

The Role of E-Governance in enhancing Human Resources Performance - A case studies of Microsoft, IBM, and Workday-

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Abstract:

This study aims to examine the role of e-governance in enhancing HRM performance by exploring its definition, dimensions, obstacles to implementation, and its relationship with HRM performance. Furthermore, it highlights case studies of leading companies -Microsoft, IBM, and Workday- demonstrating how e-governance applications have been effectively utilized to optimize HRM functions.

The case studies of Microsoft, IBM, and Workday illustrate how leading companies leverage e-governance applications to optimize their HRM functions. Each organization has successfully implemented digital tools that facilitate recruitment, training, performance management, and employee engagement, resulting in improved organizational outcomes.

Keywords: E-governance, Human Resources Performance, Microsoft, IBM, Workday.

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1. Introduction

Today's institutions are moving to apply and use electronic governance as a new method of modern, successful and application-worthy management that can raise the efficiency of management and improve its outputs, which helps ensure information and improve transparency and accountability, while increasing security, efficiency and speed of response to electronic requests and procedures and keeping pace with the times and what is happening. With its technological development, especially since electronic dealing has become an integral part of society and the modern world, modern administrations have begun to apply electronic governance that improves the quality of their services and reduces errors and imbalances while improving productivity, profitability, and the relationship with customers.

Human resources management is the main backbone of the organization, as the organization seeks to invest optimally in the human resource, by carrying out various activities with the aim of providing its needs at the right time, placing them in the right place, and working to develop and motivate them. The performance of human resources in any organization is a basic requirement. It is the final output that all institutions seek to achieve.

This research paper will discuss the importance of electronic governance in improving the performance of human resources management by raising the following problem:

- How does electronic governance contribute to improving the performance of human resources management in the organization?

2. The Governance

The concept of governance appeared in 1997 after the outbreak of the Asian financial crisis and the emergence of a crisis of confidence in institutions and legislation that regulate activity between business institutions. When the Organization for Economic Cooperation and Development issued in 1999 a set of principles that aim to help all participating countries and non-participating countries in the organization to develop... The legal and institutional framework for implementing corporate governance (United Nations, 2020).

2.1 Definition of Governance

In this context, there are a set of definitions for this term:

The International Finance Corporation (IFC) defines it as “the system through which companies are managed and their business controlled.”

As for the Organization for Economic Cooperation and Development (OECD): “A set of relationships between the company’s management, the board of directors, shareholders, and other shareholders to protect the interests and financial rights of shareholders” (Bhatnagar, 2004).

Governance also means: “reviewing performance from outside members of the executive management, and having tasks and powers to achieve effective and independent oversight. It is also known as “practices that revolve around fairness and transparency” (Heeks, 2006).

For Gomez: “governance is a set of rules, procedures and systems that achieve the best protection and balance between the interests of the company’s management on the one hand and shareholders and stakeholders on the other hand” (Tornatzky & Fleischer, 1990).

Through the previous definitions, it is clear that there are a set of basic meanings to the concept of governance, including:

A set of regulations for monitoring institutions and regulating relations between the board of directors, managers, shareholders and stakeholders, with an emphasis on the necessity of managing institutions for the benefit of shareholders, through:

- Determine the rights and duties of actors in the organization.
- Sharing powers and responsibilities is the first step.

2.2 Governance dimensions

The governance dimensions are: (Becker & Huselid, 1998)

-Disclosure and transparency; This is an important pillar for ensuring justice and integrity in the company's procedures, management of its employees, and rational decision-making.

- Accountability; It is a rule that requires accountability of officials or those who make decisions and carry out work in the company entrusted to them. Parties are subject to accounting accountability when implementing governance before stakeholders.

-Responsibility; The primary responsibility for good governance lies with the members of the Board of Directors and auditors and to provide shareholders with objective and independent assurance based on the financial reports and other information provided by the company. This vital course highlights the special position of auditors under companies law.

- Achieving justice and fairness: which is respect and recognition of the rights of all parties with interests, including the interests of minority shareholders.

