

CHAPTER 14

ANALYSIS OF ETHICAL ISSUES IN HRIS USING THE PAPA MODEL

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ABSTRACT

Information system (IS) is an important aspect of the communication industry. It is a storehouse of vital information for the company as well as for the employees. Many companies in Tonga use the IS to retrieve information about the employees' leave history and other personal data for reference and promotion purposes. It is therefore important that the IS in the telecommunications company in Tonga is accurate and that access is secure given the company's heavy dependence on the human resource information system (HRIS) information for promotion and other related benefits.

In this chapter, we analyze the ethical issues of the HRIS using the PAPA model, in terms of privacy, accessibility, accuracy, and property. To do this, we review the current policies within the telecommunications company and consider if there is a need for development of standards for accessing information in the HR department in view of the PAPA model.

This chapter is important because it serves to inform those who want to access data in the HR of the ethical policies and procedures of the company

to protect the employee's information. The HR information is readily available to employees in the employee self service (ESS) portal of the company's website, where employees can access (with a password) their information on payslips and leave accrual at any time from anywhere. Superiors in the company such as divisional managers also have access to the information through a central database and if the information is changed, the employee has a right to know what their rights are and what they can do if such rights are violated.

The contribution to the field of knowledge is not only to assist the company to improve compliance with its ethical policies on their IS, but also to find gaps in the HRIS, find solutions, and present them to the telecommunications management in order to improve the use of the current system. PAPA model will indeed be a useful model to be presented to the executive of the company to be used in HRIS.

It is the intention of this chapter to advise the executives and management of the telecommunications company, its board of directors and the employees at the main offices in Tongatapu on why such a system exists in the organization and how important the safe keeping of their information is.

It is not clear to what extent ethical issues have been viewed by the organization, thus the focus question of this study: Is the HRIS system protected ethically, in view of privacy, accuracy, accessibility, and property rights as per the PAPA model.

INTRODUCTION

Background

In today's information and communication age, there is a constant reference to IS and management of IS. In the digital age data, storage, and retrieval are done through various systems and interfaces. An IS, therefore, can be defined as a set of coordinated networks of components which act together towards producing, distributing, and/or processing information. An important factor of computer-based IS is precision, which may not apply to other types of systems.

This research was conducted at a telecommunications company in Tonga. The telecommunications company was established on February 5, 2001 as a public enterprise. It is 100% government

owned and governed by an ICT board of directors with its own board. At present the government of Tonga is the sole shareholder, nevertheless there is a plan to invite prospective shareholders to invest in this telecommunications company as part of the Tonga participant scheme.

The company provides a wide range of local and international voice and data services cooper network via GSM. Its services include but are not limited to local and international telephone services, Internet services, public Internet and facsimile, prepaid phone cards, GSM mobile cellular phone, and directory assistance.

This telecommunications company previously used a manual system where their employees started by recording their attendance in a manual attendance book. Their leave requests are applied using manual forms and recorded manually. The payroll summaries and calculations all depend on the records received by the HR department.

Problem Statement

Nowadays anyone can access information from anywhere with mobile or cell phones, desktops, Internet, and social media hence information is no longer confidential and private. It is therefore important at an operational level that employees are aware of what they are doing with information they can access at work and if their rights have been violated within the HRIS.

As such, this investigation helped to clarify what is ethical and unethical with the company's IS. If the ethical and social issues are not addressed, the company may face a lot of unnecessary cost, poor performance, erosion of quality, and decline in public confidence in the service of the company.

Therefore it is important to pursue this research to ensure that employees have a clear understanding of the company's expectations on ethical and social matters of the company's IS.

RESEARCH OBJECTIVES

This research focussed on finding the linkage and/or gaps between the current used HRIS in the company and the PAPA model introduced by Mason which is the four most crucial ethical issues of the information era in 1986 of PAPA.

The research investigated and analyzed the ethical issues in accessing data at this telecommunications company. The chapter is important as a result of the study highlighting the strength and weaknesses of the current HRIS. Furthermore, it informs decision makers of relevant areas for improvement in terms of policies and procedures and also informs and raises awareness with employees on the important aspects to consider and be aware of the consequences and its costs to them as well as the secondary users. It will also help employees understand the need to protect information they are privy to access due to their being employed at this company. Lastly, it also helps employees to reassess their loyalty to the company and their sense of organization citizenship.

