employees via Online Recruitment

The rapid advancement of technology has revolutionized Human Resource Management (HRM), particularly in recruiting skilled and diverse individuals. The incorporation of technology into human resource management plays a role in attracting a range of skilled candidates as highlighted by Mutiarin et al, (2019). This eliminates geographical barriers and promotes diversity, fostering a richer talent pool and improved performance. The utilization of technology within HR practices continues to evolve blending tech driven approaches. Despite this evolution the significance of fostering a workforce is evident with recommendations for establishing more inclusive recruitment strategies according to Brodock & Massam (2016). While online platforms are widely utilized for recruiting purposes, they can also give rise to complexities particularly concerning employment discrimination as mentioned by Hogler et al. (1998). Hence although technology can improve the recruitment process organizations must remain cautious about constraints and legal obligations. This paper dives deep into the latest digital recruitment technologies, exploring their efficiency in attracting diverse talent while acknowledging potential ethical concerns. Ultimately, it aims to guide HR professionals in navigating the dynamic landscape of technology-driven recruitment, building truly inclusive and successful teams.

Technology presents numerous opportunities to identify exceptional candidates from various locations (Sherman & Jackson, 2019). HRM employ different methods of utilizing technology in HR recruitment, including distributing web-based job advertisements across various online

platforms and hosting interactive virtual job fairs that allow potential employees to connect without needing to leave their residences Stone et al. (2015). Furthermore, HRM focuses on hiring driven individuals with outstanding performance records, as well as focusing on diversity in recruitment which fosters a range of talents and perspectives resulting in improved performance outcomes. By embracing technology within HR practices, organizations can enhance their capacity to recruit both skilled individuals and those from diverse backgrounds, thus welcoming future talent with open arms.

The revolution of human resource management knows no bounds thanks to ever-advancing technologies. Recruitment is spreading quickly, reaching out to previously uncharted territory with individuals from a wide range of backgrounds and cultures. The possibilities seem limitless. However, as Stone et al. (2015) stated, technology transformed managed HR processes i.e. the ability of technology to gather, store, manipulate, and disseminate applicant and employee data virtually rather than traditional methods previously. Diversity is achieved in organizations due to social media and online spaces job advertisements where certain groups that are marginalized by society or face underrepresentation are given an opportunity (Yarger et al, 2020). As Kamaludin, (1999) stated, "tech judges' job-fit, not looks." This mitigates bias; and only ability earns the job. Today as the world shrinks due to constantly evolving technology; workplaces must build a welcoming workforce through diversity wherever work is preceded above all. Thus, it is vital for HR professionals to understand the constantly shifting tides of technology in order to manage today's diverse workforces in the most suitable way.

As businesses spread further across the globe, managing diverse teams of people from varied backgrounds has never proved more pivotal. Striving to find exceptional workers of all kinds, technology now plays a key role through digital means of human resources. Bias is banished in this digital domain and candidates judged solely on skills, leaving superficial factors like one's appearance by the wayside. However, (Nagaraj & Korolova, 2023) argue that selection through social media websites might be a tool of discrimination as selection of individuals might be through the image they have displayed and not their skills and talents.

Programs are now able to swiftly scan resumes in the systems, saving HR time and money to navigate the applicant's abilities (Javed & Brishti, 2020). As per Villeda & McCamey (2019), online recruitment methods allow employers to quickly and efficiently screen through large numbers of applicants, resulting in a stronger pool of candidates. Progress is accelerated by giving everyone an equal chance and selecting the ideal candidate. With a significant reduction in burden due to integration of technology, HR professionals can concentrate their attention on areas that will generate future success thanks to digital HR. This streamlines the application process and improves business results significantly (Kanungo et al., 2023).

Social media and company websites rocket job openings into new orbits, casting a light on roles ahead of traditional methods and widening the selection pool. According to (Villeda & McCamey, 2019), social media allows employers to reach wider talent, where ads on platforms have the potential to reach diverse candidates. King et al., (2014) in their research state that social media ads are most likely to recruit from underprivileged or ignored areas previously. Furthermore, directly upon the company site, ads also call to those curious of the organization.

As Lee notes concisely in 2021, websites often first job seekers and interested candidates' attention. Hence, this implies ads posted precisely on these premises promise visibility for active applicants urgently wishing to join the team.

In conclusion, human resource management can tap into a more diverse pool of candidates through the technological advancements for recruiting. With access to wider cultures and backgrounds, companies can build a workforce that is more inclusive and representative. It allows for evaluating skills over superficial factors example race, gender. While, technology enhances diversity in recruitment, it cannot alone be held responsible to end discrimination and underrepresentation that still prevails in some organizations. Targeted social media ads, can act as a tool which can widen the applicant pool by reaching those outside the normal view of the organization. Additionally, direct job posts on company websites would attract potential candidates and spark their interest in the organization. Furthermore, AI tools can serve as an impartial judge reviewing skills and qualifications alone, setting discrimination and biases aside. This helps ensure fairness in hiring and increases the chance of choosing the best candidate fit for the role. However, effectively utilizing technology's tools is the first step to promoting inclusiveness; a welcoming workplace culture must also be embedded in the organization's roots where workforce feels included and appreciated.

2.2 E-selection for Hiring Diverse and Talented Employees

While conventional techniques like in-person individual interviews have dominated hiring, their effectiveness in selecting diversity is uncertain. Research argues for a shift towards e-selection, highlighting its efficiency and potential to become aware of rather qualified

applicants. Video conferencing equipment like Zoom and Skype have emerged as famous options, however studies identified mixed perceptions on their effectiveness and effect on candidate honesty. This literature review explores the evolution of recruitment, studying the strengths and barriers of conventional techniques and the rising capacity of e-selection and video conferencing tools. The goal is to apprehend how organizations can navigate the changing landscape and leverage technology to build diverse and successful teams.

Organizations have long relied on traditional methods such as in-person interviews for their hiring & selection purposes (Vikram et al. 2023), while some also suggesting that in-person interviews are a desired choice than remote methods such as skype or telephones (David et al., 2019). This proved beneficial for the organizations but whether it was beneficial in hiring a talented and diverse skill set is a question that many research papers questioned.

According to Lim et al. (2006) traditional recruitment techniques have not proven to be fruitful in terms of hiring diverse and talented individuals. They further state that organizations need to hire a diverse workforce due to the changing nature of businesses in today's world which is in need of a dynamic skill set. A diverse workforce proves beneficial for the organization for the dynamic skill set required in the organization but companies need to also be updated and innovate to accommodate diversity through implementing unique job designs (Jewani et al., 2020).

Moreover, the use of traditional recruitment techniques and personnel selection techniques, such as general IQ tests and structured interviews, are still prevalent in many companies. The main limitation of these techniques is a large number of applicants within a specific location

which hinders the goal of attaining diversity in organizations. To optimize the recruitment process and select highly qualified employees, innovative methods like video analytics and online pre-employment tests are being implemented in organizations. These methods can help screen candidates based on their emotions, personality traits, and linguistic patterns. (Jewani et al., 2020; Shujan and Rupasinghe, 2016).

According to Stone et al. (2015), e-selection has significantly impacted organizational hiring, particularly in terms of efficiency, diversity, and talent acquisition. Technology transformed HR processes, including how applicant and employee information is collected, stored, used, and disseminated, as an ever-growing digital mountain of data. This finding was further supported by Yu et al. (2022), who discovered that e-selection outpaces traditional hiring in effectiveness, leading instead to a multifaceted, skilled population. E-selection allows companies to quickly screen and judge candidates based on qualifications, expertise, and backstories - as highlighted by the thesis. E-selection proven to increase diversity and talent, proven by Sołek-Borowska & Wilczewska (2018) who found technology reduces bias and boosts objectivity in hiring, resulting in limited diversity within organizations. However, with e-selection, bias can be reduced as algorithms focus solely on an applicant's qualifications and skills rather than factors such as gender or ethnicity.

By utilizing technology and data-driven algorithms, e-selection has improved efficiency, diversity, and talent acquisition for companies in their recruitment efforts. The use of e-selection allows organizations to efficiently screen and evaluate applicants based on their qualifications, skills, and experiences. This is achieved through the use of automated systems that can quickly

analyze large volumes of applications to identify top candidates for a particular role. As a result, companies are able to streamline their hiring process and save time and resources. One major advantage of e-selection is its ability to promote diversity in the workforce. This leads to a more diverse pool of qualified candidates being considered for employment. Overall, it is evident that e-selection has revolutionized the hiring process for organizations by improving efficiency, promoting diversity, and facilitating talent acquisition. Its widespread adoption by companies highlights its effectiveness as an integral part of modern HR practices.

According to Selvam et al., (2022) COVID pandemic forced many companies to conduct online interviews and they have been proven to be effective in terms of cost, opportunity and environmental footprint. Despite its benefits some companies are reluctant to fully transition into video-based interviewing. Researchers have identified many ways to conduct video conferencing to impact candidate experience during virtual interviews. Deacon et al., (2023) in their research implemented two interventions building structured rapports during the interview and second question provision prior to the interview. Their research identified question provision to be a simple and cost-effective way to have an effect on the candidate's reactions where the perception of fairness and the ability to perform enhanced during this intervention.

Houtti et al. (2023) identified video conferencing interviews benefits such as cost savings, increased time efficiency, and provides an opportunity to engage and interview candidates who are unable to participate in an on-site interview due to time or resource constraints. However, this research highlighted challenges of video conferencing like reduced clarity and immediacy of verbal exchanges, restricted transmission of nonverbal cues, and truncated images of both

parties, which can impact applicant and interviewer perceptions. Zoom and Skype are the most prevalent tools in organizations for conducting employment interviews. Extensive research has been undertaken to compare the efficacy of these tools in contrast to traditional face-to-face interviews. One study has revealed that academic interviewers tend to perceive candidates as less truthful when conducting interviews through Skype as opposed to face-to-face interactions, even if the candidates possess equal levels of competence (Weisheimer & Giordano, 2013).

According to Temsah et al., (2021, p27) in their study which was conducted during the COVID-19 pandemic has indicated that applicants generally express satisfaction with e-interviews conducted via platforms such as Zoom. A considerable number of applicants have expressed a preference for e-interviews over in-person interviews and have rated their overall experience as highly positive or outstanding (Baker et al., 2020) which might be due to less pressure of meeting in-person. It is evident that both Zoom and Skype are frequently employed for employment interviews; however, there exists a divergence of opinions regarding their effectiveness and fruitfulness towards the organization and also towards the general perception of candidate honesty whilst conducting online interviews.

In conclusion, it can be inferred that e-selection serves as a valuable tool for organizations seeking top ability and diverse hires. With its power to streamline hiring while endorsing diversity and retrieving talent, it is no wonder e-selection has become integral to modern HR practices, which helps with organization's competitive edge. Additional studies should continue surfacing benefits and potential constraints to maximize e-selection's fairness and inclusiveness for all individuals involved in selection of employees.

2.3 E- Training for Employee skills and performance

The training landscape is undergoing a digital revolution, with e-training rising as an effective tool for growing worker skills. Organizations emphasize its effectiveness in assessment to conventional techniques, highlighting cost savings and accessibility benefits. This literature overview delves into the advantages of e-training, inclusive of its capacity to deliver actual-time, updated information, improve task overall performance, and enhance employee satisfaction. Furthermore, the growing reputation of blended gaining knowledge of, combining online and face-to-face factors, is explored for its ability to maximize getting to know effects. This exploration aims to equip companies with the understanding and expertise to harness the power of e-learning for skilled and engaged personnel.

E-training in organizations refers to using electronic platforms and systems to offer training and development opportunities to personnel in the organization. It involves the introduction of digital courses or e-learning guides that can be accessed by employees remotely, bearing in mind flexibility and accessibility (Singh, 2015).