-Independence: It is the mechanism that reduces or eliminates conflicts of interest, such as the dominance of a president who has influence over the company or a major shareholder on the board of directors. The mechanism begins with how the Board of Directors is

formed and the committees are appointed to appoint the auditor so that it does not allow influence on the decisions of the Board of Directors and the company's business.

- Discipline: by following appropriate and correct ethical behavior and adopting laws, legislation and instructions that clarify rights and define duties, which is the main safety valve that ensures governance.

-Social responsibility: Considering the organization as a good citizen by raising social awareness and raising the level of behavior and ideal values of its employees.

2.3 Governance objectives

Corporate governance seeks to achieve a set of goals that can be summarized as follows:

- Enhancing the element of transparency in all corporate transactions and operations, accounting and financial auditing procedures, so that elements of corruption can be controlled at any stage.

- Improving and developing the company's management and helping managers and the Board of Directors to build a sound strategy and ensuring that profit or control decisions are made on sound foundations that lead to increased performance efficiency.

- Ensuring fair dealing with shareholders, employees, creditors and other interested parties in the event of the company's bankruptcy.

- Separation of ownership, management and performance control.

- Improving the company's economic efficiencies.

- Creating the structure through which the company's goals are determined, the means of achieving those goals, and monitoring performance.

- Reviewing and amending the laws regulating the performance of companies so that supervisory responsibility is transferred to both parties, namely the company's board of directors and the shareholders represented in the company's general assembly.
- Evaluating the performance of senior management, enhancing accountability and raising the degree of accuracy.
- Enabling companies to obtain financing from a larger number of local and foreign investors.

3. The concept of E-Governance

E-governance is the management and supervision of the use of electronic and information technology in institutions, governments and organizations. This process includes practices, procedures and policies that provide the necessary framework to provide security, integrity and confidentiality of electronic data, information and services provided over the Internet.

There are several definitions of electronic governance, including:

- It is the use of information and communications technology in public administrations, followed by changes at the organizational level and new preparations for individuals (Noe, 2017).
- It is a type of governance that uses all electronic activities to organize the interwoven relationships between entities within the formal and informal state, in a way that supports the maintenance of policies and mechanisms for their implementation (Aguinis, 2009).
- Achieving democracy, protecting the rights of citizens, preserving their independence, and increasing efficiency in distribution (Kahn, 1990).

3.1 Reasons for the emergence of E-Governance

The tremendous technologies in information and communications technology have affected most fields and led to huge and influential changes that prompted the shift to electronic mode. The most important of these reasons are:

- The emergence of globalization.

Politicians compete to gain customer satisfaction by providing easier services.

- World Bank support for e-governance projects in developing countries.

Technological reasons: represented by:

- Internet emergence.
- Developing high levels of data encryption, so that the network becomes more reliable and secure.
- Innovating electronic signature technology.
- The emergence of e-commerce.
- Governments exploit what current technology provides to reduce costs.
- Moving towards privatization projects.

3.2 Benefits of E-Governance

Adopting electronic governance as a process of change would help expand the areas of participation of citizens and businessmen in the new knowledge economy, in order to increase transparency and effectiveness in state administration through integrated and continuous electronic services. E-governance brings a number of benefits to both citizens and business people. Both include:

- Reducing the organization's spending and rationalizing it efficiently.

- The ability to provide information with greater credibility.
- Transforming from a governmental or closed institution to an open, high-performance institution.
- Participation of the citizen or customer in the decision-making process within the organization.
- Providing services automatically to save time and effort, improve workflow, spread transparency, and combat corruption.
- Using the organization's resources more effectively.
- Increase communication between the community and the institution.

3.3 Objectives of E-Governance

E-governance is considered very important because it is linked to the basic elements and principles of governance, which are transparency, justice, accountability, and fighting corruption. Therefore, it is a strategic consideration based on a set of goals:

- Raising the level of performance.
- Shortening administrative procedures.
- Supporting economic growth.
- Raising the efficiency of employees' performance.
- Increase productivity and reduce cost performance.
- Increase data accuracy.
- Keeping pace with technological development.
- Disseminating knowledge of information and communications technology and qualifying ICT management.
- Enhancing interaction between the company and stakeholders by participating in public affairs and promoting integration within the company.

