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PREFACE

The Faculty of Business Economics and Entrepreneurship hosted another International Scientific Conference called "Employment, Education and Entrepreneurship" for the thirteenth time. The conference was held on October 25 in Belgrade, and this event was organized by professors and experts from the country, region, and other countries of the world.

The conference was opened by prof. dr Vlado Radić, who briefly pointed out the activities from the first conference until today, especially emphasizing the continuity of the event. He also pointed out that this year 86 papers from as many as 33 countries were accepted. Then he addressed prof. dr Dušan Cogoljević, founder and owner of the Faculty of Business Economics and Entrepreneurship, who originated the idea of holding the conference. He emphasized the importance of the conference, as well as the great response of scientific workers during all these years. Director of the Faculty of Business Economics and Entrepreneurship, prof. dr Zoran Radulović, emphasized that it is important to grow every day and wished for peace to prevail in the world. Prof. dr Mirjana Radović Marković, president of the scientific committee, then addressed the attendees, who emphasized the importance of following current events and world trends when it comes to science and pointed out that there is a close connection between employment, education and entrepreneurship. She noted that today's entrepreneurship is focused on new technologies, digitization, start-ups and new business modalities, which on the other hand leads to creative disruption. She pointed out that the labor market is rapidly changing, that some professions are slowly disappearing while new ones are being formed. She emphasized that we must not neglect education reform in accordance with the times we live in and reflected.

On behalf of the Ministry of Education, Snežana Ružić from the higher education sector addressed the audience and emphasized that the "Employment, Education and Entrepreneurship" conference is a significant event in the field of science and research and that it has the full support of the Ministry of Education. She had the honor of officially opening the conference.

After the introductory part, certificates were awarded to prominent experts who contributed to the success of the conference with their efforts and initiative (prof. dr Brahmi Mohsen from Tunisia and prof. dr Marisennayya Senapatthy from Ethiopia).

Plenary lectures followed, in which prof. dr Ouyang Yao from China, prof. dr Kemal Yildirim from Turkey, prof. dr Sebastian Stepien from Poland and prof. dr Hakan Kirbas from Turkey. Prof. Oujang Yao reviewed research in China related to the openness of the business environment and entrepreneurial performance in large economies. Prof. Kemal Yildirim pointed out the challenges in the field of education, employment and entrepreneurship in Serbia, the Balkans and Europe, as a result of multilateral relations in the new three-dimensional international context. Prof. Sebastian Stepien gave a lecture on the challenge of sustainable development and competitiveness in the field of agriculture, which seems to be a very current topic considering that it has also found its place in the round table. Prof. Hakan Kirbas concluded the plenary lectures, referring to the research on the impact of macroeconomic indicators on stock returns, and the Index 100 of the Istanbul Stock Exchange was analyzed.

The plenary lectures were followed by a round table, the topic of which was "Sustainable development and economic challenges for strategic planning in local communities". This topic was presented by prof. dr Dejan Molnar (Faculty of Economics from Belgrade), prof. dr Vlado Radić (from the Faculty of Business Economics and Entrepreneurship), dr Marko Jelocnik (Institute for Agricultural Economics), dr Thierry Capiere (from Paris, France) and the representative of the local government from Vranje, Nebojša Stamenković. The moderator of the round table was dr Jonel Subić, from the Institute for



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Agricultural Economics. After the speaker's presentation, a discussion was opened that raised many interesting questions.

After the round table, the work of the conference took place in three parallel sessions, where participants from different countries presented their works. A total of 35 works were presented (oral and online). Since the topics were varied, they occupied the attention of those present who actively participated in the discussions.

Employment is a relationship that is closely linked to human resources. Human resources, being the most critical aspect in determining the functionality of the employment system, plays a pivotal role. Employment means that workers or labourers receive pay or compensation in any form, according to the rules. The term of employment consists of people willing and able to work and do labour activities for themselves or others. Employment comprises citizens who have worked or are now working and are seeking a job while engaging in other activities, such as caring for the house. Employment boosts the economy of the country. However, it's the role of high-quality human resources that genuinely shape the workforce standards and, ultimately, the country's economy. Their contribution cannot be overstated.

In the modern digital age, the role of education in influencing digital marketing is significant in the corporate world; it's urgent. All companies or enterprises need to establish a solid online presence. With more customers than ever turning to the Internet for information and collecting quotations, orders with the help of digital marketing strategies are flexible, not just crucial. They are the need of the hour. These strategies attract customers or market stakeholders and help enterprises stay competitive in the digital landscape, ensuring their relevance and reach in the digital age. A solid online presence is a luxury and a necessity for marketing centres in today's digital world. Digital marketing has revolutionized the marketing sector by bridging the gap between companies or firms and customers in a radical way. This transition shift has not only generated growth rates of the enterprises but also exaggerated to attract global customers. To understand how digital marketing services have become a critical part of the business sector, check out some future-head challenges. It might be due to a need for marketing vision or better digital marketing strategies.