In order to develop the competencies of employees in terms of knowledge and skills, e training has been very beneficial in terms of providing real time updated information and knowledge which has been proven to be more value and cost effective when compared to traditional face-to-face training methods (Areiqat & Al-Doori, 2018). Organizations use eLearning, training, and video conferencing as important methods which are used to train employees. These methods offer several benefits such as improved job performance,

productivity, trainability, job happiness, and organizational commitment with additional benefits of reducing cost (Sharma & Rathore, 2022).

To understand the importance of e training a study was conducted in an organization with 350 employees. The study identified the importance of training for employees where employees accepted training as an important aspect to fulfill their roles effectively. HR technology and e-practices play a very important role in making training more efficient and effective where employees also believe that e learning and training have been proven to be beneficial for them and thus the organization (Batool et al., 2021). Thus, implementation of e-learning as a training method has been positively received by employees in various organizations as studied by various other researchers (Hodroj, 2022).

Additionally, Park et al. (2018) studied various literature and case studies from a virtual human resource development (HRD) perspective, in this study the use of massive open online courses (MOOCs) has shown massive potential in supporting employee learning and development in an organizational setting. Moreover, distance learning, facilitated by digital methods and technologies, is also recognized as a valuable approach for personnel training, with advantages such as flexibility and accessibility.

Distance learning through its various acts as a mediator between the employees and the information. The benefit of which depends on the tools used and the information being provided to employees in addition to employee passion and eagerness. Companies who care about their employees focus on managing the training of their employees. Overall, these methods contribute to the continuous professional education of employees and the improvement of human capital

within organizations (Kamneva, 2022). Overall, these methods contribute to the continuous professional education of employees and the improvement of human capital within organizations.

E-learning has been found to enhance employees' knowledge, skills, satisfaction levels, and utility judgments. Studies have shown that e-learning helps employees enhance their workplace competency in a flexible and effective manner, which has been proven to improve job-related knowledge and opportunities for an employee's professional growth (Syed & Sikandar, 2023), thus helping in achieving an organization's goals. Satisfaction levels of employees were assessed when using e training and the results showed that employees felt satisfied with the e training after the training was done (Suryanto et al., 2023).

Rahmani et al. (2021) found that factors such as IoT-based systems, cloud-based services, virtual classes, attitude, content management, and creativity have been identified as significant factors affecting the success of employees' e-learning programs, thus highlighting the importance of these factors in enhancing an employee's learning outcomes. Moreover, the attitude towards e- learning also impacts its adoption. According to Ali & Alias (2020) perceived ease of use, subjective norms, behavioral control, and organizational management support have been found to influence an employee's intention to use e-learning as a training system, indicating that positive attitudes towards e-learning can lead to its successful adoption.

Companies when incorporating e training also make use of face-to-face training for employees, combining them makes a blended learning environment, allowing for a shared learning experience. It involves incorporating online and face-to face training elements in

training courses which have become the new normal in workplace training (Yang et al., 2022). Blended learning has also found to be linked with reducing time costs while improving employee outcomes (Buhl-Wiggers et al., 2022). Employees are engaged through a "mixed embodiment" incorporating the two methods, indicating no separation between the two learning spaces (Hai-Jew, 2022). The success of incorporating a blended learning environment depends on the quality of integrated face-to-face activities, invoking higher order processing and social interaction and increased engagement (Liu, 2023). Therefore, face-to face learning also creates a social presence for employees which contributes to a shared learning environment in blended learning environment (Cheung & Zhao, 2023)

Despite the numerous benefits of employing e training in organizations to train employees, it raises several ethical concerns. One of the concerns is to help employees identify the balance between companies profit and return on investment (ROI). Another concern is protecting employee privacy with protection of safety of the company. Ensuring the quality of e-training services while securing new business ventures is another challenge. These concerns highlight the need for ethical processes to guide the counseling practice in e-training to address the conflicting goals between helping employees and meeting business objectives.

In conclusion, it is very important to incorporate technology into human resource functions in organizations as this helps employee motivation and an organization's profitability. In order to fully achieve the benefits of inclusion of technology in training a company must use up-to-date tools and streamline the organization's business processes accordingly which will boost employee knowledge and thus their performance. As technology advances it will be more

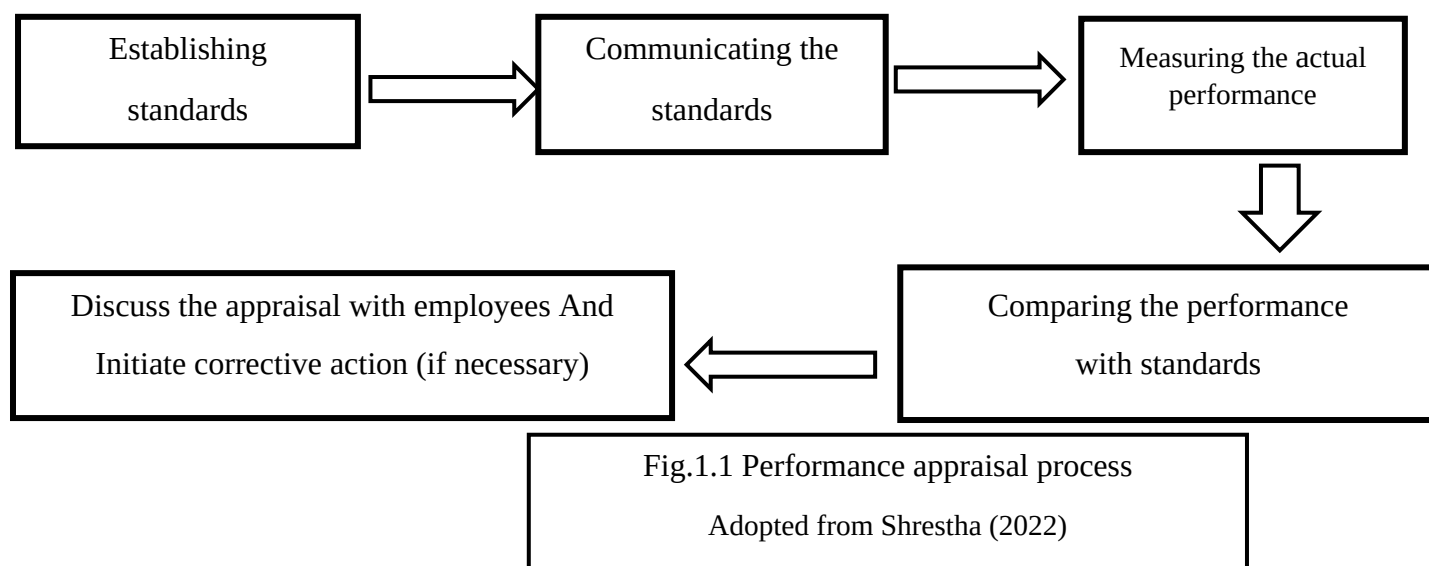
profound to the organization with time. Furthermore, it is crucial for organizations to address the ethical concerns and adapt to the changes in order to stay competitive and continue growing in today's ever-evolving business landscape.

2.4 Managing and enhancing employee performance

Performance appraisal systems or performance management systems (PMS) are fundamental to an organization fulfillment, which plays an important role in evaluating and shaping worker overall performance. This literature evaluation delves into the center features of PMS, exploring its diverse tactics, from traditional methods like overall performance value determinations to present day computerized feedback structures. We examine the advantages of PMS, along with professional development, efficient evaluation, and alignment with strategic dreams. Ultimately, this exploration goals to shed light on the important position of PMS in fostering encouraged, high- performance personnel and reaching organizational objectives.

Performance appraisal or performance management systems in organizations refer to the process of evaluating and measuring the performance of employees in order to determine their career path, rewards, promotions, and retention within the organization (Onyeaku, 2023). Moreover, it is a tool used to attain, analyze, and record information about employee data, which aims to measure and improve the employee's performance and adhere to their future potential. The appraisal process involves setting goals, standards, and competence requirements, and seeks to identify, observe, measure, and develop the performance of individuals in alignment with the objectives of the organization as studied by [Da Conceição Da Costa Marques, \(2022\)](#). HR managers when incorporating performance management systems should be able to mitigate

biases while effectively managing the PMS in order to benefit the organization. Properly conducted appraisals, with minimized biases and clear standards, can contribute to achieving organizational goals through motivated staff and a good working environment (Thanigaiyarasu et al, 2022). Shrestha (2022) in their research discusses the performance appraisal process as first establishing standards, communicating the standards, measuring actual performance, comparing the performance with the standards and discussing the appraisal with employees and pursuing corrective action if needed as presented in figure 1.1.



Performance management systems in organizations can vary in their approach and focus. One type of system is performance appraisal, which involves evaluating an employee's current or past performance relative to the standards set by the institution. Performance appraisal can be carried out using various methods or tools such as graphic rating, essay, critical incident,

Management by Objectives (MBO), and 360-degree feedback is a popular tool used for appraisal, motivation, planning, and control. The 360-degree appraisal method is gaining popularity, as it involves obtaining feedback from all staff members. It involves self-evaluating your performance, getting feedback from the manager, the subordinate, colleagues and clients and customers (Shrestha, 2022). This type of feedback provides a holistic review of the employee performance rather than the traditional feedback setting when an appraisal or feedback is only provided by the manager. In addition, a performance management system based on strategic competencies, where performance evaluation is seen as a component of performance management throughout the year is also very prevalent. These systems aim to align individual and team performance with an organization's objectives.

A computerized feedback system is introduced through development of technology and it is deemed advantageous compared to feedback by a supervisor as it can improve employee motivation and overall performance in organizations. Computerized feedback provides real-time and high-quality feedback that allows employees to recognize their role and what is required to achieve higher levels (Drouvelis & Paiardini, 2022). The employees are able to get real-time feedback which affects their performance in a timely manner. Thus, it promotes personal and professional growth and creates a subculture of feedback within itself (Vinothini et al, 2022). Furthermore, research has shown that supervisor developmental feedback, that can be facilitated through computer systems, has a high-quality impact on innovative workers behavior, which leads to improved overall performance (Biswakarma, 2023). Additionally, computerized feedback can efficiently handle and archive all comments, making the system

simpler and better prepared (Cai et al., 2022). Furthermore, a high-quality overall performance appraisal system that can be achieved through computerized feedback helps employees feel independent and influenced towards the direction of their work (Imran & Akhter ,2022)

Performance appraisal or performance management systems used in groups have numerous benefits. These systems assist in figuring out an employee's career direction with the employer, along with rewards, promotions, and employee retention (Onyeaku, 2023). The process of evaluation which was long enough has been shortened due to performance management software in the organizations (Brown et al., 2018). They provide useful records for efficient management and function as a device for employee and organizational development (NWOKEOCHA, 2024). Performance appraisal systems based totally on strategic abilities make contributions to achieving organizational objectives and creating value for the organization (Gomathy, 2022). Performance appraisal systems help in linking performance to rewards, setting targets and benchmarks, and figuring out worker strengths and weaknesses (Thanigaiyarasu et al., 2022). Overall, performance appraisal or performance control systems play an essential function in enhancing employee overall performance, motivation, and organizational achievement. The breakthrough of the adoption of performance management systems is that employees can use it for self-monitoring which gives them an insight of their performance (Saratun, 2016).

Proper development and implementation of performance management is the basic responsibility of an HR manager, as being responsible for properly evaluating the employee performance. The best practices of software performance management are to motivate their

employees towards work. They also can be used as a motivation tool which ends up in satisfaction and better stages of motivation among employees (Shrestha, 2022).

