

ACADEMY OF ECONOMIC STUDIES IN BUCHAREST



Doctoral School of Management

DOCTORAL THESIS

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Title of the doctoral thesis:

THE INFLUENCE OF TECHNOLOGY
ON THE EVOLUTION OF HUMAN RESOURCES MANAGEMENT

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Bucharest, August 2024

SUMMARY

This thesis is the result of research on the impact of technology on the evolution of human resources management, especially the use of electronic tools (e-HRM) on employee motivation. The paper begins by presenting the evolution of human resource management concepts, discussing the transition from traditional methods to advanced technologies that allow the automation and optimization of HR processes. In this context, e-HRM is analyzed both from the perspective of organizational efficiency and the effect on employee motivation, exploring the relationships between the use of these technologies and intrinsic and extrinsic motivation factors.

The study includes an *extensive* review of the literature, which highlights current trends and gaps in existing research. The methodology adopted involves the use of quantitative and qualitative methods for data collection and analysis, thus allowing for a rigorous impact assessment of the e-HRM. The results indicate that the use of e-HRM positively influences intrinsic motivation, especially by facilitating access to resources and information, autonomy and organizational transparency. The role of e-HRM in improving extrinsic motivation by providing regular feedback and digitized recognition is also highlighted.

The conclusions of the thesis suggest that the effective implementation of e-HRM not only increases employee motivation and satisfaction, but also contributes to increasing organizational performance. The paper provides practical recommendations for optimizing the use of e-HRM and emphasizes the importance of a personalized approach according to organizational and employee needs. Future research directions are also identified, including longitudinal studies and comparative analyses between different organizational cultures. The thesis concludes that e-HRM is an essential element in modernizing and streamlining the human resources function in contemporary enterprises.

Keywords: e-HRM, HRM, motivation, employees, electronic human resource management

CONTENTS

SUMMARY	1
LIST OF FIGURES	7
LIST OF TABLES	8
GLOSSARY OF TERMS	10
INTRODUCTION	12
CHAPTER 1 - CONCEPTS AND CONTEXT	22
1.1. INDUSTRIAL REVOLUTIONS	22
1.1.1. The First Industrial Revolution (circa 1760 - 1840)	23
1.1.2. The Second Industrial Revolution (circa 1870 - 1914)	24
1.1.3. The Third Industrial Revolution (circa 1969 - present)	26
1.1.4. The Fourth Industrial Revolution (Industry 4.0) – the beginning of the twenty-first century	27
1.2. EMPLOYEE MOTIVATION	29
1.2.1. Motivation 1.0: Survival	32
1.2.2. Motivation 2.0: Rewards and Sanctions	33
1.2.3. Motivation 3.0: autonomy, mastery, purpose	34
1.3. E-HRM – CONCEPT, DEFINITIONS AND HISTORY	37
1.3.1. Pre-industrial period	37
1.3.2. Industrial Revolution	37
1.3.3. Early twentieth century	38
1.3.4. Post-war period	39
1.4. CATEGORIES OF E-HRM	42
1.4.1. Operational e-HRM	43
1.4.2. Relational E-HRM	45
1.4.3. Transformational E-HRM	47
1.5. CRITICAL ANALYSIS	55
1.6. HUMAN RESOURCES MANAGEMENT IN THE CONTEXT OF 'ARTIFICIAL INTELLIGENCE'	57
1.6.1. Integrating Artificial Intelligence (AI) into HRM	58
1.6.2. Career Opportunities in AI and HRM	59
1.6.3. Integration of AI and e-HRM	59

1.6.4. Trends in HRM	61
1.6.5. The Evolution and Role of Intrinsic and Extrinsic Motivation in the Baby Boomers, X, Y, Z and Alpha Generations	61
CHAPTER 2 CURRENT STATE OF RESEARCH	73
2.1. METHOD OF SEARCHING AND ANALYSING SCIENTIFIC PAPERS	73
2.2. INTERPRETATIONS	75
2.2.1. Implications of the analysis	77
2.3. ANALYSIS OF PUBLICATIONS	78
2.3.1. Geographical distribution of authors	79
2.3.2. Implications of the analysis	80
2.4. MAIN FINDINGS AND THEMES	81
2.5. EMPLOYEE MOTIVATION THROUGH E-HRM	83
2.5.1. The impact of digital transformation on employee performance	85
2.6. CONCLUSIONS ON THE CURRENT STATE OF RESEARCH	87
2.7. GENERAL CONCLUSION	88
2.7.1. Autonomy and control.	96
2.7.2. Integration into the overall strategy of the enterprise.	97
2.7.3. Training for the use of e-HRM.	98
2.7.4. Employee involvement in decision-making and e-HRM personalization	99
2.7.5. Organizational leadership.	101
2.7.6. Organizational performance results.	102
2.7.7. Personalisation and career development.	103
2.7.8. The company's commitment to fairness and justice.	104
2.7.9. Communication and feedback.	105
2.7.10. Positive organizational culture.	106
CHAPTER 3 OBJECTIVES AND METHODOLOGY OF RESEARCH	109
3.1. PURPOSE OF THE RESEARCH	109
3.1.1. E-Learning	109
3.1.2. Socialization (Intranet)	110
3.1.3. Self-Assessment	111
3.1.4. Data Update	113