The main success of digital marketing is due to the fabulous website of the company or organization, which plays a crucial role in creating a solid online presence for any entity. A good website is vital for digital marketing because it's the prospective stakeholders' first point of contact. A well-designed website can attract customers and persuade them mentally and psychologically to buy the commodities due to its extraordinary features. A seamless and informative user experience can also help build trust and credibility. Advanced technologies electronically influence the modern digital world in many terms and functions.

Digital technologies have revolutionized our lives and work and created numerous new income opportunities for micro, medium and small entrepreneurs. Digital entrepreneurship is the most significant type of entrepreneurship in today's world. It's not just about business, it's about driving personal prosperity, financial and social development, and productivity. Entrepreneurship inspires individual entrepreneurial attitudes, facilitating opportunity exploitation and value creation. Entrepreneurial initiatives occur mainly through new business ventures launched by individual entrepreneurs or entrepreneurial teams identifying and pursuing business opportunities. The role of digital technologies in this process cannot be overstated, as they have opened up a world of possibilities and created a more optimistic outlook for the future.

In many cases, these entrepreneurial endeavours occur in the corporate environment and are organized by innovative employees who share the same entrepreneurial spirit with entrepreneurs, also known as intrapreneurs. Both entrepreneurship and intrapreneurship are critical for economic and social



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development and heavily rely on human capital developed through formal education and training. The entrepreneurs' experience and education are closely related to the success of digital startups, and a solid educational background increases the probability of reaching entrepreneurial milestones. Furthermore, there are positive insights linking education with human capital and entrepreneurial outcomes confirmed by meta-analytic research, justifying the heavy investments in entrepreneurship education from governments, universities, and private organizations.

Entrepreneurship education also plays a significant role in providing the required knowledge to identify opportunities and exercise the cognitive mechanisms for opportunity evaluation through the available information. The transformation of entrepreneurial processes by utilizing emerging digital technologies offered competitive advantages to those investing in IT capabilities and created new opportunities for entrepreneurs through easy access to the global markets. Although information has become more accessible to more significant numbers of stakeholders through digital communication technology utilization, the scene of possible competitors has also widened compared to brick-and-mortar entrepreneurship. The increased competition intensified the demand for human capital regarding capabilities and made it a significant driver for digital innovation and entry into digital entrepreneurship.

Digital entrepreneurship conceptually emanates from the transformative power of digital technology. It acts as a facilitator, a mediator, the product itself, and finally, as the ubiquitous component of every entrepreneurial attempt. Traditional business models have been considerably transformed by digital technology, and new digital ones have been created. This relatively new phenomenon has shown accelerated dynamics of evolution in recent years, showing progress from theoretical and technological points of view. Digital entrepreneurship dominated the entrepreneurial landscape, especially during the restrictions and social distancing of the recent pandemic, due to the acceleration in digital technology adoption, which entrained rapid and groundbreaking changes in the entrepreneurial scheme. As more disruptive digital technologies intrude into business models, a complex combination of innovation, leadership, and management skills is required, which has severe implications for digital Entrepreneurship. Realize that the body of knowledge develops rapidly, in a relatively uncontrolled and fragmented fashion, and few papers cope with the digital entrepreneurship educational perspective, leaving a considerable void in the literature regarding the consecutive adoption of disruptive new digital technologies in business and how it should be addressed from an academic viewpoint. Despite the rapid developments in entrepreneurship education, the interdisciplinary growth of digital entrepreneurship as a research field often needs to improve instructional designs regarding required knowledge and skills.

Moreover, the effect of entrepreneurship education and training tends to be overestimated by mainstream studies, gasping to catch up with the latest developments. An opportunistic rivalry of studies presenting many success stories in traditional entrepreneurship frequently overestimates the impact of entrepreneurship education without sound empirical evidence. The lack of theoretical frameworks analyzing digital entrepreneurship education conceptual dimensions hinders the evolution of original research on the theoretical and practical implications of the new emerging technologies engaged in digital entrepreneurship. Lastly, the need for empirical research in digital entrepreneurship education is not just crucial, it's urgent. It must be organized productively, raising difficulties in evaluating and disseminating the results in policy and practice. The inability to assess the empirical results of educational interventions based on the new emerging technologies would create a non-factual image of the research field, with diverse consequences for practice.