De Waal & Kourtit (2013), in their paper highlight the potential disadvantages of performance appraisal systems, these drawbacks include a focus on short term results over long term performance possible manipulation of data and the potential for measurement overload the authors caution that if not carefully designed and implemented performance measurement systems can create unintended negative consequences.

Another concern would be that while evaluating a large group of individuals HR managers may indulge in cognitive bias unintentionally. Although cognitive bias is acting in an irrational way due to certain ways the managers or individuals are used to process information. Cognitive bias tends to not always be negative but it might miss certain traits or scenarios that might potentially exist in a certain situation, thus it can be a potential restraint for effective implementation of these systems (Hristov, I. et al., 2022).

In conclusion, it's essential for HR managers to carefully determine their organization's goals when choosing an appraisal/performance management system and choose a system which will help them achieve their short and long-term goals. This will guarantee that the tools or systems adopted by the organization align with its goals and values, which will help in leading effective overall performance management. The HR managers should be aware of the biases involved whilst judging an employee through these systems and should strive to protect confidentiality.

2.5 Motivating and retaining talented employees with diverse backgrounds

This section studies two management systems i.e. compensation management system and employee self-service systems to motivate and retain talented employees with diverse backgrounds in organizations.

2.5.1 Compensation management system:

A compensation management system is a computer-implemented method, program, and system that monitors and manages the performance and remuneration of employees. Compensation management systems are computer-based tools that monitor and manage the performance and compensation of employees in order to effectively manage employee remuneration (Phillips et al., 2020).

It is a tool for assisting HR in managing the compensation or remuneration the employees of a company receive and improves their accuracy and credibility of the compensation systems. As stated by Yuan & Yicun (2021), it is designed to improve the efficiency, accuracy, and informatization of compensation management in various organizations, such as universities.

compensation systems work with integrating several modules to increase the effectiveness of the systems implemented in the organizations. Mirzakarimova et al, (2022) identified these systems as high-quality up- to date systems that are built to focus on various modules as it is designed to integrate compensation promotion, personnel data management, time warning, statistics, and report generation to serve the overall purpose. The goal of these systems is to solve practical problems in compensation management such as unifying fragmented compensation management work, and improving the overall level of compensation

management in organization (Sokolov & Zavyalova, 2020). Effective compensation management systems assist in boosting employee performance, create an engaged workforce, and provide a clearer observation into individual employee performance for critical compensation planning decisions. Additionally, profitability of the organizations is increased which is deemed very vital by the organizations as the compensation model for labor remuneration plays a significant role in the modern market economy, which impacts both the employees and the profitability of firms (Xing, 2009).

It encourages effective performance by creating a system of rewarding workers based on labor productivity. Despite providing the efficiency and accuracy by employing these systems patterns related to employee compensations can be identified through these systems. As discussed by Ranjan, (2008) in their research, compensation systems adopt a graphical user interface to display icons representing employees, positioned along a compensation axis to indicate relative amounts of compensation. The paper describes a method and apparatus for managing compensation using a graphical user interface. Icons representing employees are displayed on a display system, and their positions relative to each other along a compensation axis indicate relative amounts of compensation. When an icon is moved along the compensation axis, a compensation change for that employee is displayed. This helps in efficient tracking of employees' compensation patterns. Yuan & Yicun (2021), also state that the tracking of compensation changes has become manageable with the introduction of these systems.

Compensation systems play a crucial role in helping HR maintain diverse talented employees in organizations. A good compensation system based on pay for performance and

competencies can attract skilled workers, retain employees, and motivate them to excel in their roles & (Yura et al., 2023). Praveen & Karuppasamy, (2017) identifies a strategic HR technique with special reference to Coimbatore" which contributes to existing knowledge by emphasizing the importance of competency management in attracting and retaining competent employees and achieving organizational objectives through a good compensation system based on actual performance levels.

Yura et al., (2023) in their research enhance existing knowledge by examining the integration of talent management into the total rewards system and identify the importance of effectively evaluating and rewarding highly skilled employees which contributes to the understanding of talent management practices. This research also utilizes various methodologies, including the "9 grid boxes for talent management and talent identification," CIPD Professional Map, Professional Standards V2.4 Skills Dictionary, Skill Matrix, Balanced Scorecard, and Decision No. 15 of the National Tripartite Committee on Labor and Social Consent, to study and evaluate talent management in organizations. The same paper also mentions the development of a competency matrix for primary managers, categorizing professional and general competencies, and identifying competency levels and differences for each manager. Employees when working towards a certain goal established by the organization are focused on their work and thus improve their retention.

According to Palanivel et al., (2024) the importance of incorporating environmental management goals into compensation and reward systems, known as Green HRM, can contribute to building a culture of sustainability and enhance the overall reward management

system. The paper enhances existing knowledge by emphasizing the importance of compensating employees based on their performance and competencies, which motivates them to work towards organizational goals.

A similar study is conducted by Fapohunda, (2022) which states that integrating talent management with the total rewards system can effectively evaluate and reward highly skilled employees, leading to increased engagement and productivity. It identifies the environmental management aspects of compensation and reward systems, providing insights into the implementation of green reward management systems where employees are rewarded on the basis of participating in green initiatives and thus are rewarded for it. It introduces a novel approach by proposing inventive process models in green reward management systems.

According to Abdulai Sawaneh & Kanko Kamara, (2019) another aspect of attracting and retaining talented employees in organizations is to offer competitive wages and fringe benefits to employees. The paper discusses the factors that influence compensation such as the nature of the job, skills required for the job, working conditions of employees, and the paying capacity of the employer, which highlight the role of compensation in motivating employees and improving organizational effectiveness.

Compensation systems in HR face challenges related to diversity and ethical considerations. Organizations need to establish fair and ethical compensation management systems that align with business ethics and comply with the law of the country the organization is situated in (DEMİR & Acar, 2014). The perception of organizational justice and fairness in compensation is crucial for employee well-being having a positive effect on employee

satisfaction, motivation, and retention in the organization (Bloom, 2004) & (Aggarwal & Mittal, (2021). Determining fair compensation involves considering all individual qualities fairly, such as employee effort, the productivity of employees, and employee education, gender equality as well as changing market dynamics (Maliki & Naji, 2024). These factors should be important in organizations when deciding the pay as ethical questions arise when wages fall below what is needed for a dignified life, and issues like executive pay and gender pay gaps are receiving increased scrutiny (Beck-Krala et al., 2018). A compensation system should promote socially responsible behaviors towards both internal and external stakeholders, considering the fulfillment of organizational goals and stakeholders' expectations.

In conclusion by compensating employees based on their performance and competencies, organizations can motivate employees to work towards organizational goals and improve organizational effectiveness. In summary, a compensation management system is a comprehensive tool that enables organizations to monitor, manage, and reward employee performance effectively and efficiently.

2.5.2 Employee self-service systems (ESS)

This paper examines how self-service systems contribute to talent management, improve employee performance, and support diversity initiatives, while also acknowledging the ethical considerations and challenges surrounding data privacy and user perceptions.

An Employee Self Service (ESS) system is a tool that enables employees to handle their tasks, like timesheets permit requests and HR duties independently without needing assistance from

HR staff. These platforms are designed to simplify procedures, boost productivity and enhance employee happiness (Rokade, 2023). These systems benefit both employees and organizations by enhancing HR efficiency, reducing costs, and boosting employee satisfaction (Mahdi et al., 2014).

Employee self-service systems are another method to motivate and retain employees in the organization and provide numerous benefits to the organizations. These are systems designed to serve the employees where employees are able to view their personal interactions with the organization with the click of a button. These systems improve the efficiency and effectiveness of HR strategies, which includes functions such as managing employee leaves and permits (Ridwan, 2020), which was a tedious and time– consuming task for the HR managers traditionally. They additionally improve test and approval efficiency, service data, performance, and employee satisfaction (Konradt et al., 2006) as the information provided is real- time and any conflict resolution would be possible in a timely manner increasing the satisfaction of the employees.

By utilizing web-based employee self-service systems, companies can improve employee motivation and overall performance by allowing employees to prioritize their job roles and focus on the tasks allotted to them rather than dealing with HR administration (Margatama, L., 2017). These systems have been identified to cut costs and expenditures for organizations. Thus, these systems help in reducing operational prices, inclusive of paper use, and allow HR departments to always provide services to personnel (Hawking et al., 2004). Additionally, self-service portals into HR systems enable personnel to perform administrative tasks that had been

traditionally the responsibility of HR employees, hence the responsibilities and duties of the HR is reduced and employees accessing up-to-date information individually enhances the efficiency and productivity in the business enterprise (Hilton et al., 2013). According to Mane, (2016) & Rokade (2023) by providing personalized information and services, ESS improves worker satisfaction, which in turn can enhance employee performance and these factors help in employee retention in the organization (Geier, 2023).

Additionally, ESS can contribute to talent management by offering features like developing employee skills, creating growth opportunities and offering systems that support diversity initiatives (Hilton et al., 2013). The use of virtual technology and encryption in these systems also ensures data privacy and security (Margatama, L., 2017). Overall, employee self-service systems play a crucial role in managing and retaining diverse talented employees, improving HR efficiency, and enhancing organizational performance.

Employee self-service systems present ethical considerations and challenges in the workplace. These systems, such as the Employee Self-Service (ESS) system, can lead to differing perceptions between management and employees regarding their use (Bourhis, et al., 2019). Judging all employees on the same skills might not always result as effective for the organization. Challenges arise in the implementation of ESS, including the need for HR staff to build a coherent approach and the cultural and emotional adjustments required from staff (Idam, 2010). Additionally, the privacy of employee data should be protected as introduction of ESS raises concerns about privacy and the handling of customer and business partner data, which should be considered a business secret (Ghimire, 2023). Thus, it is important to address these

ethical issues to ensure fairness, transparency, and the protection of individuals' information in the use of self-service technology in the workplace (Kvalnes, 2019).

In summary, employee self-service systems, such as HRIS and web-based ESS, help HR maintain diverse talented employees in organizations. These systems allow employees to access HR information and perform HR-related tasks on their own, saving time for the HR department and enabling them to focus on more strategic initiatives

In conclusion, **compensation management systems** and **employee self-service systems** play significant roles in attracting, retaining, and motivating diverse talent within organizations. While both offer distinct benefits, ethical considerations and responsible implementation are crucial. By prioritizing fair compensation practices, data privacy, and user acceptance, organizations can leverage these tools to build a strong foundation for a sustainable talent ecosystem, driving innovation, productivity, and organizational success.

Goyal et al. (2023) in their research explore how technology impacts the field of resources emphasizing the role of IT tools in achieving organizational goals. Their study is aimed at understanding how organizations utilize technologies such as robotics, predictive analytics and artificial intelligence to improve efficiency and make decisions. The findings of the study show that IT improves HR processes by enabling recruitment, e selection, virtual training, performance evaluation, retention focused compensation systems and self-service platforms, for employees empowering HR departments to adapt.

Zareen and Khan (2023) in their study researched how technology impacts human resource management highlighting the role of IT tools, in achieving goals and improving work processes. It's a study that looks at how technology shapes the workplace and the importance of HR in guiding employees through these changes. The research shows that companies are using technologies such as robotics, predictive analytics and AI not for automation but also for data driven decision making to tackle complex issues. Additionally, the adoption of technologies has enabled flexible work arrangements presenting opportunities and challenges for HR professionals, in attracting skilled talent to remain competitive in the changing business environment.