3.1.5. Personal requests	113
3.1.6. Vacation Planning	115
3.1.7. Issuance of documents	116
3.2. RESEARCH METHODOLOGY	117
3.3. QUESTIONNAIRE	119
3.3.1. Structure and format	122
3.3.2. Assessed dimensions	122
3.3.3. Scoring and interpretation	126
3.3.4. Limitations	126
3.3.5. Distribution and demography	126
CHAPTER 4 DATA ANALYSIS AND INTERPRETATION	132
4.1. RELIABILITY TEST (CRONBACH)	132
4.2. NORMALITY TEST	140
4.2.1. Intrinsic factors	140
4.2.2. Extrinsic factors	145
4.3. NON-PARAMETRIC STATISTICS	150
4.3.1. Set of intrinsic items	150
4.3.2. General conclusion	160
4.3.3. Set of extrinsic items	161
4.3.4. General conclusions	171
4.4. CONCLUSIONS OF THE STATISTICAL ANALYSIS	172
CHAPTER 5 CONCLUSIONS, RECOMMENDATIONS AND LIMITATIONS OF THE STUDY	174
5.1. CONCLUSIONS	175
5.2. RECOMMENDATIONS	178
5.3. LIMITATIONS OF RESEARCH	182
REFERENCES	185

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Professional experience

Period 01/04/2002 →
Position or position held Managing Director, RMC
Main activities and responsibilities

- Consultancy in projects with Phare financing
- Consultancy in the development and implementation of the documentation of quality management systems according to the standards: ISO 9001, ISO 14001, HACCP, OHSAS, ISO 22000, GMP Standards.
- Customer trainings
- Marketing and Public Relations Consulting
- Management of relations with certification bodies: TUV, CERTIND, SRAC.

Name and address of the employer Acta Consulting&Audit SRL
256 Basarabia Blvd., C160, Office 2, Bucharest, sector 3, code 030354
Type of activity or sector of activity Management Systems Consulting

Period 2004 - 2008
Position or position held Managing partner
Main activities and responsibilities

- Responsible for the application of quality management principles
- Liaison with external customers
- Developing the company's sales and promotion strategies

Name and address of the employer **Caro Group SRL**
Avram Iancu Street, no. 16-18
Sector 2, Bucharest
Type of activity or sector of activity Distribution of IT Equipment & Software

Period 01 January 2003 - 31 August 2004
Position or position held RMC, Director Marketing
Main activities and responsibilities

- Responsible for the application of quality management principles
- Liaison with external and internal customers
- Developing the company's sales and promotion strategies

Name and address of the employer **RHS Company**
Type of activity or sector of activity IT&Software

Period June 30, 2001 - March 31, 2002
Position or position held Director Marketing
Main activities and responsibilities

- Developing the company's sales and promotion strategies

Name and address of the employer **MARTENS SA**

Period October 10, 1998 - July 1, 2001

Position or position held	Brand Manager
Main activities and responsibilities	<ul style="list-style-type: none"> • Elaboration of the product policy and implementation of the sales strategies of "Lesaffre" on the Romanian market. • Brand development.
Name and address of the employer	Falcon Prod (ATS Group)
Period	05 December 1995 - 01 June 1996
Position or position held	Sales Manager
Main activities and responsibilities	<ul style="list-style-type: none"> • Increase company sales • Elaboration of sales strategies of the company's products • Coordination of commercial workers.
Name and address of the employer	Mega Image (ATS Group)