Nowadays anyone can access information from anywhere with phones, desktops, Internet, and so forth while previously the public were only made aware of matters published in the paper or announced on the radio. In today's era with different generations of social media and communication, information is no longer confidential and private. Thus, it is considered important at an operational level that employees are aware of what they are doing. They need to be aware if their rights have been violated within the HRIS.

As such, this investigation is worthwhile as it helped clarify what would be regarded as ethical and unethical by the company's IS. If the ethical issues are not addressed, the company may face a lot of unnecessary costs which may lead to poor performance and erosion of quality, and also a decline in public confidence in the service of this company. Therefore it is important to pursue this research to ensure that employees have a clear understanding of the company's expectations on ethical and social matters of the company's IS.

LITERATURE REVIEW

In the 20th century, the revolution in technology has spawned a new set of ethical and social concerns that were not anticipated by many organizations, many years ago. Many people today lead complex online lives and may not even realize how their personal information is being collected and used. These cause ethical and social issues arising from the use of technology in all areas of our lives and in business, in particular have led to the creation of a new branch of ethics, known as techno-ethics. Even though technology makes businesses more efficient, faster, and easier to complete, there are important issues raised regarding privacy of office emails, cyber peek at what employees do with company assets which have legal implications. Employees also use social media to screen applicants (Luppiccini, 2010). The continuous utilization of the internet and wireless network resources jeopardize the information security system (Guo et al., 2011).

The HRIS is an integrated system mostly used to collect data, govern, record, and to deliver and present data for HR and hence promotes and transforms appropriateness of transforming human resource performance (Hossin, Tomanna, Gerbi, & Zhang, 2018). Many computer operators have become experts in manipulating information available to them which were collected from customers. Some websites send cookies to speed up the searching while storing important information on the searchers.

Mason introduced the PAPA model which consists of four broad categories of information ethical issues namely privacy, accuracy, property, and accessibility (Woodward, 2011). Having accurate information is very important when it comes to legal matters. In the eyes of the law, if any information is accurate in court, it would not be able to provide an effective defence. China has enormous information resources (Zhang, 2011). This shows how very strong and well developed its IS is compared to Tonga. However, the level of education and the habits of use of information were among the ethical issues affecting the security of IS. This means that employees with lower levels of education may be expected to have a lower knowledge of IS or computer skills. They would be more prone to show unethical use of IS by passing information they are privy to

access to friends and others without proper authorization. The Tonga Communication Corporation ethical policy was developed to ensure there is clear and simple guide on what employees can do and cannot do which include ethical use of properties, records, and information:

Establish corporate ethics policies that include information systems issues. And also establish principles of right and wrong so that it can be used by individuals acting as free moral agents to make choices to guide their behavior. (Anonymous, 2012)

Laudon et al. (2018) reported his study where one university shared students' personal information with third parties. The university offered a loan scheme for students but in some cases, the date of birth, address, and email address were difficult to acquire. To address the situation, this personal information was put in a national student loan data system for ease of access by loan agencies and guarantors which was inappropriate use of the database. Though the information was valuable for the loan companies, the sharing of information was without the students' knowledge. It is against human justice and unethical to do this behind the scene as it would make students lose confidence in the university's system. Moreover, it would make students reluctant to release their personal information to other companies when they graduate and get employed.

Allen et al. (2015) show that the organization today requires an effective information security policy. This may include the roles and responsibilities of the officer responsible for security of information. Hu et al. (2011) identified that for ensuring the system security, it was not enough nor effective to impose punishment alone but to educate employees on the good values of adhering to company security policies. Employees who had low self-control were more likely to overestimate the benefits of the misconduct whereas employees who had strong moral ethics were less inclined to violate the security of the IS. In recruitment, the HR manager can consider this as a selection criteria for new employees.