Rathore (2023) while studying impact of AI on recruitment and selection processes delves into how artificial intelligence (AI)'s changing human resource management (HRM) procedures by improving recruitment, selection and career progression. It explores how AI is reshaping HR strategies to meet the needs of a market, for success. Through a analysis the study examines how AI influences HRM practices by analyzing articles and conference papers to gather insights from various experts and academic institutions on how AI impacts recruitment and selection processes. The research highlights the evolution and integration of technological advancements, in HRM practices to align with current market trends that prioritize organizational competitiveness and efficiency.

Thus, digital technology revolutionizes HRM processes by enhancing online candidate attraction, e-selection, virtual training, performance management, compensation systems for

retention, and employee self-service systems, optimizing organizational performance as stated by various researches. (Shukla et al. (2023); Amor (2023); Alexander et al., (2023)).

2.6 RESEARCH GAP:

Despite the increasing amount of research, on how technology influences HRM there is still a lack of understanding regarding its implications in the context of Bahrain. There is knowledge about:

Adoption Rates and Preferences: The degree to which Bahraini companies have embraced HR technologies and the particular tools they consider most advantageous.

Unique Challenges: The obstacles that HR professionals in Bahrain encounter when integrating and utilizing technological solutions within their organizations.

Local Impact on HRM Functions: How technology is directly affecting HRM processes such as recruitment, training, performance management and strategies for retaining employees, in Bahrain.

This research studies how technology is directly affecting HRM processes such as recruitment, training, performance management and strategies for retaining employees.

2.7 RATIONALE FOR EMPLOYING QUALITATIVE RESEARCH:

This research focuses on the understudied implications of technology on HRM practices in Bahrain, thus employing qualitative research with semi-structured interviews is a well-suited

approach as qualitative research excels at capturing the lived experiences and perspectives of HR professionals. Furthermore, semi-structured interviews allow for in-depth exploration of their perceptions, challenges, and adaptations related to technology in HRM whereas, numbers from quantitative studies might not reveal these nuances.

While existing research offers insights into adoption rates and challenges, qualitative methods delve deeper. Interviews can uncover the underlying reasons behind these trends, such as cultural factors, specific pain points, or unforeseen consequences of technology implementation unfolding the unique aspects of the Bahraini workplace that influence their technology utilization within HRM functions.

2.8 RESEARCH SETTING:

This research is conducted in Bahrain. Bahrain is a tiny island in the Arabian gulf and entails a rich history which dates back to 5,000 years and has been a extensive link between civilizations which include the Phoenicians, the Levant, and Mesopotamia. Bahrain gained independence from the United Kingdom in August 1971 and issued its first constitution in 1973 (Axon & Hewitt, 2023).

While Stone et al. (2015) offered an overview of the scenario this research goes deeper by focusing on the specific context of Bahrain. By exploring the experiences of HR professionals in Bahrain it can uncover challenges and opportunities related to technology adoption in the region. The results can assist organizations in Bahrain in integrating technology to improve their HRM processes. Understanding how different technological solutions perform

within the Bahraini setting can lead to efficiency cost savings and overall effectiveness of HR practices.

As the research aims to identify the impact of technology in HRM processes, the research aims to interview HR professionals working in the private sector who have expertise in their fields and support the evidence with existing literature.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This study uses a qualitative research methodology to critically examine HR managers' subjective experiences and their perspectives on the implementation of HRM technology. In-depth interviews are conducted with the help of a semi-structured interview guide in order to obtain comprehensive data that will reveal the intricate effects of technology in HRM. To get excellent quality data, respondents who have a good knowledge on technology implementation in HRM are targeted. Additionally, individuals will be given an opportunity to choose whether they want face-to-face or online interviews and if the interview can be recorded or not so as to promote trust, openness and honesty while answering questions. The purpose of using semi-structured interviews is for researchers to have an opportunity to dig deeper into their questions and gain better understanding about what they are researching about.

3.2 Research Design:

The research design for this employs a qualitative approach, specifically utilizing interviews with HR managers studying HR management with the use of technology. Qualitative research allows for an in-depth exploration of participants' experiences, perspectives, and

insights. By conducting interviews, the researcher can gather rich and detailed data directly from the participants, enabling a comprehensive understanding of the topic.

3.3 Sampling Methods:

As this study is a phenomenological study where people's experiences are being gathered, a sample size of seven participants were used in this study. This is backed by Creswell (1998) recommending studying at least five respondents and Morse (1994) who recommends studying at least six personnel.

The sampling method for this research is purposive sampling, also known as judgmental sampling. HR managers who have experience and knowledge in HR management with the use of technology will be selected as participants. Purposive sampling ensures that the chosen participants possess the relevant expertise and insights necessary for the study.

This study delves into examining the encounters of HR practitioners, in Bahrain to grasp an insight into the obstacles and advantages brought forth by the implementation of technology in HR management practices within the Bahraini environment. The outcomes aspire to serve as a tool for businesses in Bahrain directing them towards technology assimilation to enhance their HR management procedures. Ultimately the study aims to contribute insights, into how various technological solutions operate within the context potentially resulting in improved efficiency cost effectiveness and overall efficacy of HR operations.

This method allows for targeted selection, ensuring that the sample represents how technology is directly affecting HRM processes such as recruitment, training, performance management and strategies for retaining employees, in Bahrain.

3.4 Data Collection Techniques:

The primary data collection technique for this study are semi-structured interviews which are conducted between 20-25 days. Semi-structured interviews provide a flexible framework that allows for both predetermined questions and the opportunity for participants to elaborate on their responses. This approach enables the researcher to delve deeper into participants' experiences, perceptions, and challenges related to HR management with the use of technology. The interviews are conducted in-person or through virtual platforms and are transcribed for thorough analysis.

3.4.1 Questionnaire Design:

The interview queries were crafted to expand on the findings presented in Stone et al. (2015) study, on how technology influences HRM procedures. Their research laid the groundwork for examining the advantages, obstacles and constraints of solutions in HRM. The interview questions were structured to collect viewpoints from HR experts in Bahrain. These inquiries sought to assess the technology adoption, affluence, and pinpoint the challenges that HR professionals encounter when introducing and utilizing these technologies in Bahrain.

3.4.2 Validity:

Despite the limitation of choosing a small sample size (7 HR professionals) only for the research it was necessary that validity was ensured in order to determine the ability of the interview questions and the statements to measure what was intended to measure. Primarily, interview questions were discussed and reviewed with an HR professional and all areas that the

objectives of the research entailed were asked in detail. Furthermore, the questions were revised after conducting one sample interview. The HR professionals were also asked to provide feedback whether any statement of the questionnaire posed similarity in meaning or was incomprehensible. Thus, the questionnaire portrayed the objectives of the research in detail in order to obtain utmost insights from HR professionals.

3.4.3 Reliability

Traditional notions of reliability in research often focus on generalizability across settings. However, qualitative research presents a unique challenge. Qualitative interpretations are highly contextual, meaning different people can have different understandings of the same issue. Due to the richness of the data, directly applying findings across diverse situations might not be ideal.

Whilst conducting a qualitative research it was ensured to address reliability by dedicating significant time to crafting a robust and reliable search strategy. Careful keyword selection and searching across appropriate databases within the relevant body of knowledge were employed to minimize the inclusion of irrelevant or misleading articles. This meticulous process aims to ensure the overall validity and reliability of the research findings, even though generalizability in qualitative studies can be challenging.

3.5 Data Analysis:

Thematic analysis is a process that involves many steps. Initially we had thoroughly familiarized ourselves with the data by reviewing the interviews. This deep dive helps us

pinpoint concepts and insights concerning the use of HR technology. Subsequently we assigned codes to these concepts capturing the core essence of what participants have shared.

Following this we progressed from codes to themes. By identifying patterns across the interviews, we categorized codes into themes. These themes encapsulated the ideas that surfaced from the data. Our next step involves refining both the codes and themes to ensure they are clearly articulated and accurately represent the experiences shared by participants.

The interviews were recorded and transcribed within 24 hours to allow the researcher to become familiar with the material quickly.

The analysis process was iterative, meaning it unfolded over time with a deeper understanding emerging with each review. Themes naturally arose from the data, guiding the researcher towards relevant academic sources. To ensure a comprehensive grasp and avoid misinterpretations, researchers reviewed the transcripts multiple times. During the initial analysis, researchers identified commonalities in how participants constructed meaning from the concepts under investigation.

The research also involved collecting and analyzing relevant academic articles related to the research topic. These sources will be evaluated and synthesized to extract valuable insights that contribute to the overall study.

3.6 Ethical Considerations

Research ethics are essentially a code of conduct for researchers to ensure responsible data collection practices. This study strictly adheres to the principles established by recognized research ethics codes. These ethical considerations encompass two main groups: the researchers' responsibilities and the participants' rights. Thus, the interviewees were ensured that their names and private information will be kept undisclosed and will not be shared with anyone. Since the research also utilizes secondary data, such as existing literature, ethical considerations regarding authorship and respect for the work of other researchers will be addressed.

3.7 Conclusion:

In conclusion, the use of this method will allow the researcher to identify the challenges and opportunities that emerge in the integration of technology in HRM as well as the role of HR managers in fostering such a process. This can be ensured through validation of themes and patterns emerging during data analysis by participants.

Some possible limitations are selection bias since only those who have implemented technology in HRM may participate, and these findings may not be valid for all organizations as their participant's views and experiences have been influenced by their organizational culture and context. However, purposive sampling and validating these findings with participants will help to limit these drawbacks.

In summary, this approach is appropriate for answering the research questions posed in this proposal since it aims at generating rich, detailed data that contribute to understanding how

technology affects HRM. The research results will give insights that can be used by HRM practitioners, IT professionals as well as organizational leaders who intend to integrate technology into their HR functions.

CHAPTER FOUR: RESEARCH FINDINGS

4.1 Introduction

This study involves research with the chapter detailing the findings, from research interviews. The subsequent section will delve into the results while the final part will discuss implications and offer recommendations. The focus of this research is on how technology impacts human resource management processes within organizations. During the interviews HR managers were asked questions regarding technology's role in attracting and selecting skilled candidates as well as in training and retaining employees within their organizations. In total seven interviews were conducted with HR professionals from organizations in Bahrain with the appendix containing the research questions. The HR managers from organizations were identified by codes; HRM1, HRM2, HRM3, HRM4, HRM5, HRM6 and HRM7.

4.2 Research Results

The demographic information of HR professionals was analyzed using SPSS software. It was identified that 4 of the respondents were male and 3 of the interviewees were female, the experiences of the sample size ranging from 10 to 22 years.

Four of the respondents were Bahrainis and 3 of them were non- Bahrainis. Pertaining to respondents' job role, table 4.1 demonstrates that 5 individuals belonged to HR professional group whereas 2 of them hold the position of HR consultation.

Table (4.1): Interviewees' demographic information

Variable	Item	Frequency	%
Sex	Male	4	57.1
	Female	3	42.9
Experience	10 Years	1	14.3
	12 Years	1	14.3
	13 Years	1	14.3
	15 Years	2	28.6
	18 Years	1	14.3
	22 Years	1	14.3
Job Role	HR Consultant	2	28.6
	HR Professional	5	71.4
Nationality	Bahraini	4	57.1
	Non-Bahraini	3	42.9

The following section presents the findings based on the interviews conducted by the researcher from the HR managers based on the following questions in order to achieve the research objectives. The first research objective and research question are as follows:

Objective 1: Determine if online recruitment practices attract individuals with higher qualifications, a stronger drive to perform, and longer retention rates compared to traditional methods.

Research Question: Does online recruitment attract talented individuals i.e. higher quality individuals, high performance drive and a high retention rate?

The technology industry is growing rapidly, leading to a competitive challenge in attracting top talent. This report investigates how Human Resource (HR) professionals are using technology to identify the most suitable candidates for their companies. We will examine the different online platforms being utilized, their success in attracting a variety of qualified candidates, and the ethical issues surrounding online recruitment.