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ROUND TABLE ON SUSTAINABLE DEVELOPMENT AND ECONOMIC CHALLENGES FOR STRATEGIC PLANNING IN LOCAL COMMUNITIES – A REVIEW

The law defines local community as "the right of citizens to manage public affairs of direct, common and general interest to the local population, directly and through freely elected representatives in local self-government units, as well as the right and ability of local self-government bodies to manage affairs and manage public affairs which are in their jurisdiction and of interest to the local population".

Local self-government is not part of the central, state government or state administration, but is an autonomous system of management of local communities, constituted in narrower parts of the state territory. One of the key responsibilities of the local self-government is its general, long-term development for the benefit of the citizens who live there. Do local governments in Serbia have enough capacity to carry out such a task – is one of the most important questions to which there is no simple answer.

Sustainable development is defined as "development that meets the needs of the present so that future generations are not endangered in meeting their own needs" (World Commission on Environmental and Sustainability, 1987). This concept has been declared the key to the development policy of both the European Union and of the United Nations.

When analyzing the strategic planning of the sustainable development of a local self-government unit, one must take into account five significant, more or less generally accepted components (dimensions): social, cultural, spatial, economic and management.

Of the above five elements, two are key, namely: management structure and economic sustainability. It is clear that without a clear system management structure, citizens can hardly feel their belonging to the system and their role in making important decisions in their place of living. Also, a poorly developed economy cannot contribute to a healthy spatial environment, stable social policy or comprehensive cultural development. Likewise, a strong economy is not an end in itself, but must contribute to the development of local self-government in all the above-mentioned segments - meeting social needs, developing culture, creativity and innovation, and respecting legal conditions in the spatial conditions of living and environmental protection.

When it comes to the importance of strategic planning for economic development, local communities must have a clear insight into the current situation, as well as an idea of the situation they want to achieve. In this process, local communities should first look at their own capacities, funding sources, partnerships and other important aspects. Great help in these activities of local communities can be provided by scientific research and educational institutions (institutes and faculties). In coordination with them, local communities can successfully assess the current situation and the key challenges that enable sustainable development.

On the other hand, institutes and faculties can provide local communities with a quality definition of the role and importance of sustainable development for the challenges they face. Also, they can contribute to the cooperation of the most important actors and institutions as creators and bearers of sustainable development policy in local communities. In this context, institutes and faculties continuously improve the quality of research, analysis, studies and projects, education and training of personnel in order to better include economics, management and law in the sustainable development of local communities.



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Knowledge from many scientific fields (project management, human resource management, innovation management, human resource management, corporate management, financial reporting, entrepreneurship, organizational behavior, business planning, investment management, strategic management, etc.) is a prerequisite for successful strategic planning based on the concept of sustainable development. Strategic planning at the level of local communities presupposes the initiation and opening of development opportunities primarily in the area of economic, social and environmental development. To that end, systemic measures and actions are necessary, which points to the need to create a strategy for the sustainable development of local communities.

Therefore, in order to achieve sustainable development of local self-government, there must be a will and a strategy must be developed with full, clearly identified responsibility for the possible impacts of its implementation on future generations. The sustainable development strategy of the local self-government unit defines the necessary (desired) needs that it would satisfy if it were to move in the direction of achieving them. In other words, the sustainable development strategy gives local self-government units the opportunity to look at their long-term needs and define the steps towards their realization.

Strategic planning is a process that helps local communities in Serbia realize their development visions by setting goals and tasks in a systematic way. This process identifies decisions and goals that are fundamental and arise from strategic problems, that is, a system is created that is capable of responding effectively to unexpected challenges and changes in a dynamic environment over a long period of time.

For the above reasons, knowledge-based economic development and sustainable development strategies of local communities should provide clear guidelines for the future development of the economy, society and environment. Such development of local communities in Serbia should be based on local specificities and perceived needs of the economy and society, as well as on clear determinations and official documents.

Based on the identified strengths and weaknesses of the local community, as well as chances and threats from the environment, the sustainable development strategy is a kind of guide that directs the actions and efforts of all participants in increasing the competitiveness of the economy and improving the quality of life and work of the residents of the local community. The sustainable development strategy should contribute to the support of the economic sector and social development at the level of the local community in Serbia (introduction of uniform terminology, defining measures and activities, etc.), and administrative structures should facilitate operational planning. By adopting a sustainable development strategy, local communities get a basis for applying for financial resources from the state budget, EU funds and other donor programs, for the implementation of various projects in the field of economic, social and environmental development in Serbia. The Sustainable Development Strategy also provides a basis for the development of inter-local, regional, inter-regional and cross-border cooperation, as well as for the establishment of local action groups and public-private partnerships.