- Disseminating new electronic governance services within the company, so that stakeholders can access them to enhance equal opportunities.

3.4 Stages of implementing E-Governance

Implementing electronic governance includes several stages and steps that must be followed, which are as follows: (Holtom, Mitchell, Lee, & Eberly, 2008)

- Defining responsibilities: The responsibilities and powers of each individual in the organization must be defined, and responsibilities related to electronic governance must be defined, in order to ensure transparency and accountability.

- Setting objectives: The main objectives of implementing electronic governance are determined, which are achieved using modern technologies and advanced methods.

-Developing e-governance policies: e-governance policies are developed to ensure compliance with international standards and principles, and determine the necessary procedures to ensure their implementation.

-Using modern technologies: Modern technologies are used to improve electronic governance and facilitate management and control processes.

-Training and awareness: Employees are trained and made aware of the importance of electronic governance, and relevant procedures are explained, in order to enhance awareness and responsibility.

-Monitoring and Evaluation: Regular monitoring and evaluation of e-governance is conducted to ensure compliance with international standards and principles, identify its strengths and weaknesses, and work to improve them.

-Continuous improvement: Electronic governance is constantly improved through developing policies and procedures, updating the technologies used, and training employees on modern methods.

4. Human resources performance

The topic of human resources is considered one of the most urgent topics of our time. The human resource has become a fundamental and essential element in it. Human resources management includes a group of types, characteristics, and functions that relate to the human resource. It also includes many fields and dimensions, and this is what we will discuss in this part. Therefore, we will address First to human resources and then human resources performance.

4.1 The concept of human resources

Human resources mean the sum of individuals and groups that make up the organization at a certain time, and these individuals differ among themselves in terms of their composition, experiences, behaviors, attitudes, and ambitions. They also differ in their jobs and administrative levels (Kettunen, 2016).

4.2 Human resources performance

- Human resources performance is defined as a means of knowing the extent to which the worker achieves the work required of him, in addition to the additional information it provides about the individual's behavior at work, and his seriousness according to a specific method. Identifying this performance and ensuring its achievement requires an evaluation process for it that is carried out in light of the specified standard.

It is also defined as those outputs and goals that the system seeks to achieve, and therefore it is a concept that reflects both the goals and the means necessary to achieve them, that is, it is a concept that links

aspects of activity with the goals that these activities seek to achieve within the organization.

- It is also defined as the sum of the conditions that are supposed to exist to accomplish a work and achieve desired goals, with the least costs and physical and mental effort, quickly and masterfully, and in the shortest time.

It also means achieving economic results in exchange for exerting a certain effort, and it is observed by evaluating the results achieved by the worker in his job within a team, department, or unit as a whole. These results appear in the form of benefits obtained by the organization, such as increasing added value and improving production, and it expresses the effort expended by The factor is determined by the time spent working and the general costs of human resources used in production. It refers to human efficiency, which means making social costs optimal in order to achieve a result that often represents the achievement of an economic surplus..

4.3 Human resources performance elements

These elements are: (Sparrow, 2016)

- Knowledge of work requirements: includes skills, technical knowledge, and general background about the job and its related fields, that is, the experience the individual possesses regarding the work he performs;

- Quantity of work accomplished: It means the amount of work that a worker can accomplish under normal working conditions, and the speed of this accomplishment, that is, it expresses the mental, physical, and psychological energy that the individual expends in his work position during a certain period of time while performing his duties;

- Quality of work: It includes accuracy, order, mastery and technical empowerment, the ability to organize and carry out work and discover errors;

- Perseverance and trust: This includes dedication and seriousness to work, the ability to take responsibility for work and complete tasks on specified dates, and the extent to which this employee needs guidance and direction from supervisors to evaluate the results of his work.

4.4 Human Resources Performance Requirements

The process of determining the level of performance cannot take place in isolation from other administrative activities and functions, and its effectiveness is linked to the availability of a number of capabilities or requirements, including:

- There is an analysis of the various jobs that all departments and units of the organization end up with, as the presence of an accurate and integrated description of the jobs and work is the basis from which to determine the main requirements or the task necessary to accomplish this work or those jobs, so determining the job contents of duties, responsibilities and working conditions, performing Other activities required to complete the required jobs and work are the basic foundation on which performance measurement and evaluation depends.