Attracting Talent with Technology

According to an HR manager, they use a mix of online platforms. They use a mix of online platforms to attract a talented and diverse workforce with a high work drive. Web-based ads are the most popular tool used for attracting talented and diverse workforce as the company culture is highlighted through these tools.

Some HR managers did participate in virtual job fairs and do accept its ability to attract a wider pool of talent. The adoption of which was boosted during COVID where organizations were not able to participate in job fairs in person. Although some organizations have never participated in virtual job fairs as one HR professional said “Virtual job fairs feel impersonal and we prefer attending conferences and using available online platforms to attract candidates for job openings in our organization.”

Online platforms are able to catch a variety of talented candidates and there is a rise in high performers seeking remote opportunities with the organization. An HR manager although accepts the fact that online platforms do enable diverse candidates to

apply to a certain job but (“headhunting for senior positions is required especially if there is requirement of specific experience by our company.)”

HR managers when asked about achieving diversity through attracting candidates through online platforms don’t deny the fact that this has reduced decisions based on human bias as screening application is done through resumes alone. According to an HR manager an ethical concern to use these tools is that unconscious bias can always creep in through a screening process which can be mitigated through awareness programs initiated towards HR managers and a standardized questionnaire should be adopted for fair evaluation in order to mitigate such bias and attract a diverse workforce.

According to an HR manager, “A user-friendly and engaging website is very important as it highlights the organization’s culture, stories, and showcases benefits provided by the company to see if the organization aligns with the candidate’s goals thus making the application process easy for the candidates.

In summary, online platforms have become essential in contemporary talent acquisition. They provide a broader reach, diverse pools of candidates, and the opportunity for a more efficient and fair recruitment process. Nevertheless, there are still ethical concerns relating to unconscious bias. By adhering to standard ethical practices, companies can overcome these challenges.

The second research objective and research question with the result findings is mentioned as follows:

Objective 2: Assess the effectiveness of e-selection tools in identifying and hiring individuals with high potential and diverse backgrounds.

4.2.2 Does e-selection help organizations hire the most talented and diverse applicants?

This section of the research investigates the world of e-selection from perspectives of HR professionals. It delves into the perspectives of HR professionals to extract their perceived impact on hiring talented and a diverse workforce whilst employing electronic job analysis and video conferencing in interviews.

HR managers believe e-selection is a very powerful process in selecting diverse talent from different geographic locations, which is fantastic for diversity. Traditional methods of selection only focused on hiring talent face to face and a wider pool of talent was being ignored and by eliminating geographic barriers “companies are now able to identify hidden talent”.

According to HR managers job boards can also be designed to hire and attract underrepresented workforce in the society that employees or organizations neglect or people themselves don't apply as they feel they are not represented in society.

HR professionals use online platforms to view and share resumes only and analyze them electronically based on filters provided by these platforms where the criteria is set during a virtual job analysis meeting.

According to an HR manager “virtual job analysis meetings have also been helpful for selection as consultants and experts from outside the organization can analyze and assist in choosing the best candidates for the company.”

HR managers also agreed that formal electronic analysis is still not used but use of video conferencing for virtual job analysis meetings also helps in saving time and money and saves time for “real-time discussions” says an HR manager "Efficiency is important, but so is clear communication."

According to an HR manager “Analyzing resumes electronically helps identify the skills and experience most relevant to the role, leading to more targeted job descriptions thus saving time in selection.". According to another HR professional the automation of initial screening leads to faster hiring decisions.

Another HR manager said the cost-effectiveness and scheduling flexibility. However, it can be less personal than face-to-face interaction where employees can create a comfortable and engaging experience for the candidates.

According to an HR manager face to face interviews and video conferencing are complementary tools. "I find a blend of both works best". Video conferencing is amazing for initial interviews but selection should be done by personally interviewing the candidate face-to-face as it helps in building a connection. Some managers emphasized that face-to-face interviews work best if there are no geographic restrictions. Otherwise there is no issue in conducting interviews via video conferencing.

An HR manager stated that the impersonal nature of e-selection methods might inadvertently increase the risk of unconscious biases. For example, unconscious biases based on appearance might be less pronounced in a face-to-face interview where the focus is on the candidate's responses and qualifications. For example, a recruiter who is unconsciously biased against tattoos, might subconsciously score a qualified candidate lower than others based on a visible tattoo seen during a video interview. Another example would be a candidate scoring a lesser score due to exhibiting less eye contact during the interview due to cultural norms or traditions which might be perceived as lacking confidence or interest, leading to a biased evaluation.

HR managers also believed that if a company solely relies on automated skills tests to select talent, they might not work for candidates who have strong soft skills such as communication and interpersonal skills. Thus, a holistic approach should be adopted to select candidates such as looking at experience and a fit for the culture of the organization.

E-selection is a great tool for finding talent, improving diversity, and speeding up hiring. But HR experts stress the need to use it smartly alongside human knowledge and a clear job description. Video calls are helpful for flexible interviews, but nothing beats in-person meetings for building important connections.

The third research objective and research question with the result findings is mentioned as follows:

Objective 3: Investigate the influence of e-learning on employee knowledge, skills, motivation, satisfaction, and their perception of its usefulness.

4.2.3 Does e-learning enhance employees' knowledge, skills, motivation, and satisfaction levels?

HR managers were asked if they employ eLearning in their organization and how it has impacted employee training. HR managers rely on eLearning for training their employees which can also be instructor- led. According to an HR professional “It helps in targeting employees that are geographically dispersed and also helps and provides peer learning opportunities to employees.”

HR managers added that the benefits of using eLearning are paramount. It seems consistent for learning and retaining knowledge across departments. Video conferencing is also found to facilitate real-time interaction and eLearning is also employed in organizations as it is deemed as very cost-effective training. Overall, it improves employee competency which reduces training time and cost across the organization.

An HR employee pointed out that whilst eLearning is proven to be beneficial the benefits of eLearning can be obtained through including interactive modules and building engaging programs to address according to the needs of the organization and this can lead to increased satisfaction and motivation of skilled and driven employees.”

HR managers emphasized the need to use individual and group feedback in some instances such as from focus-groups in order to better tailor the organizations eLearning programs. Feedback is also important as it should be engaging and impacting the employees and this ensures that the training is focused on the needs of the employees.

According to an HR manager "A blended approach is generally preferred in our organization as eLearning provides a strong foundation, while instructor-led sessions or video conferencing and training allow for digging deeper into a subject matter, opens doors for clarification, and are excellent opportunities for employees to be able to ask questions."

Another HR manager said that the method of training is based on the objectives to be achieved and simpler topics could be explained virtually while complex topics might need to be delivered and learnt through a blended learning environment.

Another HR employee pointed that eLearning alone might not be fully able to motivate employees and emphasized that there must be a blended- learning approach and that the face-to-face training also can be used to increase motivation of employees.

According to HR managers data privacy can be an issue during the eLearning process and data collected during this process should be made secure and should be used responsibly. Another concern an HR manager highlighted is the fact that some employees are not familiar with traditional eLearning platforms and organizations should be able to either train them in person to use them or provide them with alternative platforms for eLearning.

Above are a few perspectives from HR on eLearning and the benefits or limitations in the organization. The approaches to training online or face-to-face depend on the size, industry or the objectives of learning of the organization. Effective training has been found to be paramount for employee success and increasing their motivation and a well-designed

approach of eLearning and face to face blended environment with effective instructor-led training or video conferencing can be an important tool in achieving that success.

The fourth research objective and research question with the result findings is mentioned as follows:

Objective 4: Identify the advantages and potential drawbacks, including ethical considerations, associated with implementing performance management /appraisal systems.

4.2.4 What are the benefits and challenges/ ethical considerations associated with implementing performance management systems (Appraisal systems) in organizations?

A well-designed appraisal system plays a crucial role in attracting, retaining, and developing our highly talented and diverse workforce. Here's how these systems create a win-win situation for both employees and the company:

Appraisal systems provide a structured framework for regular conversations between managers and employees. These discussions go beyond just performance reviews. They allow employees to express their career aspirations and discuss areas for skill development. As one HR professional said, "'It's all about development, not just evaluation. We can identify individual strengths and weaknesses, then offer targeted training, mentorship programs. By investing in our employees' growth, we have created a more skilled and engaged workforce, which benefits the employees and the organization."

Effective appraisal systems go a long way in promoting a culture of inclusion in the workplace. It ensures clear and objective performance standards are applied and communicated consistently across a diverse workforce. This eliminates any potential bias

and ensures everyone has a fair shot at recognition and advancement. According to a HR professional "We value diverse perspectives at our organization. Appraisal systems help us to enable diversity by creating a space for open communication and ensuring all voices are heard."

Appraisal systems aren't just about identifying areas for improvement in employee performance. They also provide a platform to recognize and celebrate employee achievements throughout. "We celebrate success!" an HR professional emphasized. Formal recognition through the appraisal process boosts morale and shows employees their contributions are valued. This is particularly crucial for diverse talent in the organization who may have historically faced under-appreciation in the workplace.

The benefits of well-designed appraisal systems extend beyond individual development and inclusion. By establishing clear goals and providing regular feedback through the appraisal process, employees gain a strong understanding of what's expected of them and how their contributions impact the company's success. This clarity fosters a sense of ownership and accountability, leading to **increased employee performance**. As one HR professional stated, "It's a win-win for everyone. Employees feel empowered and motivated to achieve their goals, which ultimately translates to better results for the company."

Furthermore, regular communication and recognition through the appraisal process contribute to **increased employee satisfaction**. When employees feel their contributions are valued and they have a clear path for growth, they are more likely to be engaged and

satisfied with their work. This sense of satisfaction translates to a more positive work environment and reduced turnover, allowing the company to retain its top talent.

While appraisal systems offer significant benefits, it might seem as a double-edged sword, thus, it's important to acknowledge their limitations. Here we discuss these limitations and strive to continuously improve our system to ensure it motivates and retains the diverse workforce in the org

One major limitation is the potential for bias that can creep in with the usage of appraisal systems. Traditional appraisal methods often rely heavily on the manager evaluations of employees. According to one HR professional, "'Unconscious bias can creep in from the evaluators,' leading to unfair assessments and judgements that can disproportionately affect diverse employees." This can be mitigated by implementing standardized evaluation metrics and also training the managers to recognize and prevent bias in their evaluations towards employees.

Another limitation is the tendency to focus on easily quantifiable or measurable metrics and sidelining the unquantifiable ones. While these metrics are valuable, they can overlook the valuable contributions that are less easily measured. As another HR professional said, "'What gets measured gets managed, but not everything can be measured.' We're working to create a more holistic appraisal system that considers the unique strengths and contributions of a diverse workforce."

A one-size-fits-all appraisal system can be detrimental to a diverse workforce as different employees have different communication styles and learning preferences. A rigid

system with standardized evaluations might not effectively engage or motivate all employees in the organization. "A diverse workforce needs diverse approaches," an HR professional emphasized. HR managers should explore more ways to personalize the appraisal process to cater to individual needs and preferences.

In conclusion, well-designed appraisal systems are a powerful tool for cultivating a thriving, diverse workforce. By fostering development, promoting inclusion, and recognizing achievements, these systems create a positive work environment where top talent feels valued and motivated and satisfied to remain engaged and contribute to the company's success. Thus, organizations feel the need to remain committed to implement the power of appraisal systems to build a diverse and high-performing team. By acknowledging limitations and continuously improving the implemented appraisal system, HR managers should aim to create a fair and effective process that motivates and retains a talented and diverse workforce in the organization.