Seen from the point of view of the scientific research and educational activities of institutes and faculties that are carried out at the level of local communities in Serbia, the sustainable development strategy is a document that is the result of the systematic work and cooperation of the research team, the department for the economy, social activities and local economic development and numerous stakeholders interested in development of the economy, society and environment of the local community. There are no universal principles for creating a strategy for the sustainable development of a local self-government unit, but each strategy is specific in some way.

Given that there is no institution in Serbia that trains personnel to work in local self-government bodies, the question arises whether it would make sense to form such an institution or to continue to ignore the



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problem. In the case of the education of such an institution and the realization of a curriculum that would include the legal, economic, technical and organizational whole, we would get experts who can answer all challenges in terms of solving problems in local self-government.

However, regardless of the education and effort of employees in local self-government bodies, it is the citizens who give their opinion on the most important problems that exist in the local community and that slow down its development. The biggest problem facing experts is how to get the less active population interested in participating in decision-making that concerns the local community.

During the round table, there were several discussants, who pointed out certain specificities related to local communities. One of them was Thierry J. CIPIÈRE, who presented a presentation entitled: "Systemic, financial and legal risks for entrepreneurs to win the confidence of investors in the new international context".

In the end, the undivided opinion of the conference participants is that the development of local communities has its own specificities that should be analyzed comprehensively and planned, pointing out problems and harmonizing needs, all for the benefit of citizens living in local governments. Only in this way can citizens become interested in participating in making decisions that are important for their life and work.

Belgrade, October 2024

Dr Jonel Subić, Institute for Agricultural Economics, Belgrade, moderator
Prof. dr Dejan Molnar, Faculty of Economics, Belgrade, panelist
Prof. dr Vlado Radić, Faculty of Business Economics and Entrepreneurship, Belgrade, panelist
Dr Marko Jeločnik, Institute for Agricultural Economics, Belgrade, panelist
Nebojša Stamenković, representative of the local self-government, Vranje, panelist



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E-HRM AND THE APPLICATION OF AI FOR GLOBALIZATION AND SUSTAINABLE DEVELOPMENT

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ABSTRACT

The role of technology is significant in driving the work activities of human resources departments in organisations. This practically introduces the concept of E-HRM system. The E-HRM concept is adopted by organisations to ensure a smooth flow of employee related matters such as: employee database management, employee onboarding, employee grievance, employee separation that is executed and controlled through digital transformation. The researchers conducted a pilot survey to collect certain data that are in lines to the human resources activities performed with the help of E-HRM system. The collected data tested the E-HRM application and its effectiveness while measuring the operational outputs of human resources functions in the IT and biomedical sectors. Since the philosophy of E-HRM is focused on digitization of the human resources processes in organisations so there is a space to cultivate the whole human resources process by virtue of the presence of Artificial Intelligence. It can be categorically stated that E-HRM system combined with Artificial Intelligence can help creating a value addition by driving the human resources systems to act faster as well as helping the organisations to proactively achieve their strategic goals and thereby enabling a culture of sustainable development.

KEYWORDS

E-HRM, artificial intelligence, organisation, process

INTRODUCTION

There are ample challenges that come across while managing a global workforce that operates out of different countries under an umbrella of one entity. This relates to the real-time existence of multiple entities having their workforces operating globally in different regions. Information Technology and biomedical engineering are sectors that have consistently focused on bringing and developing a global workforce that operates from different regions (Cascio, Montealegre, 2016). This results in diversity and inclusion. One of the primary challenges of the industry is managing their resources efficiently and effectively. With the competition of skills in the job market and different organisations looking for skilled

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resources, there are chances of losing the best of the resources to another competitor. One of the ways to mitigate these challenges and difficulties is by having a systematic tool in place that is capable of handling tasks that are easy to use and at the same time it is easy to get the required output.

In such instances, it is E-HRM that helps organisation to manage such challenges with ease and covering the workforces not just locally, but across the globe. Now, to explain this better let's take an example of the covid-19 pandemic situation that literally pushed people to work and carry out activities remotely. In such instances, the challenges of controlling the workforce be-came more demanding as people spread across different geographies. It is human resources management which is vital for an organisation to run its business (Campbell et. al., 2012).

In this paper, the researchers tried to explain the core importance of E-HRM system in IT and biomedical engineering organisations and how such a digital system can help in automating the HR (Human Resources) processes and thereby helping to globalize the organisation's businesses by dealing with multiple workforces who are located globally. Not just that, but out of the many activities that are lined up in the corporate environment, one of the core activities and focus from an organisational standpoint is how much they can automate their key HR processes to achieve better results and correspondingly increase the overall productivity and efficiency among their workforces.