- Establishing the necessary standards for measuring and evaluating performance, which indicates that management derives criteria for evaluation based on the information that can be obtained from the results of work analysis and job descriptions. Therefore, good evaluation standards are standards that focus on the results reached by the employee or worker, that is, The standard must give an answer to a number of questions that can be expressed as what? How much? And when? These standards must also be written, so that all employees in the organization can view them, and they must be realistic and in line with the capabilities and capabilities of the employees.

4.5 Dimensions of human resources performance

The dimensions of human resources performance are as varied as their behaviors, but they can be divided into two main parts:

- Dimensions related to task performance, and dimensions related to implicit performance, both of which are separate from each other, and can be explained as follows:

- Task performance: These dimensions are defined through the activities carried out by the organization's human resources, such as converting raw materials into finished products, and thus the effectiveness in achieving them can be measured.

- Implicit performance: It is also called general performance, and is defined through human resources behaviors that contribute to increasing the effectiveness of the organization, such as:

- Enthusiasm and determination to achieve goals;
- Developing to accomplish tasks outside job tasks;
- Cooperation and working within a team;
- Respect regulations and instructions;
- Support and support for the organization's goals.

5. Case study of leading global companies

For the Case Study of Leading Companies in the Field of Implementing E-Governance and Its Role in Improving the Performance of Human Resources Management, possible to talk about:

5.1 Microsoft

Microsoft Corporation, a global leader in software development and technology solutions, has consistently embraced e-governance principles to enhance its HRM practices. The company utilizes advanced digital tools to streamline HR processes, improve employee engagement, and foster a culture of innovation.

5.1.1 Electronic Applications Provided by Microsoft

Microsoft offers a range of electronic applications designed to optimize HR functions, including:

- Microsoft Dynamics 365: A comprehensive enterprise resource planning (ERP) solution that integrates HRM functionalities, enabling organizations to manage recruitment, onboarding, performance, and employee development seamlessly.
- LinkedIn Talent Solutions: A platform that leverages data analytics to assist organizations in sourcing, recruiting, and retaining top talent.
- Microsoft Teams: A collaboration tool that facilitates communication and project management within HR teams, promoting a connected and engaged workforce.

5.1.1 The Role of E-Governance in Improving the Performance of Human Resources Management at Microsoft

At Microsoft, the implementation of e-governance through digital platforms has significantly improved HR performance:

- Efficiency in Recruitment: The use of LinkedIn Talent Solutions has streamlined the recruitment process, allowing HR teams to identify and engage potential candidates more effectively.
- Enhanced Employee Development: Microsoft Dynamics 365 provides HR professionals with tools to monitor employee performance, identify skill gaps, and design targeted training programs, fostering continuous development.
- Improved Employee Engagement: Microsoft Teams promotes collaboration and communication among employees, enhancing engagement and fostering a positive organizational culture.

5.2 IBM

IBM, a multinational technology and consulting company, has been at the forefront of adopting e-governance practices to optimize its HRM functions. The company's commitment to innovation and technology-driven solutions has enabled it to create a dynamic and efficient HR environment.

5.2.1 Electronic Applications Provided by IBM

IBM offers several electronic applications that support HRM, including:

- IBM Watson Talent: An AI-powered platform that provides insights into talent management, enabling HR professionals to make data-driven decisions regarding recruitment, performance management, and employee development.
- IBM Kenexa: A cloud-based solution that integrates recruitment, performance management, and learning management systems to streamline HR processes.
- IBM Smarter Workforce: A suite of applications designed to enhance employee engagement, performance management, and workforce analytics.

5.2.2 The Role of E-Governance in Improving the Performance of Human Resources Management at IBM

IBM's implementation of e-governance has transformed its HRM performance in several ways:

- Data-Driven Decision Making: IBM Watson Talent leverages AI and analytics to provide insights that inform HR strategies, resulting in more effective talent management.