The fifth research objective and research question with the result findings is mentioned as follows:

Objective 5: Evaluate the effectiveness of compensation systems in attracting and retaining diverse talent, and identify ethical considerations related to compensation practices.

4.2.5 Do compensation systems motivate and retain talented individuals with diverse backgrounds in the organization and what are the challenges or ethical concerns of using compensation systems?

Compensation systems, including payroll, are crucial but limited in terms of motivating and retaining employee talent. Timely paychecks are essential but it can't solely be deemed

responsible for employees and a multi-pronged approach. This can be achieved by several strategies such as including competitive packages, being transparent and fairness, enabling an inclusive work culture, maintaining a balance between work and life and appreciating employees is as important as compensation systems. According to an HR professional having 15 years' experience in their field. "Think of it like this," says the HR professional. "Money is definitely important, but it's not the only reason people come to work, or stay at a job. If someone feels stuck with no chance to learn new things or advance, a big paycheck won't keep them motivated."

HR professionals emphasize the fact of providing clear paths for career development and skill buildings of diverse and talented employees in the organization. "We believe in investing in our people," they say. "That's why we focus on providing clear paths for career development and skill building. Think of it like a roadmap. We want employees to see where they can go in the company and what skills they need to get there."

According to HR professionals, discussing the importance of compensation systems identifies them as crucial but "limited" in terms of retaining and motivating talented and diverse workforce. There are many challenges identified despite ensuring timely and accurate paychecks. According to an HR manager "While a reliable paycheck is the foundation, it's the total reward package that matters. We need to offer benefits that cater to the diverse needs of our employees. For example, someone with young children might value childcare options more than a gym membership." competitive benefits and salaries while

providing growth opportunities to individuals helps in maintaining and retaining a diverse workforce in the organization.

HR professionals agreed that being transparent towards the pay structures in the organization and fair pay practices help in building trust towards the organization and motivates employee retention in the organization. According to an HR manager "Transparency is key". Employees deserve to understand how compensation is determined. By having clear communication about salary structures and promotion guidelines, organizations build trust and ensure everyone feels fairly compensated for their skills and experience.

HR professionals agreed that fostering a welcoming environment that values diverse perspectives is very important in the organization. By creating a workplace where everyone feels valued and respected, regardless of their background, organizations unlock the full potential of their team. A good compensation system is a baseline, but fostering a welcoming environment keeps people engaged and wanting to contribute.

In this category HR managers emphasized that offering flexible work arrangements and programs that support employee well-being helps in maintaining a high performing diverse workforce. "We all have lives outside of work,". Thus, providing flexible work arrangements, like remote work options or compressed workweeks, shows that organizations understand employees' needs for work-life balance. Eventually, a happy and healthy workforce is a productive workforce.

Regularly acknowledging and rewarding employee contributions help in maintaining a diverse workforce in the organization. "A simple 'thank you' goes a long way," they conclude. Therefore, recognizing and appreciating employees' efforts, big or small, is crucial. It shows organizations value their contributions and makes them feel like part of something bigger.

In conclusion, compensation systems come with certain limitations that can be mitigated through competitive packages, transparency with regards to the pay structure, enabling a diverse work environment, sustaining a work and life and appreciating employees is as important as employing compensation systems in organizations. These limitations to attract a diverse workforce despite incorporating compensation systems are also crucial to manage as discussed by Mohammed, M. A., & Anto, M. B. H. (2019) in their research in banking industries in Bahrain.

The sixth research objective and research question with the result findings is mentioned as follows:

Objective 6: Investigate the advantages and potential drawbacks, including ethical concerns, associated with implementing ESS solutions.

4.2.6 What is the benefit of employing ESS (Employee Self-service systems) in the organizations and what are the challenges or ethical concerns of using employee service systems?

Employee Self-Service Systems (ESS) are gaining massive limelight to ease and enable HR managers tasks in an organization. Today, we'll discuss how ESS can impact attracting and retaining talented individuals from diverse backgrounds.

ESS empowers employees in the organization and it plays a massive role in motivation and satisfaction of employees in the organization. As stated by an HR professional "ESS gives employees more control over their information. They can access pay stubs, in addition to updating personal details, and even enroll in benefits themselves. This “creates a sense of empowerment, as they feel less reliant on HR for basic tasks." Another HR professional stated that "It's like giving them the keys to their own HR data!"

HR professionals stated that the benefit of employing these systems is the flexibility to access and operate the tasks saving HR and employee time which is definitely a motivation for a talented and diverse workforce in the organization. An HR professional stated that "ESS systems are often accessible 24/7, allowing employees to manage their HR needs on their own schedule. This is especially valuable for those with diverse work styles or family commitments." Another HR professional while discussing this benefit stated "Imagine a working parent being able to update their benefits during their lunch break, instead of having to wait for HR office hours."

HR professionals stated that by utilizing ESS in organizations can increase transparency and enable effective communication to retain diverse talent in the organization. An HR professional stated that "A well-designed ESS can provide clear and consistent information about company policies, benefits, and career development opportunities.” This transparency can build trust and a sense of fairness, which is important for diverse talent. According to another HR professional, employees from different backgrounds often appreciate clear communication and access to the same information.

Employee self-service (ESS) has become a popular tool for organizations to streamline HR processes and empower employees. However, it is important to recognize that ESS has limitations. This report will explore two key limitations of ESS: limited functionality and user-friendliness.

Limited Functionality limitation was emphasized by almost all HR professionals where the HR management in key HR issues can't be denied as certain decisions and processes can't be completed without human personnel. According to an HR professional. "It's important to remember that ESS can't replace personalized interaction with HR. Complex issues or concerns may still require HR support. We don't want employees feeling like they're stuck in a self-service maze!"

User friendliness is a limitation when implementing ESS in the organization. According to an HR professional "The system's user interface needs to be intuitive and accessible for all employees, regardless of technical expertise. We need to ensure it caters to diverse learning styles. A clunky system can be frustrating for anyone, and especially for those less comfortable with technology."

ESS possesses numerous advantages for simplifying HR processes. Empowering employees with management over their information and reachable 24/7 structures cater to numerous work styles and fosters an experience of possession. Additionally, clean and steady information through ESS builds agree with transparency, which is crucial for a multicultural staff. However, it is crucial to acknowledge that ESS can't replace HR's function in complex conditions, and the

device itself needs to be consumer-friendly for all personnel. Overall, a properly-designed ESS can be a valuable tool for motivating and maintaining a diverse workforce with the aid of empowering personnel, growing accessibility, and fostering transparency. Limited functionality approach that ESS can't deny the want for HR specialists to deal with complex issues and ensuring the human perspectives is pivotal. Additionally, a user-friendly interface is vital to ensure all employees, regardless of technical understanding, can without any hassle navigate the gadget. By spotting those limitations and imposing suitable solutions, organizations can make certain that ESS effectively complements, in preference to replaces, conventional HR capabilities.

CHAPTER FIVE: RESEARCH DISCUSSION

5.1 Leveraging Technology for attracting Diverse and Talented Workforce:

The HR manager's responses echo the research findings on how online platforms can attract a pool of qualified candidates. Sherman Garr and Jackson (2019) highlight the significance of technology in reaching out to "diverse individuals" by breaking down barriers. This resonates with a HR manager's observation on the ability of web-based ads to reach an audience and draw in a "talented and diverse workforce." Additionally, the literature recognizes the drawbacks of relying on data, such as the potential for unconscious bias to seep into the screening process online as pointed out by an HR manager. Stone et al. (2015) cautions that technology can introduce biases through data collection and manipulation.

Here's a deeper dive into some key takeaways:

Reaching a Wider Talent Pool: Both HR managers and the literature agree that online platforms offer a significant advantage in reaching a broader pool of candidates. Social media and online job boards can attract individuals from various backgrounds and locations who may not have been accessible through traditional methods. This fosters a richer talent pool, as highlighted by the HR manager who leverages web-based ads to reach diverse candidates.

Addressing Unconscious Bias: While acknowledging the benefits of online recruitment, both sources emphasize the importance of mitigating unconscious bias. The HR manager suggests awareness programs and standardized questionnaires to ensure fair evaluation. The literature review by Nagaraj & Korolova (2023) cautions against bias in social media selection processes, where choices might be based on a candidate's online image rather than skills.

Company Website as a Recruitment Tool: The importance of a user-friendly and engaging company website is emphasized by an HR manager for showcasing company culture, benefits, and the application process. This aligns with the literature review by Lee (2021) and Villeda & McCamey (2019) who highlighted the role of company websites in attracting potential candidates interested in learning more about the organization.

Moving Forward: A Holistic Approach

The discussion highlights the valuable insights gleaned from both HR manager experiences and the academic literature review. Here are some key takeaways for organizations seeking to leverage technology for a diverse and talented workforce.

Utilize a Mix of Online Platforms: Web-based ads, social media recruitment, and virtual job fairs can be strategically combined to reach a wider range of qualified candidates with diverse backgrounds and skill sets.

Mitigate Unconscious Bias: Implement training programs to raise awareness of unconscious bias among HR professionals. Develop standardized screening procedures and questionnaires to ensure fair evaluation of candidates based on skills and qualifications.

Invest in a User-Friendly Website: Create a website that showcases the company culture, benefits, and the application process in a clear and engaging way.

In conclusion, the way technology has transformed talent acquisition is truly remarkable. Through use of platforms and tackling any biases head on, companies can create a workforce that is both diverse and skilled leading to a culture of innovation and achievement. It's important to keep in mind as highlighted in the research that technology serves as a tool. Creating a work environment involves more, than technology; it demands a dedication to nurturing an inviting company culture that appreciates diversity and equity.

5.2 The Emergence of Online Selection to select Diverse and Talented Workforce:

The hiring scene is experiencing a shift with online selection emerging as an asset, for companies looking to attract top notch talent and promote diversity within their teams. This conversation blends perspectives from HR experts with research results to delve into the advantages and drawbacks of selection, especially the use of video calls, in interviews.

Expanding the Talent Pool and Embracing Diversity;

According to HR managers utilizing e selection allows organizations to access a range of talent without being limited by boundaries. Research, by Stone et al. (2015) supports the impact of e selection on talent acquisition. By engaging with candidates from various locations organizations can leverage an array of skills and backgrounds leading to increased innovation and adaptability (Lim et al., 2006).

Furthermore, HR managers acknowledge the role of e selection in promoting diversity in the workforce. This aligns with the conclusions drawn by Sołek-Borowska & Wilczewska (2018) which suggest that technology can help reduce biases in recruitment processes by focusing on qualifications and skills. Using e selection tools enables organizations to move away from methods that may be influenced by biases related to gender or ethnicity.

Efficiency and Improving the Hiring Process;

Human resource managers highlight the time saving advantages of using e selection with automated resume screening. This is supported by a study conducted by Dineen et al. (2017) which shows that e-selection can surpass hiring methods in terms of efficiency. By automating

screening procedures companies can allocate time and resources to thoroughly evaluating promising candidates.

A review of existing literature, by Vikram et al. (2023) recognizes the drawbacks of face to face interviews and their time intensive nature. E-selection presents a remedy by enabling assessments and quicker decision making at various stages of the recruitment process.

The Importance of Video Calls and Human Connections:

Even though HR professionals see the benefits of using video calls, for interviews they stress the significance of in person meetings to establish a connection with applicants. This idea is supported by a study conducted by Mo and Houtti et al. (2023) which points out the drawbacks of video calls, such as communication clarity issues and limitations in conveying cues. These challenges could impact the evaluation of a candidate's suitability for both the position and the company's culture.

Furthermore, research by Deacon et al., (2023) provides insights on enhancing candidates' experiences during video interviews. Their research indicates that simple actions like sharing interview questions in advance can improve candidates' perceptions of fairness and their ability to perform well.