LITERATURE REVIEW

It is "War for Talent" when it comes to hiring the best of the best resources for an organisation. This is generating great competition (Chambers et. al., 1998). Various survey and job market analysis has thrown enough lights to the fact that majority of the organisations across all the sectors are facing a fierce competition for the right talent and are not able to fill in their open job positions throughout the year, and this is happening since many years (George et. al., 2014). There is enough pressure on HR managers to transform their role and their team member role to become strategist. This is referring to HR transformation (Ulrich et.al., 2010).

One of the core issues noticed against the HR professionals is they are not technical and there arises a dependency factor. Here, the HR and the IT managers are expected to collaborate to ensure that the automation of the HR processes that are laid out are working fine. It is equally important for the IT department to create the value addition (Weill et. al., 2013).

It is important to ensure that IT and business synchronize with each other and agree to the strategies at the same time. In a practical case, such synchronization between IT and HR is a challenge (Kappelman et.al.2013). Various reports suggest that both the HR and the IT departments have shown enough of symptoms of slow growing in the organisation. This also indicates the level of maturity in the job profile as well as a tendency to collaborate and arrive at a common solution to the problems faced, which is including and not limited to addressing those problems in a common forum.

Overall, this is an area of concern to the management or people who are running the organisation as it deals with an issue of in-tra-department communication gap (Laumer et.al., 2010). Overall, it is equally important for a HR professional to have a good know-how of the technological system such as E-HRM in their workplace as this will help them to perform better in their job role.



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E-HRM and Sustainable Development

The concept of E-HRM is primarily utilized for different purposes in organisations and some of them are notably in the lines of decision making, evaluate the cost effectiveness, incorporate environment friendly measures to gain the momentum in the business (Hosain, 2017). The value addition of E-HRM comes from the stakeholder management. These are the aspects of employee and employer relations especially from an employee, manager, and HR professionals' perspective. All these stakeholders perform a key role in executing the HR related functions in organisations (Waheed, 2020). This is aligned to the fact that the application of E-HRM in organisations is directly linked to the technical and strategic efficacy and thereby significant in improving the service level of HR (L'Écuyer, Raymond, 2020). Thus, it overall indicates the role of E-HRM that is significant in corporate sustainable development in terms of value addition, cost effectiveness and benefits (Oswal, Narayanappa, 2015).

AI (Artificial Intelligence) and Sustainable Development

Sustainable development was first initiated by the United Nations as part of a global initiative. Even though there are research performed in this area, but this is still in the emerging state (Baumgartner, 2011). The definition of sustainable development was earlier stated as 'development that is meeting the needs of the current state without negotiating the requirements of future generations' (United Nations, 1987). The appearance of artificial intelligence is proving to have a direct impact on globalization, productivity, environment sanitization and a few other areas. It can be explicitly concluded that the overall framework of artificial intelligence has created an impact on the overall business functions and the way it should operate. This has a say in the sustainable development goal as set by the organisation. Artificial intelligence has changed the overall business model of how a business should work in a corporate environment. Having said that this transformation of change management towards sustainable goal and development of the organisation has a dependency on culture, mindset, and capability of people (Bolukbasi et. al., 2016).

RESEARCH OBJECTIVES AND METHODOLOGY

The world is moving towards a continuous development and as the day passes there arise certain innovations that catch the momentum of the people. Advancement of technology is one of the areas of continuous development that is growing bigger and has this ability to catch the attention. It is not very relevant to say in which business sector that an organisation is functioning, but what is important is to know how the organisations are running their businesses and what are all the challenges faced by them (Lee et. al., 2018). A stable workforce or employees in the organisation can help create a stable business for the organisation. Hence, it is important to ensure to nurture the employees as it relates to the success of an organisation (Wirtz, Jerger, 2017). The problem comes for the human resources department when the workforce is diversified and spread across different locations. The first question that comes here is: how to manage a workforce that is aligned globally? The second question would be: How to align these diversified workforces in a centralized environment to ensure proper synchronization? The last but not the least: How to ensure an environment sustainability keeping in mind of having a diversified workforces operating out of different location and what value addition that an organisation can give to this planet to ensure its safety and sustainability. The concept of Electronic Human Resources



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Management System has probably found few solutions that can help to create the required balance in managing the requirements of the employees as well as its organisation. In this paper, the researchers tried to highlight a scenario of employee separation process by having an E-HRM system in place and correspondingly the kind of value addition that such technological system can generate for their respective employees.