Shayo and Lin (2019) noted that the ideal reporting structures of the information security will vary for organizations according to their own

mission, maturity culture, resources, capabilities, decision-making, and governance. However, they recommended a chief information security officer as best practices for evolving an effective reporting structure in organizations. Alkahtani (2019) concluded that organizations needed to educate the workforce of the information security policy and develop their necessary understanding of the information security system. This allows the employees to identify and report security threats and risks which helps in the improvement of IS awareness.

With regards to the research model, this research used the model developed by Mason to introduce and map issues within an IS. Woodward (2011) referred to this as the four broad categories of ethical issues of the information age; namely, privacy, accuracy, property, and access—known as the PAPA model. The categorizing of ethical issues would allow management of this telecommunication company to prioritize the most pressing issues to deal with first in the company. However, the disadvantages of this model is that it confines to only four ethical issues and does not cover moral issues in information technology (Parrish, 2010).

RESEARCH QUESTIONS

The research questions were as follows:

1. What are the ethical issues on the use of HRIS at a telecommunication company using the PAPA model?
2. What are the positive and negative ethical issues around the use of HRIS using the PAPA model?

METHODOLOGY

Research Model and Theories Used

This research was conducted by reviewing the telecommunications company's existing HRIS, using the PAPA research model. This research model was used to investigate the ethical issues in terms privacy, accuracy, property, and accessibility using 86 employees,

randomly selected from this telecommunication company, a government-owned telecommunication company.

This was taken from 86 employees in the main island only, excluding the employees in the 5 major islands in which this telecommunications company operates.

Quantitative and Qualitative Analysis

In conducting this study, both primary and secondary methods of sourcing data were used in order to obtain more comprehensive information for the issues under investigation. The crucial data for this research was collected mainly from primary data sources including structured closed and open ended questionnaires (Appendix A) on ethical issues with IS based on the PAPA model.

The team used a descriptive type of qualitative methods as we described the opinions of respondents on the advantages, disadvantages of the HRIS as well as challenges encountered and improvements to be made. In addition, the cross-sectional methods (Hossin et al., 2018) were used to collect information on the entire participants because the team contacted the participants once with the survey questionnaire.

The participants for this research were chosen randomly from employees who have been employed for various lengths of time at the telecommunications company. They have been involved in the HRIS for some time. We believed that these participants would be able to provide details of the information relevant for this study. Amongst the participants in the survey were management level staff and supervisors from top and middle level management, as well as general employees from finance, HR, marketing, customer service, and IT departments.

A quantitative analysis of the responses to the closed questionnaires was conducted and recorded in a table of results. The data collected was organized in a table and tally into frequency. The processed data was to draw graphs, interpret results, and analyze any trend or relationships displayed by the variables. The results were processed into graphs and interpreted.

A qualitative analysis of the responses to the open questionnaires was also conducted. The various responses were tabulated and interpreted.

The participants that were targeted for this investigation were the employees of a telecommunications company in Tonga. A letter of intent was sent to the general manager of the company requesting permission to use the employees for the intended survey. A preliminary visit was done to the company's office to identify and randomly select the names of the employees that would be used for the survey. If the response from participants was not forthcoming, participants were contacted via telephone and/or email to maximise the response rate.

Ethical Considerations

The participants were invited by letter to participate in the survey so their involvement was voluntary. There was no potential harm to the project nor would it place participants in positions of danger hence there were no major ethical issues for consideration in this research.

RESULTS/FINDINGS

There were 86 employees (Appendix B) that participated in the research. Most participants were from the IT and technical unit, followed by customer service, HR, and the marketing department. The least number of participants were from finance. An analysis of the results is presented in the findings below.

Figure 14.1 illustrates that of the 86 employees at this telecommunication company who participated in the research, a large proportion of the participants (98%) were aware of the HRIS. This accounted for the high weekly usage by employees of the HRIS shown in Figure 14.2. There were only a few participants (2%) who were not aware of the HRIS. Under such circumstances, the supervisor accessed the HRIS for them and applied leave on their behalf.

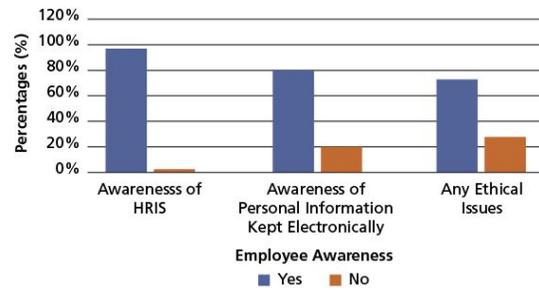


Figure 14.1 Percentage of participants awareness.