Conclusion:

Utilizing e selection tools can greatly enhance HR practices. These tools streamline the hiring process, widen the talent pool and have the potential to minimize bias, which aligns well

with organizations goals of attracting talent and fostering teams. Nevertheless, HR managers emphasize that e selection should not completely replace judgment and connection.

The effective approach likely involves a combination of e selection tools and traditional methods. Video conferencing serves as a tool for interviews enabling efficient screening and engagement with candidates from various locations. However, face to face meetings remain essential for final selections to establish rapport, assess fit and gain an understanding of a candidate's capabilities. By integrating e selection tools, with expertise and clear job descriptions organizations can form robust diverse teams ready to excel in today's dynamic work settings.

5.3 Online Training, in Companies for Employee Growth and Satisfaction

Information gathered from HR professionals and a review of existing literature on training in companies clearly shows that e learning is a tool for employee growth but its effectiveness is maximized through strategic implementation. Let's explore some insights shared by HR professionals and examine the supporting research from the literature.

Advantages of Online Training; A Beneficial Solution for All

HR professionals have emphasized the advantages of online learning, which are strongly supported by research findings. Studies conducted by Areiqat & Al Doori (2018) and Sharma & Rathore (2022) validate that online training brings about cost savings and enhanced accessibility compared to methods. Online platforms offer up to date information in time resulting in a knowledgeable and productive workforce (Areiqat & Al Doori 2018).

Moreover, findings from studies by Batool et al. (2021) and Hodroj (2022) indicate that employees perceive online learning methods as engaging and beneficial, for their development. This leads to increased employee satisfaction and commitment as highlighted by Sharma & Rathore (2022). Online learning platforms such as MOOCs (Massive Open Online Courses) improve accessibility. Accommodate learning preferences as discussed by Park et al. (2018).

The Benefits of Combining Online and In Person Learning

While online learning has its advantages HR managers have emphasized the value of incorporating a mix of both approaches. Research literature supports this idea. Studies conducted by Yang et al. (2022) and Buhl Wiggers et al. (2022) highlight the effectiveness of blended learning environments that merge modules, with face to face interactions. This method capitalizes on the strengths of each approach; online learning lays the groundwork while in person sessions or virtual meetings facilitate discussions, clarification of queries and social engagement (Yang et al, 2022; Cheung & Zhao, 2023)

Blended learning setups can accommodate employees with learning preferences. Some may thrive with modules while others may find in person guidance more beneficial. This flexibility ensures and productive learning journey for all staff members (Hai Jew, 2022).

Addressing Challenges and Ensuring Success

As highlighted by Rahmani et al., (2021) it is essential for organizations to prioritize data security and responsibly manage the information gathered through e training programs. HR managers also face the challenge of equipping employees with the skills to navigate e learning

platforms. The literature recommends providing, in person training sessions or alternative platforms to bridge this gap ensuring inclusivity and enhancing program effectiveness (Batool et al. 2021).

In summary the perspectives of HR managers on eLearning harmonize with the insights from the literature review. E training serves as a tool for employee development offering advantages such as enhanced accessibility, cost effectiveness and increased employee satisfaction. To achieve outcomes organizations should take an approach. Blended learning environments that combine face to face components cater to diverse learning preferences. Promote enhanced knowledge retention.

Addressing concerns regarding data privacy and ensuring user platforms are vital for e learning implementation. With technology advancing organizations that embrace e training and adapt their strategies will be well equipped to cultivate a future workforce, with high levels of expertise.

5.4 Evaluating Employee Performance

The evaluation of employee performance is an aspect of managing resources sparking ongoing discussions about its effectiveness. This dialogue combines perspectives shared by HR managers with insights drawn from a literature study on performance evaluations to offer a view on how these evaluations can be structured to promote a workforce.

Encouraging Employee Progress and Skill Development

HR managers stress the significance of utilizing evaluation systems to support employee development. This aligns with the research conducted by Onyeaku (2023) which characterizes

performance management systems as tools employed to "gather, analyze and document information about employee performance with the goal of assessing and enhancing employee productivity while considering their growth potential." The HR managers highlight that evaluation conversations establish a framework for dialogues, between supervisors and staff members. This facilitates goal setting, progress tracking and development planning – all crucial components of a crafted system as identified by (Da Conceição Da Costa Marques , 2022).

Promoting Inclusion and Mitigating Bias

The HR managers also stress the importance of promoting inclusion in the workplace. According to a study, by Thanigaiyarasu et al., (2022) having appraisal systems with minimal biases and transparent criteria can enhance the overall work environment positively. Another research conducted by Shrestha, (2022) indicates that incorporating feedback from sources, known as 360-degree feedback can offer a comprehensive assessment of employee performance and help mitigate biases present in traditional manager only evaluations. These findings echo the concerns raised by HR managers about biases in appraisal methods.

Recognition and Reward

In addition, HR managers emphasize the significance of using appraisals for acknowledging and rewarding employees' accomplishments. This is consistent with a study by Onyeaku, (2023) which mentions that performance appraisals are instrumental in determining career paths, rewards, promotions and retention within an organization. The formal recognition provided through performance appraisals aligns with insights from NWOKEOCHA's research

(2024) which suggests that these systems serve as tools for management and support employee development.

Furthermore, HR managers underscore that setting goals and offering feedback through performance appraisals are essential factors contributing to enhanced employee performance and satisfaction.

The research aligns with Gomathy's study in 2022 which indicates that utilizing performance management systems focused on competencies can help in meeting "goals". Additionally, Brown and colleagues review from 2018 emphasizes the advantages of performance management tools, in simplifying assessments potentially resulting in productivity and employee contentment.

Exploring Constraints

While recognizing the advantages of performance evaluations, resource (HR) managers are also mindful of their limitations. A significant issue concerns the presence of biases, a topic supported by Hristov et al. (2022), in their literature review where they discuss the impact of "bias" on execution. The study indicates that HR managers might unknowingly engage in assessments. To address this concern HR managers, propose the adoption of rating scales and bias awareness training for supervisors, a measure endorsed by existing research. Thanigaiyarasu et al. (2022) stress the significance of reducing bias in ensuring performance management.

Another constraint identified by HR managers is the overemphasis on metrics. Shrestha (2022) underscores in their review that a one size fits all appraisal approach can have effects. In response to this challenge HR managers recommend developing a system that values diverse contributions. This aligns with the idea of performance management systems centered on competencies as discussed by Gomathy (2022) which aims to enhance value by acknowledging a broad spectrum of employee inputs.

In conclusion the findings, from HR managers and the literature review clearly indicate that crafted performance evaluation systems benefit both employees and organizations. These systems encourage growth, foster inclusivity and acknowledge accomplishments thereby creating a workplace environment that inspires and retains talent. It is important to recognize drawbacks such as bias and an overemphasis on metrics. To address these issues HR managers in Bahrain should focus on enhancing the system through assessments, bias awareness training and a comprehensive approach to ensure that performance appraisals continue to be an effective tool for cultivating a diverse and high performing workforce.

5.5 Incorporating HR Insights into Compensation Systems Research

The feedback from HR managers and the literature on compensation systems provide valuable insights on how organizations can attract, retain, and motivate a diverse workforce. Let's delve into a discussion that combines these important points:

Opportunities for Growth and Investing in People

It is widely recognized by HR professionals that providing clear paths for career development and skill building is crucial. Research from Yura et al. (2023) supports this,

highlighting the importance of talent management in attracting and retaining skilled employees. Studies show that an effective compensation system should prioritize pay based on performance and competencies, as suggested by Yura et al. (2023) and Praveen & Karuppasamy (2017). This not only boosts employee motivation but also helps organizations reach their strategic objectives, as noted by Palanivel et al., (2024).

Employee Benefits and Meeting Various Needs

HR experts understand the importance of offering competitive packages in addition to salaries (as stated by an HR manager). This is supported by Abdulai Sawaneh & Kanko Kamara, (2019) research emphasizing the significance of providing attractive fringe benefits to attract and keep top talent. Customizing benefits to cater to the diverse needs of employees (also highlighted by a HR manager) is in line with the findings of Mohammed & Anto (2019). Their study showed that a carefully crafted reward system, including a range of benefits, greatly impacts employee performance.

Transparency and fairness

The importance of transparency, fairness, and building trust in pay structures is emphasized by HR professionals for maintaining employee trust and ensuring retention. Research by DEMİR & Acar (2014) underscores the significance of ethical compensation management systems that adhere to legal regulations. Furthermore, Bloom (2004) and (Aggarwal & Mittal, (2021) stress the role of organizational justice in compensation, which has a positive effect on employee satisfaction and retention.

Fostering a Welcoming and Inclusive Work Culture

Creating a welcoming and inclusive work environment is crucial, according to HR professionals. This idea is supported by research from Fapohunda, (2022) who recommends combining talent management with the total rewards system to better assess and recognize top-performing employees, resulting in higher levels of engagement and productivity.

Maintaining a work-life balance

Acknowledging the contributions of employees are essential factors in ensuring a successful and productive workforce, as noted by experts in human resources. Studies have shown that implementing flexible work options and initiatives that prioritize employee well-being can lead to improved performance and job satisfaction among employees. This aligns with the idea that a content and healthy workforce tends to be more efficient and engaged in their work, a concept widely supported by HR professionals.

It's crucial to regularly recognize and reward employees' hard work in order to retain them, according to HR experts. This is supported by Yura and colleagues (2023), who stress the significance of appropriately assessing and rewarding top-performing employees.

Conclusion

By taking into account the knowledge shared by HR managers and the research on compensation systems, we can grasp how organizations can develop a thorough talent management plan. This plan should go beyond simply providing competitive salaries and

include opportunities for personal and professional growth, varied benefits, clear communication, a friendly workplace, balance between work and personal life, and acknowledgment. By adopting this all-encompassing strategy, organizations can draw in, keep, and inspire a diverse and skilled workforce in Bahrain.

5.6. Employee Self Service Systems, on HR and Talent Retention

Insights gathered from HR professionals and research literature underscore the influence of Employee Self Service (ESS) systems in organizations in attracting and retaining a diverse workforce. Let's delve into the takeaways highlighted by HR experts and examine the supporting research.

Fostering Empowerment and Accountability;

HR practitioners emphasized the empowering nature of ESS enabling employees to have autonomy over their information. This is in line with Mahdi et al. (2014) findings, which indicate that ESS allows employees to independently manage HR data leading to heightened satisfaction levels.

As one HR expert put it "ESS provides employees with control over their information... Fostering a sense of empowerment..." This sentiment aligns with Manes (2016) and Rokades (2023) perspectives suggesting that personalized information and services, through ESS enhance employee contentment. According to Geier (2023) this enhanced satisfaction can contribute to performance and employee retention.

24/7 Accessability:

HR experts have pointed out the convenience of round the clock access offered by Employee Self Service (ESS) systems. This reflects the importance of flexibility as highlighted in studies. One HR manager mentioned, "ESS platforms are usually 24/7...which is beneficial, for individuals with work preferences or family obligations." This view is reinforced by Ridwans research in 2020, which underscores how ESS enhances productivity by enabling employees to handle tasks such as leave requests at their pace. Such adaptability caters to diverse work preferences as noted by the HR expert. Can be especially advantageous for employees juggling family responsibilities.

Transparency:

Another advantage of ESS highlighted by HR professionals is the transparency it offers regarding company policies and benefits. This corresponds with research emphasizing how ESS promotes trust and equity. A HR expert stated, "A well designed ESS can deliver consistent information... This transparency can foster trust and a perception of fairness crucial for attracting talent." These sentiments echo the conclusions drawn by Hilton et al., 2013 in 2023 who proposes that ESS plays a role in talent management through providing communication channels.