Based on the review of literature, the hypothesis for the research is arrived as:

H1A: HRM practices if adopted well has a direct impact and value addition in executing the strategies of globalization and sustainability.

H1B: E-HRM practices if adopted well have a direct impact and value addition in executing the strategies of globalization and sustainability.

H1C: AI practices if adopted well have a direct impact and value addition in executing the strategies of globalization and sustainability.

The method used for the research study is in line to the core components of the research study and that is the 'topic of the research', 'review of literature', 'analysis of the data', 'logical facts between literature review and the results obtained', and last but not the least 'evaluation criteria' (Yin, 2014). The researchers followed the pattern of the research method as prescribed in the core components. Here, the topic of the research opted is to explain the features of E-HRM, AI and the link to these two elements, which is economic sustainable development. The data available in review of literature is taken into consideration as secondary sources of data. These secondary sources of data are then compared with the data obtained after the research being carried out in the form of data analysis and interpretation. The last component is buttressing the claims of literature review with the data captured and providing them for further discussion.

The contribution to the responses on the questionnaire and the respondents of the survey conducted are from the HR department of IT and biomedical organisations who are working in the E-HRM and AI platform. Such professionals also carry rich experience in the HR operations segment wherein they are handling the HR related transactions using digital automation on a day-to-day basis. The researchers gathered about 50 HR professionals from IT and biomedical organisations that are operating and having their presence globally.

RESEARCH RESULTS

While there are multiple HR processes in an organisation but here the researchers emphasized their study on the module of employee retention and employee separation process. Here, the employee retention process is enabled through E-HRM coupled with artificial intelligence to predict employee attrition in organisation. On the other side, the employee separation process is a walkthrough and assessment of the current E-HRM set up in the organisation.

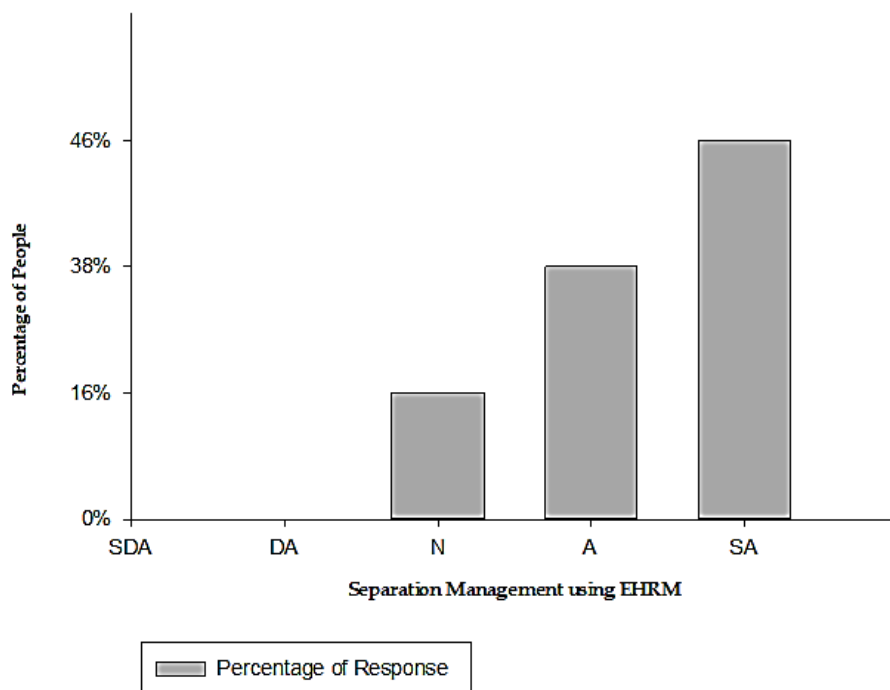
The collected data from the HR professionals were aligned primarily into different scenarios and mapping them with the employee experiences and in line with the operational activities that is faced by the HR professionals on a day-to-day basis. As the morale and motivation of the employees are high, it means a positive impact on the productivity of the organisation (Bailey, 2019).

It is important to ensure that the employees leaving the organisations are given a fair and transparent exit irrespective of the fact that it is a voluntary or involuntary exit. Having a fair and transparent exit



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process makes the employees leaving the organisation happy (Jeske et. al., 2021). There is always a demand of skills which are required for an organisation to operate their businesses. These skills are coming from the employees of an organisation (Ronald, Washington, 2003). At times and in general, there are employees who wish to go back to their previous organisation due to various reasons. A proper employee separation process helps to deal with situations wherein it becomes a trend setter for the organisation to upkeep their level and standard at any locations from wherever they operate. Employees leaving the organisation are generally unhappy and if the employee exit or the separation process is not fair and transparent, then it is causing more problems for the HR department as well as for the organisation.