Most participants (80%) were also aware that their personal information was kept in the HRIS telecommunication company. More interestingly, most of these participants were also mindful that there were ethical issues associated with keeping their personal information in the HRIS.

Figure 14.2 shows how frequent the participants used the HRIS at the telecommunications company. Most of the participants (54%) used the HRIS weekly, 24% used it monthly, 15% used it daily, and 7% never used the system. The reason identified for the ones that never use it was because the supervisor applied their leave on their behalf, and this explained the 2% that never used the HRIS in Figure 14.1.

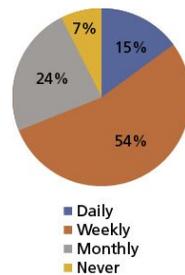


Figure 14.2 Graph showing frequency of HRIS use.

However, there is risk associated with this practice because the employee took it for granted that the supervisor was acting with good faith. Figure 14.3 identified some reasons for using the HRIS. The most reasons for employees using the HRIS was to view their leave balance (41%), view payslips and payments (28%), and to print these out (26%). Few of the participants use the HRIS to apply for leave (3%) or update contact information (2%).

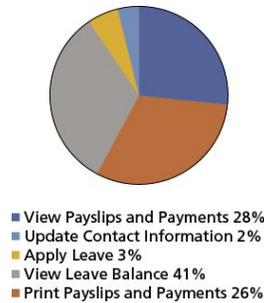


Figure 14.3 Proportion of various purposes for employees using HRIS .

In contrast, the reasons for supervisors and managers using the HRIS vary a lot from employees' reasons due to their position in the organization structure and the differences in the level of supervision and authority they have.

Figure 14.4 identified that 19%–24% of managers and supervisors use it to update information on leave and payslips. These updates are important to employees as reflected in Figure 14.3, most participants use the HRIS to view their leave balance, payslips, and payment details. The HRIS was not used much for promotional purposes (7%) assigning of assets and recording employee demographic (8%). However, some participants used the HRIS to access personal information and recruitment information (13%) and 11% entered employee personal information.



Figure 14.4 Proportion of managers and supervisors using HRIS.

Figure 14.5 highlights the proportion of the ethical issues of the PAPA model used in this research. Most of the participants were concerned with the privacy (39%) of their personal information as Figure 14.1 showed that most employees were aware that there

exists an HRIS at the telecommunications company and their personal information was kept in there.

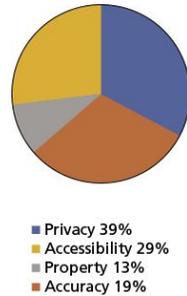


Figure 14.5 Proportion of ethical issues identified by PAPA model.

The ethical issue with accessibility was a concern of participants (29%), followed by accuracy of their personal information (19%), and property (13%) was the lowest concern of the participants.

The main advantage of the HRIS at this telecommunication company was identified in Figure 14.6 as storing information and data such as payroll, payslips, and leave.

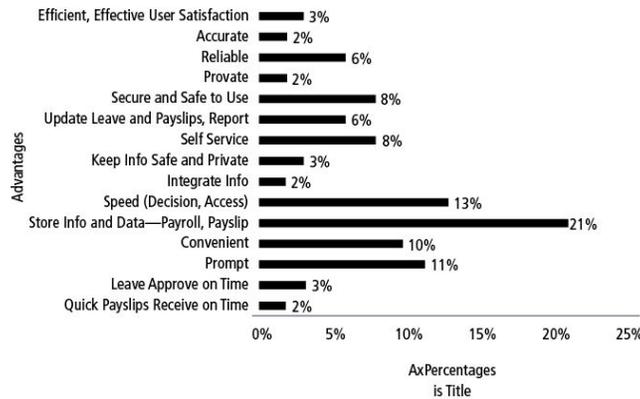


Figure 14.6 Advantages of HRIS.