Furthermore, another HR expert remarked that "Employees from backgrounds often value communication..." This observation aligns with existing literature. Kvalnes (2019) highlights how crucial it is to be transparent when implementing self-service technology to promote fairness among a group of employees.

Acknowledging Limitations

The HR managers also acknowledged limitations of ESS, particularly regarding complex issues and user-friendliness. The limitations identified align with the concerns raised in the literature review.

Limited Functionality:

HR experts emphasized that Employee Self Service (ESS) should not take over the role of HR in dealing with situations. This perspective is supported by findings, from Bourhis et al. (2019) who highlighted discrepancies in how management and employees perceive the use of ESS. According to an HR manager "It's crucial to recognize that ESS cannot replace the support provided by HR. Complex issues... May still necessitate HR intervention." This underscores the importance of having a trained HR team to handle scenarios that go beyond what ESS can address.

User friendliness;

Another key concern raised by HR professionals was the importance of having a user interface. This emphasis aligns with existing literature's focus on promoting inclusivity. An HR manager pointed out "The systems interface should be easy to use and accessible for all employees... We must ensure it accommodates learning styles." This sentiment echoes Idams (2010) emphasis on making emotional adjustments when implementing ESS. A user-friendly

interface that caters to learning preferences is essential for fostering inclusivity and maximizing the advantages of ESS for a workforce.

Conclusion

Ultimately, both HR managers and research emphasize the positive impact of ESS on employees and organizational transparency. This can enhance workforce diversity and talent retention. It is crucial to recognize the limitations of ESS and have a skilled HR team to manage challenges effectively. A user-friendly interface tailored to various needs is essential for maximizing ESS benefits for a multicultural workforce. Implementing a robust ESS system can empower employees, promote trust, and attract top talent from diverse backgrounds.

CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

6.1 CONCLUSIONS

In conclusion, HR specialists are adopting technology to streamline processes and facilitate different aspects of their jobs. In this regard, here are some critical areas:

Talent Acquisition: Online platforms have been identified as a way of expanding the talent pool. The potential for reduced bias during initial screening is acknowledged by HR managers through e-selection tools though face-to-face interaction still remains vital in the final selections given that it allows a more subtle assessment of fit and rapport-building.

Training and Development: HR professionals appreciate the accessibility and cost efficiency of eLearning platforms. They provide employees with learning opportunities at their convenience irrespective of where they are or when they want to learn.

Performance Management: Performance evaluations on the other hand, serve as a cornerstone for employee growth within an inclusive framework that acknowledges achievements. Nonetheless, they also recognize that some biases may surface while dealing with such matters, coupled with an overdependence on certain metrics. Striking the right balance between objective data and subjective feedback is necessary for fair and effective performance management.

Compensation and Benefits: Modern compensation systems look beyond salary alone. HR professionals insist on the need to offer growth opportunities, prepare diversified benefit programs and ensure transparency in compensation practices. This whole approach will develop job satisfaction and motivation of employees.

ESS systems: These tools help workers by ensuring that they can use them at any point in time for such purposes as accessing payrolls or applying for leaves. ESS leads to more openness among staff members and simplifies processing of HR matters.

Thus, the future of work relies on strategically blending human skills with increasingly evolving technological enhancements. Embracing a people focused strategy that utilizes technology for efficiency and inclusiveness enables companies to nurture a thriving workforce prepared to thrive in the changing work landscape. This approach creates a workplace that not only draws in talent but also empowers staff, builds trust and sparks creativity and innovation

which is beneficial for enabling inclusion and diversity in the organization. As technology advances, being flexible and consistently striving to enhance human resource strategies will be crucial, for establishing a prosperous organization.

6.2 Recommendation:

Based on this research below are recommendations for utilizing technology in organizations. Organizations should:

- a) Utilize online platforms for recruitment, but mitigate bias with standardized assessments and diverse interview panels.
- b) Foster a welcoming company culture that values inclusion and attracts top talent from various backgrounds.
- c) Integrate e-selection tools like video conferencing for efficient screening, but prioritize face-to-face interactions for final selections.
- d) Utilize clear job descriptions and leverage human expertise to build strong and diverse teams.
- e) Implement e-learning platforms for accessibility and cost-effectiveness, but combine them with face-to-face sessions for deeper engagement and knowledge retention.
- f) Prioritize data security and user-friendly interfaces to maximize learning outcomes for a multicultural workforce.
- g) Design performance evaluations that encourage growth, promote inclusivity, and acknowledge accomplishments.

- h) Address potential biases through training and utilize a comprehensive approach that considers diverse contributions.
- i) Shift the focus from metrics to a holistic evaluation process for a more engaged and productive workforce.
- j) Offer competitive salaries alongside professional development opportunities, diverse benefits, clear communication about pay structures, and transparent reward systems.
- k) Emphasize a healthy work-life balance and recognize employee contributions to attract and retain top talent.
- l) Design a user-friendly ESS system accessible to diverse needs to empower employees with control over their HR data and tasks.

Recognize that ESS complements, not replaces, HR professionals. Maintain a skilled HR team for complex situations and personalized support.

This research on HR and technology in Bahrain offers a valuable framework applicable across sectors. Consider the healthcare industry: online platforms could be used to recruit multilingual medical professionals, while e-learning platforms with virtual simulations could train doctors and nurses on handling diverse medical scenarios (adapting findings on e-learning). Similarly, the hospitality industry could explore using online platforms to recruit multilingual staff using online recruitment tools to build a wider talent pool for specialized positions, and leverage video conferencing for efficient screening of geographically dispersed candidates (mirroring the research on e-selection tools). By replicating this research with sector-specific adjustments, organizations can leverage technology to cultivate a diverse and

highly skilled workforce, offer competitive salaries alongside professional development opportunities, diverse benefits, clear communication about pay structures, and transparent reward systems.

6.3 Practical implications:

This research highlights the potential of various HR technologies. To assess their effectiveness in an organization, a pilot program can be implemented focusing on a specific technology (e.g., e-learning platform). Then, organizations can evaluate its impact on employee engagement, learning outcomes, and HR efficiency in order to confidently integrate technology solutions that best suit their needs.

6.4 Limitations:

The study's limitations include a small sample size, with only seven HR managers interviewed, which may not capture the full diversity of experiences and perspectives. Additionally, the focus on the context of Bahrain means that the findings may not be generalizable to other regions. These findings may not be valid for all organizations as their participant's views and experiences have been influenced by their organizational culture and context." Further research involving larger and more diverse samples across different regions is necessary to validate and expand upon these findings.

In the future, expanding the research geographically to include countries with different technological infrastructures and cultural norms would provide a richer understanding of how technology shapes HR practices across diverse settings.

Summary of each chapter:

Chapter One: Introduction

The first chapter lays the groundwork, for the research by outlining the problem statement, research queries, goals and research environment. It also introduces the terms used in the study.

Chapter Two: Review of Literature

In this chapter various aspects of human resource management are explored through an examination of existing literature. This includes topics such as attracting and skilled workforce, electronic selection and training employee performance management and strategies for motivating and retaining employees with backgrounds.

Chapter Three: Methodology

The methodology section details the research design, sampling techniques, data collection methods and data analysis approaches employed in the study. It particularly emphasizes conducting interviews with HR managers.

Chapter Four: Findings

This section presents insights gathered from interviews with HR managers regarding how technology influences HRM practices within organizations. The focus is on areas such as talent recruitment, hiring processes, training initiatives, performance evaluations, as employee motivation and retention strategies.

Chapter Five: Discussion of Research Results

The discussion explores the implications of the findings by highlighting both advantages and obstacles associated with integrating technology into HRM processes. It underscores the importance of comprehending and utilizing technology effectively to enhance HR practices.

Chapter Six: Conclusion

The conclusion section summarizes the discoveries and insights, from the study emphasizing the need for HR managers to adjust to advancements in HRM procedures. It discusses the advantages and obstacles of incorporating technology into HR operations. Emphasizes the importance of using technology to develop a driven workforce. Additionally, it lists recommendations, practical implications, limitations and future work that can be conducted in this area of research.

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APPENDIX

Preface

Respected Sir;

Greetings!

My name is Misbah Naureen and I am a student of Masters in Business Administration and I am here to interview you for my research titled:

“Identifying and demystifying the impact of technology on human resource management: A qualitative approach”.

I would be grateful to you for allotting your valuable time for this research. The questions will include the impact of technology on talent hunting, hiring management, training management, enhancing employee performance, Employee motivation and retention and management of talented and diverse employees.

The interview will take 15-20 minutes and it **shall be recorded with your kind permission**, rest assured that your personal information will not be shared except with the supervisor of the research - Dr. Zafrul Allam

I would be highly grateful if you may answer all the questions and deliver all information and any additional information & experiences that you may consider valuable on the subject matter.

Sincerely,

Misbah Naureen Mohammad

MBA (Finalist Candidate)

Interview Questions

Following are the interview questions, they are listed here so the participants can prepare for the answers before hand and we have a concise interview:

Introduction:

Question 1. May you please kindly share your name and your job profile?

Attracting Employees (Talent Hunting):

Question 1. How do you use technology to attract talented and a diverse workforce (i.e. web- based, job ads, job boards) or (interactive i.e. Virtual job fairs)?

Question 2. Has your organization participated in virtual job fair?

Question 3. What do you think about virtual job fair? Online session open platform. Or a in person symposium?

Question 4. Does online recruitment attract talented individuals i.e. higher quality individuals, high performance drive and a high retention rate.

Question 5. Does it help in attracting people from different backgrounds?

Question 6. Does ease of use of the website and quality of the website e.g. engaging website help in attracting applicants to the organization?

Hiring Management:

Question 1. Does the use of e-selection tools help organizations hire the most talented and diverse applicants?

a. **Hint:** *Any online (like Bayt, Naukri gulf etc) or inhouse recruitment portal*

Question 2. Does the HR in your company participate in electronic job analysis of the applicants resume from different regions (countries)?

a. **Hint:** *(Question is intended to identify if HR uses technology to hunt for the correct talent outside the geographical boundaries.)*

Question 3. For any short-listed candidate, what is your favored meeting method? Online or virtually to discuss the job and behavior requirements?

Question 4. Does it result in comprehensive job description and shorter completion times?

Question 5. Do you prefer having video conferencing while interviewing rather than face to face and what is the advantage of either of the usages.

Training:

Question 1. Do you incorporate eLearning, training and video conferencing to train employees and how does it help the company?

Question 2. Does e-learning enhance employees' knowledge, skills, motivation, satisfaction levels, and/or their utility judgments?

Question 3. Do you take feedback from employees after the training and do you think it is useful to them?

Question 4. Does a face to face training create a social presence which creates shared learning environment or you prefer a blended learning environment?

Question 5. Would you prefer solely training online or you prefer a blended learning environment?

Question 6. What are the ethical concerns with employing such systems?

Managing and enhancing employee performance:

Question 1. What type of appraisal or performance management systems are you using? cloud based or on premise (in office)?

Question 2. What are the benefits of using such appraisal systems? (objective defined, motivation)

Question 3. How is a computerized feedback better than traditional feedback by a supervisor? Does it help to increase employee motivation and performance?

Question 4. What are the ethical concerns or drawbacks of using appraisal systems?

Motivating and retaining talented employees with diverse backgrounds

Question 1. Do compensation systems (Payroll systems) motivate and retain talented individuals with diverse background in the organization?

Question 2. What are the challenges or ethical concerns of using compensation systems?

Question 3. What is the benefit of employing ESS (Employee Self-service systems) in the organizations?

Question 4. Do you employ an ESS in your organization?

Question 5. What are the challenges or ethical concerns of using employee service systems?