- Streamlined HR Processes: IBM Kenexa integrates various HR functions into a single platform, reducing administrative burdens and enhancing efficiency.
- Enhanced Employee Engagement: The IBM Smarter Workforce suite focuses on improving employee engagement through real-time feedback mechanisms and performance analytics. This approach allows managers to better understand employee sentiments, leading to timely interventions that can enhance job satisfaction and productivity.
- Continuous Learning and Development: IBM's e-governance initiatives support continuous learning through personalized training programs. The organization leverages data analytics to identify skill gaps and tailor learning opportunities, ensuring that employees remain competitive and well-equipped to meet evolving business demands.
- Agility in Organizational Changes: The integration of e-governance tools enables IBM to respond swiftly to changes in the market or organizational structure. For example, during the COVID-19 pandemic, IBM utilized its digital platforms to swiftly transition to remote work, maintaining productivity and engagement levels.

5.3 Workday

Workday, a leading provider of enterprise cloud applications for finance, HR, and planning, has revolutionized the way organizations manage human resources through its innovative e-governance solutions. Founded in 2005, Workday has positioned itself as a pioneer in providing integrated, user-friendly solutions that enhance HRM effectiveness.

5.3.1 Electronic Applications Provided by Workday

Workday offers a suite of applications designed to streamline HR processes, including:

- **Workday Human Capital Management (HCM):** A comprehensive platform that integrates core HR functions, such as recruitment, talent management, and payroll, into a single system. Workday HCM provides real-time analytics and reporting capabilities, enabling HR professionals to make informed decisions.
- **Workday Learning:** A learning management system that facilitates employee development by offering personalized learning experiences, tracking progress, and providing access to a wide range of training resources.
- **Workday Recruiting:** An applicant tracking system that simplifies the recruitment process by automating job postings, candidate evaluations, and onboarding procedures.

5.3.2 The Role of E-Governance in Improving the Performance of Human Resources Management at Workday

Workday's approach to e-governance has significantly enhanced its HR performance through various avenues:

- **Unified HR Experience:** The integration of various HR functions into the Workday HCM platform has enabled HR professionals to access all necessary tools and information in one place, reducing duplication and inefficiencies.
- **Real-Time Data Analytics:** Workday's analytics capabilities allow HR teams to monitor key performance indicators (KPIs) and derive insights from data trends, which can inform strategic decisions and drive continuous improvement in HR processes.
- **Enhanced Talent Management:** Workday Learning empowers employees to take charge of their development by providing personalized learning paths and easy access to training

materials, resulting in higher engagement and improved skillsets.

- Streamlined Recruitment Processes: Workday Recruiting automates many aspects of the hiring process, from candidate sourcing to onboarding, which not only speeds up recruitment timelines but also enhances the candidate experience.
- Increased Employee Satisfaction: By offering intuitive self-service tools, Workday enables employees to manage their personal information, benefits, and learning opportunities independently, leading to greater satisfaction and engagement.

6. Conclusion

The integration of e-governance into human resources management has emerged as a transformative force that enhances the efficiency, effectiveness, and overall performance of HR practices. As organizations increasingly adopt digital technologies, the potential benefits of e-governance become more pronounced. By streamlining processes, enhancing data management, and improving employee engagement, e-governance fosters a more dynamic and responsive HR environment.

The case studies of Microsoft, IBM, and Workday illustrate how leading companies leverage e-governance applications to optimize their HRM functions. Each organization has successfully implemented digital tools that facilitate recruitment, training, performance management, and employee engagement, resulting in improved organizational outcomes.

However, the path to successful e-governance implementation is not without challenges. Organizations must navigate infrastructure limitations, the digital divide, resistance to change, security concerns, and regulatory issues. Addressing these obstacles requires a strategic approach that includes investing in technology, fostering a culture of

innovation, and ensuring that all employees are equipped with the skills needed to thrive in a digital workplace.

As the landscape of work continues to evolve, the role of e-governance in human resources management will likely expand further, driven by advancements in technology and changing workforce expectations. Organizations that embrace this evolution will be better positioned to attract and retain top talent, enhance employee engagement, and achieve their strategic goals.

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