This was followed by quick access to information for decision-making (13%), prompt retrieval of information (12%), and convenient use of the system (10%). Other important advantages included but were opted by few participants included efficiency, safe keeping of information, and timeliness of leave approval (3%). Other participants thought that the HRIS system was secure, reliable, and enjoyed the self-service it provided.

Figure 14.7 identified that the main disadvantage of the HRIS was poor security (29%) followed by low computer skills of users and power failures (15%), human error during input of data as well as cost (13%). There were other thoughts that the slowness (1%) of the system was a disadvantage but it seemed that many enjoyed the self-service as reflected by Figure 14.6 despite any slow service. There were concerns that employees would become dependent on the HRIS system (4%) and the low system capacity (4%) identified by IT employees.

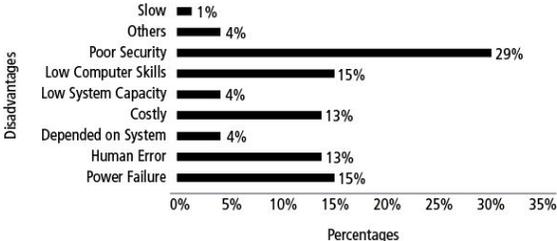


Figure 14.7 Disadvantages of HRIS.

Figure 14.8 identified cost (42%) to be the main challenging factor for the HRIS at the telecommunications company. It seemed that participants were aware that it is very expensive to purchase the software or contract an expert to develop the system. As such, this implied that it is a cost to the company to purchase and maintain the HRIS. Training (25%) was also identified to be a challenge in terms of users needing training due to lack of computer skills or being a new employee hence the elevated need for training. Privacy and security (10%) were also identified to pose challenges as well as other reasons including human errors (6%).

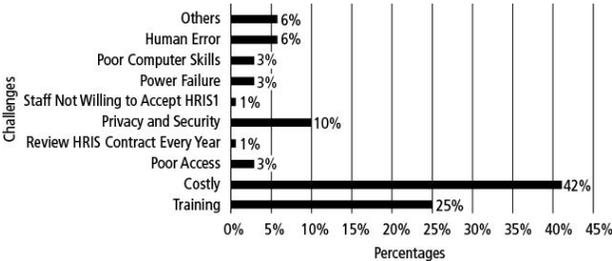


Figure 14.8 Challenges of the HRIS.

Although the telecommunication company has an existing ethical policy (Anonymous, 2012), Figure 14.9 shows that policy is the most demanded improvement to be made. There needs to be a policy improvement or development for the HRIS to address the ethical issues identified by the PAPA model in order to ensure that the HRIS effectively operates at the telecommunication company.

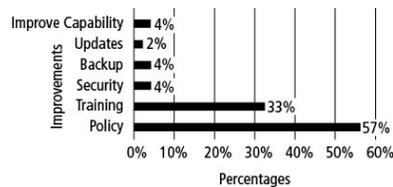


Figure 14.9 Improvements for the HRIS.

DISCUSSIONS

The research title “Analysis of Ethical Issues in a Telecommunication Company” carried out identified ethical issues based on the PAPA model. This is a large company and contributed revenue to the government by means of annual dividends hence it is important to identify and explore the ethical issues raised in this study to ensure privacy, accessibility, property, and accuracy of information are addressed for the benefit of the company.

Ethical Issues Using Papa Model

The findings of this research’s main ethical issue viewed as important from this research was privacy, followed by accessibility and accuracy, followed by property which is viewed as lowest. This research supported an empirical study of the Mason framework in which the findings validate the PAPA model (Peslak, 2006).

Privacy means the right to be free from secret scrutiny and to determine whether, when, how, and to whom, one’s personal or organizational information is to be revealed. Privacy of information implies security of information from access by third parties or unauthorized access. Accuracy is the condition or quality of being true, correct or exact, free from error or defect. Property refers to intellectual property and its right because once it is provided, it is

complicated to keep the information as it becomes communicable and more difficult to be reimbursed. Accessibility issues are concerned with who has the permission to access the information, who holds the rights or keys to access it, what data an individual or organizations are privileged to acquire and with which safeguards and under what terms and conditions. It is therefore important that the telecommunication company implement security measures and firewalls to prevent hacking of HRIS. Employees inside the company may act to sustain and improve organizational information security though study on the motivation factor for doing this was limited. (Lowry & Wilson, 2016).