SDA = Strongly Disagree, DA = Disagree, N = Neutral, A = Agree, SA = Strongly Agree

Figure 1. HRM and Separation Management

Source: Authors research

The given scenario on Figure 1 helps to arrive at a conclusion that round about 84% of the respondents (HR professionals) are either agreeing (38%) or strongly agreeing (46%) to the fact that due to the presence of E-HRM, there is an ease of managing the employee separation process. There is about 16% of respondents in the neutral state. However, being neutral does not indicate any negative side of the E-HRM system. The reason for them being neutral is because their organisation is yet to adopt a digital process for employee separation process or are in the mode of a digital evaluation process and consideration.

Table 1 indicates the variable type used for the survey followed by a brief description of the variable and its use cases. As shown in the table, the independent variables are E-HRM, Artificial Intelligence and Human Resources Management. The dependent variable is talking more about Globalization and Sustainability.



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Table 1. Variable and use cases

Variable type	Variable description	Variable use case
Independent	E-HRM	Information Technology Sector HR Process Automation HR Decision Making HR Communication
	Artificial Intelligence	Enhance Employee Experience Fast Processing of HR Transaction Streamlining HR Process Automating Repetitive Tasks
	Human Resource Management	Employee Separation Decision Making
Dependent	Globalization and Sustainability	Process Efficiency Sustainable Growth Sustainable Revenue Sustainable Market Presence Sustainable Social Responsibility

Source: Authors research

The descriptive analysis is performed as shown in Table 2. Here, the items measured are in the form of mean and standard deviation. The value of standard deviation is in the range of 1.12 to 1.65, which is found to be suitable as they are of ordinal type. The Cronbach's alpha is in the range of .928 to .963 and that shows the reliability of the questionnaire used for the survey is reliable and appropriate. The variable used are in the form of AI (Artificial Intelligence), HRM (Human Resources Management) and GS (Globalization and Sustainability).

Table 2. Descriptive analysis

	E-HRM	AI	HRM	GS
Mean	5,29	5,36	5,32	5,38
Standard Deviation	1,64	1,65	1,24	1,12
Cronbach's Alpha	0,963	0,947	0,931	0,928

Source: Authors research

The correlation analysis was conducted and has the significance of 5% as shown in Table 3. There seem to be a strong correlation between E-HRM and AI (0.67), followed by a similar value of correlation obtained between E-HRM and HRM processes (0.69). Last but not least, the test also throws light on the correlation between E-HRM and 'Globalization and Sustainability' (0.71). This significantly proves that there is a strong correlation between E-HRM, AI, and HRM that helps to effectively drive the objectives of globalization and sustainable development.

Table 3. Correlation analysis

	E-HRM	AI	HRM	GS
E-HRM	1,00			
AI	0,67	1,00		
HRM	0,69	0,64	1,00	
GS	0,71	0,69	0,68	1,00

Significance: 5%

Source: Authors research



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Regression analysis was performed as indicated in Table 4. Here, the concept of E-HRM, AI and HRM is considered as independent variables (denoted as Y) and globalization and sustainability is treated as dependent variable (denoted as X). The R^2 value of 0.68 indicates a positive correlation between the dependent (GS) and independent variables (E-HRM, AI and HRM). The p-value is found to be significant.

Table 4. Regression Analysis

X	Y	R2	F	p-value	F Sig.
GS	E-HRM				
	AI	0,68	163,21	< 0,0001	< 0,0001
	HRM				

GS – Globalization and Sustainability; E-HRM – Electronic Human Resource Management; AI – Artificial Intelligence; HRM – Human Resource Management

Source: Authors research

Hence, it can be concluded that the alternate hypothesis is accepted. This indicates that in an environment of running an organisation that carries its business functions and by virtue of having a strong presence of a quality HR processes that is combined with E-HRM and enabled with high technological systems in the form of artificial intelligence and machine learning has a significant impact in driving the workforces globally and ensuring sustainable economic development for the organisation and its people.

While there are multiple HR processes in an organisation but here the researchers emphasized their study on the module of employee retention and employee separation process. Now, the employee retention process is enabled through E-HRM and combined with artificial intelligence to predict employee attrition in organisations. On the other side, the employee separation process is a walkthrough and assessment of the current E-HRM set up in their organisation.