Education and training

Period	1978 - 1982
Qualification/diploma obtained	Baccalaureate
Name and type of educational institution/training provider	Nicolina High School Iasi
Period	2004 → 2009
Name and type of educational institution/training provider	Ecological University of Bucharest, Faculty of Ecology and Environmental Protection
Period	2007 - 2007
Qualification/diploma obtained	Project Management (PMI)
Name and type of educational institution/training provider	Open University UK
Period	2008 - 2008
Qualification/diploma obtained	Business Operations
Name and type of educational institution/training provider	Open University UK
Period	2009 - 2011
Qualification/diploma obtained	Master's Student Information Technology Security
Name and type of educational institution/training provider	Military Technical Academy
Period	MARCH 2003
Qualification/diploma obtained	Internal Auditor Certificate for the Quality System
Name and type of educational institution/training provider	Quasaro SRL
Period	November 2009
Qualification/diploma obtained	CNFPA Trainer Certificate, COD code 241205
Name and type of educational institution/training provider	SC EXELO TRAINING & DEVELOPMENT SRL

Period February 2010
 Qualification/diploma obtained Quality Auditor Certificate
 Name and type of educational institution/training provider SC CERTIND SA

Period May 2010
 Qualification/diploma obtained Environmental Auditor Certificate
 Name and type of educational institution/training provider SC CERTIND SA

Personal skills and competences

Mother tongue **Novel**

Known foreign languages

Self assessment
European level ()*

English

English

Italian

Understanding				Speech				Writing	
Obedience		Read		Join the conversation		Oral Discourse			
C2	Experienced user	C2	Experienced user	C2	Experienced user	C2	Experienced user	C2	Experienced user
B2	Independent user	B2	Independent user	B2	Independent user	B2	Independent user	B2	Independent user
B1	Independent user	B1	Independent user	B1	Independent user	B1	Independent user	A2	Basic user

() Common European Framework of Reference for Languages*

Social skills and abilities

- Team spirit;
- Ability to adapt to multicultural environments, obtained through work experience abroad;
- Good communication skills, obtained as a result of the experience of a sales manager.

Organisational competences and skills

- Leadership
- Organizational spirit

Technical competences and skills

Specialist, auditor and consultant in the field of management systems: quality, environment, occupational health and safety, (CNFPA certified specialization courses)
 Bid Management – Qualified Specialist (Shipley)
 Sales Management – Qualified Specialist (Solution Selling – Sales Execution)

Computer skills and abilities

- Very good knowledge of Microsoft Office™ tools (Word™, Excel™ and PowerPoint™);
- Very good knowledge of computer graphics applications (Corel, Adobe Illustrator™, PhotoShop™).

Other competences and skills

- Identification of solutions for co-financing projects through European funds, elaboration of documentation for accessing funds, implementation and reporting on project progress and progress.
- Developing and supporting 2-5 day training sessions on good practices in Management Systems - ISO 9001, ISO 14001, ISO 22000, OHSAS, SA 8000, INVESTORS IN PEOPLE - for SMEs

- Defining the strategy for implementing the Investors in People standard in Romania based on the British experience and that of the other countries in the European Union.
- Involvement in promoting the Investors in People (IIP) standard – in relation to local authorities and technical assistance providers for business.
- Developing and delivering 3-day training sessions on the IIP standard at NAMSEC (currently Ministry of Small and Medium Enterprises) and other co-stakeholders (Ministry of Development)
- Developing and supporting training sessions for Business Support Providers (BSP) in Quality Assurance - (BDSS project)
- Advising clients in defining the quality standards and levels of excellence of the organizations.
- Advising business support providers (BDSS project) on the Investors in People standard
- Advising SMEs, clients in the certification process
- Advising client organizations to improve their management systems; operation of SWOT analyses; issuing recommendations for future action.
- Ability to develop and integrate procedures to meet the needs and rules of organizations
- Ability to plan and make optimal use of resources to meet customer requirements.

Information

Project Management Institute (PMI) – Active Member (DaL – Training and Education)
 HERE – International Association for Competitiveness and Innovation - Founding Member
 FRPC – Romanian Foundation for Quality Promotion – Executive Director
 ISVJ – Jiu Valley Social Institute – founding member
 IIBA – International Institute of Business Analysis Romania Chapter – Founding Member, President of the Initiative Committee

Volunteerism

ASRO – member of CT 332 (mirror ISO/PC 236) – member of the Romanian team at the Forth Plenary of ISO/PC 236 Tokyo (2009)
 Sponsor and active member of Viitor Plus – program for the reforestation of areas in the process of desertification
 Member of the PMI team for the translation of PMBOK into Romanian