The protection of personal data is a topic entirely relevant and very current. In Europe both the right to respect for his or her private and family life, home, and communications (privacy) and the right to the protection of personal data constitute fundamental rights, as provided for respectively by Articles 71 and 82 of the Charter of Fundamental Rights of the European Union (Fabiano, 2019).

Many employees of this company that participated in the survey in Figure 14.1 who were aware of ethical issues with their personal information being kept electronically showed that the privacy of their personal information maintained by the company was their main concern (39%). One of the important personal information that is culturally sensitive to discuss in one's age and a disability. It is not culturally friendly and polite in Tonga for someone to ask for a person's age but this can be obtained from the HRIS.

The managers and supervisors are mainly the ones that can access employee's personal information weekly other than the employee. This was when they used it for leave approvals and monitoring of employees attendance in their division. It is therefore a matter of self-control for these managers and supervisors to keep the information they are privy to confidential and secure within themselves and the company. Self-control has been identified as a major factor influencing individual behavior in the social science, neuroscience, criminology, and information security literature (Hu et al., 2015).

Unethical use of IT, related to activities such as hacking, software piracy, phishing, and spoofing, has become a major security concern

for individuals, organizations, and society in terms of the threat to IS security. Unethical use of IT is a complex phenomenon and multiple interventions at various levels may be required to combat this growing threat to IS security (Chatterjee et al., 2015).

The second ethical issue of the PAPA model that participants were concerned about was accessibility. The reason for their concern was due to power outage which may affect the availability of this service to employees at unpredictable times. Moreover, the lack of computer skills was a limitation to accessing the HRIS.

Though there were lesser concerns about property and accuracy compared to privacy and accessibility, it did not mean that they were any lesser important. Employees have a right to know what is being done with their personal information as it is their intellectual property. Sometimes people are not aware of the possible risks related to the full use of their personal data, especially when they are not informed about the purposes of processing.

Positive and Negative Ethical Issues of HRIS Using Papa Model

The idea of negative ethics, a new conceptual model that emphasizes the role of negative definitions in morality (Guseinov, 2014). The main ethical and social issues raised by IS centers around privacy and security of information. Information is viewed to be stored safely by the HRIS which is an efficient way of record keeping. Moreover, HRIS enables employees to have a quick update of leave, update reports, and enjoy the self-service of the system. Managers and supervisors have information available in HRIS for decision-making.

Although computer systems work to be more efficient in the workplace, they have some negative impacts. The poor network and power failure would affect the effectiveness of the system. For example, computer errors can cause serious harm to individuals if the personal information is inaccurate. If the error is on attendance, it can affect the employee's performance management in terms of effective and efficient time management. The lack of employees' computer

skills to operate the HRIS and unwillingness of employees to accept the HRIS are a hindrance to employees.

Some employees have lost their jobs from downsizing some companies when computers replaced employees that used to do the manual filing and record keeping. Such manual record keeping has become unnecessary with the HRIS in place.

Moreover, there were concerns about security of information where supervisors have access to HRIS to update leave balance and payslips. The integrity of the information is entrusted to these supervisors hence their commitment, as insider, and self-control are important positive ethical issues to guide them in this respect.

Advantages and Disadvantages of the HRIS

There were numerous advantages that participants identified with the HRIS. This included the convenience of accessing the system and the self-service. Some participants also indicated that this was a good way of keeping the company's records as it gives the management and supervisors the opportunity for timely decision in matters related to human resource issues since the information was readily available.

There were some indications of repletion in responses where participants favored the HRIS for security purposes. It seemed that they implied that the information was safer in the HRIS than in paper records used before by the company. However, the fact that some of the participants indicated in Figure 14.1 that they were not aware of any ethical issues explains the security purposes that these participants implied.

Challenges

The most common challenges identified from the research is lack of computer skills and being new to use the system. This means that new employees could not use the HRIS but most were willing to be trained to know how to use it.