There are multiple challenges in retaining the workforce and that too when it comes to the retention of the workforce in the Information Technology sector. One of the primary reasons of this challenge is globalization that makes the employee with the right skills as the soft target for better opportunities in a competitive job market (Vasquez, 2014). Now, the role of Artificial Intelligence is significant in such conditions wherein this challenge of retaining the workforce requires attention from the organisation. It means the organisation should proactively plan to mitigate employee attrition. One of the core features of the artificial intelligence system coupled with machine learning is to predict the employee attrition in advance and project the employee retention technique well in advance to the department of human resources and the management of an organisation (Al-Darraji et. al., 2021).

Here, the researchers went a few steps ahead and implanted a device that can perform this employee retention predictions by virtue of having a smart device in place that when coupled with a computer performs action that pro-actively provides enough of hints and messages to the department of human resources to pro-actively address the employee emotions and sentiments that would try and negate them to look for opportunities outside the organisation.

The concept and working of the smart device and technique is copywritten and the product patent is currently under progress. A typical block diagram of the smart device coupled with E-HRM, and AI and its functioning is as shown in Figure 2. With the new age technology and the so-called millennial workforces, it is imperative to have a robust employee retention model that an organisation should adopt in the best interest of their nature of business that they expect to grow (Ngotngamwong, 2020). The presence of E-HRM can help boost the human resources function in the organisation (Parry, 2021). Further, it helps to reduce the amount of paperwork involved with all the human resources related

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activities and transactions, which can be performed digitally and supportive of sustained Green Human Resources Management process.

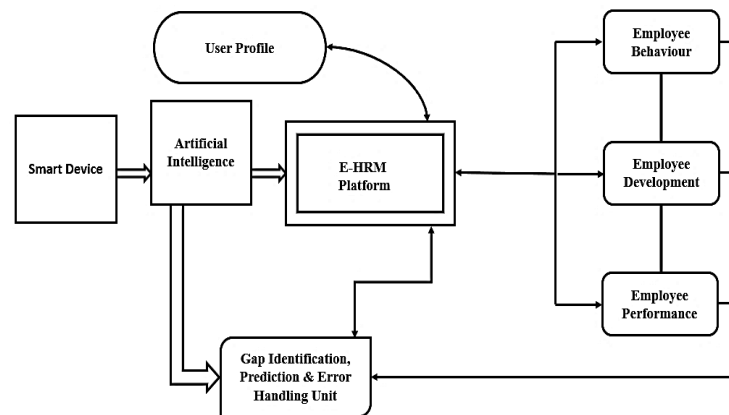


Figure 2. E-HRM platform

Source: Authors research

The process of human resources in organisations has multiple roles to cater for and this could be in the form of recruitment, performance management, training, rewards, employee engagement and employee grievances. The list does not end here. The role of artificial intelligence is very significant. This constitutes machine learning, robotics, computers and so on. All of these have their own role to perform. However, it is not that everything is possible and achieved by science and machine. Hence, there will be instances where human intervention is required and that cannot be ignored. Now that does not mean that this science and machines can be ignored. The organisation that shows its inability to adapt to the high-end technology system such as artificial intelligence will fall behind in the race of economic and sustainable development (Garg, 2018).

CONCLUSION

From the above scenarios, it is observed that by having a steady HR system in place and by having a strong HR team in existence, it is possible to bring the required ease of automating the HR processes in the organisations. Even though the current research was carried out in the IT and biomedical organisations, but the workforce conditions towards HR related matters remains similar across all the industries except for few changes that are directly related to a sector or industry wise classification. The core focus of the paper is to highlight the advantages of E-HRM by creating an environment wherein the effectiveness of E-HRM is at its best possible state and it can create a platform for helping the HR professionals to manage the people matters more efficiently and effectively. In addition, the paper also addresses the concept of globalization and its impact in the organisations by introducing the software product by means of artificial intelligence and machine learning. Out of the many goals set by the organisation to achieve and as part of their corporate activities, one of the key goals is to ensure that the environment that they operate is safe and eco-friendly (Vel'as et. al. 2022). The logic of E-HRM helps the organisation in great deal to raise their conscious level of becoming environmentally friendly that believes in investing on technology that will also cater to digital transformation. The concept of artificial intelligence can be used as a predictor tool not just for employee separation and retention processes but



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also to various other processes (Votto et. al., 2021). Technology acts as a gateway and has a significant role in shaping an organisation. It helps the workforce in organisations become more effective in their day-to-day work, which in turn helps the organisation achieve its productivity (Andrić et. al., 2023). Hence, creating an environment of continuous sustainable development by empowering technology that helps the organisation to run its businesses effectively.

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