The cost was another challenging factor because it is expensive to purchase the software, let alone having to contract an expert to

develop it for the company. There was also the need for ongoing maintenance of the system to ensure it continued to provide the necessary information effectively and efficiently for users.

Privacy and security were again identified by participants to be challenging factors as well as a disadvantage of the HRIS. They expressed their concern with their right to their personal information kept secure and private in the company. However, security awareness processes are associated with interrelated changes that occur at the organizational, the technological, and the individual level (Fabiano, 2019; Tsohou, Karyda, Kokolakis, & Kiountouzis, 2015).

Areas of Improvement

In the light of the information gathered from participants, there was a strong indication from participants for training on how to use the HRIS for new employees and for technical staff who hardly use it at all but depend on their supervisors to apply leave on their behalf. This would ensure that users would be well versed with the system and enjoy its convenience.

Moreover, there was also a strong indication to review ethical policy on HRIS to secure all access. However, the company had a Code of Ethics Policy (Anonymous, 2012) which may need to be reviewed and circulated to employees from time to time as good practice and to increase its awareness with employees.

CONCLUSIONS

The HRIS at this telecommunication company is an important tool for pooling together of employee's information, especially and was mostly used for viewing payslips and payments. As such, poor security of the HRIS is a problem identified from this study that needs to be addressed. Based on the PAPA model, this research highlighted higher concerns with privacy and accessibility of information compared to accuracy and property ethical issues. Telecommunication companies are challenged by the high cost of the software and maintenance. But with a good policy in place on the use

of HRIS and ongoing staff professional training, the ethical issues can be effectively managed.

Having identified these ethical issues, the company and related institutions can implement strong preventive measures to control unauthorized access to the company's HRIS from external sources. The company may continue to upgrade and improve its HRIS in protecting it from unethical practices to protect employees who are the most important assets of an organization.

RECOMMENDATIONS AND FUTURE RESEARCH

The following recommendations are made to the management and governance of this telecommunication company for their prompt consideration to enhance the service of the HRIS in the company:

1. Revise existing ethical policy to strengthen HRIS security.
2. To include in its annual training plan a schedule of in-house training by the HR division to deliver to divisions on ethical issues with the HRIS based on PAPA model.
3. The ICT manager to be responsible for monitoring unethical uses of IS.

Limitations

The study could not cover participants from outer islands due to time limitations hence the finding is confined to the employees in the main Island offices of this telecommunication company only. This study did not pursue detailed analysis of responses by divisions and did the study set out to test the significance of the findings.

Future Research

This study does provide the basis for future research to explore these ethical issues on a larger scale, by comparing the ethical issues at this telecommunication company as a public enterprise with a government ministry in Tonga.

APPENDIX A—QUESTIONNAIRE

RESEARCH QUESTIONNAIRE TELECOMMUNICATION COMPANY

1. How often do you use the HRIS software/system?
 - Daily
 - Few times a week
 - Never
 - Others—please specify _____

2. Please indicate the purpose for which you access or utilize the HRIS software/system.
 - Entering employee personal information
 - Recording customers demographics
 - Information purposes
 - Accessing personal records, including admission details
 - Reporting purposes
 - Apply for leave
 - Approve leave
 - Others—please specify _____

3. In your opinion, what are the advantages (if any) of using HRIS?
4. In your opinion, what are the disadvantages (if any) of using HRIS?
5. What are some of the challenges of using HRIS? Please list.
6. Do you think there are ethical issues with the use of HRIS?
 - Yes (Please go to Question 7)
 - No
7. Identify which of the following issue(s) concerns you:
 - Privacy
 - Accuracy
 - Property

- Accessibility
8. In your opinion, what are some areas of improvement you would suggest to the HRIS system/software?

APPENDIX B—NUMBER OF PARTICIPANTS BY DIVISION

TABLE 14.1 Number of Participations per Division at the Telecommunications Company

Divisions	Number of Employees
Customer Service	19
Marketing	14
Human Resource	14
Finance	12
Others—Information Technology, Technical	27
Total Employees	86

TABLE 14.2 Number of Employee’s Awareness of the Company HRIS System

Employees	Yes	No
Awareness of HRIS	98%	2%
Awareness of personal information kept electronically	80%	20%
Any Ethical issues	72%	28%

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