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Research Article

Analyzing the Effectiveness of Electronic Human Resource Management Systems on Human Resource Performance (e-HRM): A Case Study of the Kalumbila Mining Sector

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About Article

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ABSTRACT

This research analyses the effectiveness of Electronic Human Resource Management Systems (e-HRMS) on human resource performance within the Kalumbila mining sector, motivated by the need for operational efficiency and effective workforce management. The study aimed to analyze the effectiveness of e-HRMS in enhancing HR performance by identifying key performance indicators, examining user satisfaction, and evaluating the contribution of these systems to organizational efficiency and employee engagement. Employing a mixed-methods approach, quantitative data were collected through surveys targeting HR personnel and employees utilizing e-HRMS, focusing on metrics such as process efficiency and data accuracy. Qualitative insights were gathered from in-depth interviews with managers and stakeholders, alongside a comparative analysis of HR performance metrics pre- and post-e-HRMS implementation. Preliminary findings indicate that e-HRMS implementation has significantly improved data management and process automation, leading to a reduction in administrative workload and enhanced decision-making capabilities. User satisfaction is notably high, with many employees appreciating easier access to HR services. However, challenges, including system integration issues and the necessity for ongoing training, were identified. These findings suggest that while e-HRMS has the potential to greatly enhance HR performance, continuous support and training are essential to maximize benefits. The implications of this study provide valuable insights for HR professionals and decision-makers in the mining sector, emphasizing the importance of strategic implementation and ongoing evaluation of e-HRMS to achieve optimal results.

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1. INTRODUCTION

1.1. Background

With increasing globalization and competition, organizations are focusing on enhancing customer-based services to stay competitive. As part of this shift, many are adopting Electronic Human Resource Management (E-HRM) systems. E-HRM involves the use of web-based technologies to provide HR services to employees within an organization (Coronas, 2005). It differs from Human Resource Information Systems (HRIS), which primarily refer to ICT systems used within the HR department. E-HRM, on the other hand, extends HR functionalities via the internet (Bissola & Imperatori, 2010). It supports the planning, application, and implementation of technology in HR activities performed by multiple individuals (Juana, 2012).

E-HRM systems serve to acquire, store, manipulate, analyze, and distribute HR-related information within an organization (Kavanagh, 1990). These systems are not limited to software and hardware but include people, policies, and procedures. As technology has advanced, it has transformed organizational structures and employee roles within HR (Kariznoee *et al.*, 2012). The adoption of E-HRM allows organizations to streamline HR functions, including training, recruitment, performance management, and employee planning, among others.

Several definitions of E-HRM exist. Strohmeier and Ruël (2010) define it as the implementation of HRM strategies, policies, and practices through web-based technologies. E-HRM has evolved from HRIS systems, integrating IT to enhance HR activities (Stone & Dulebohn, 2013). E-HRM enables the planning and implementation of HR functions through networking and collaboration among employees and managers, providing comprehensive HR services using internet-based channels.

Historically, the concept of using technology in HR began after World War II. Early personnel departments focused on record-keeping and basic employee services. As labor resources became scarce post-war, organizations recognized the importance of motivating employees for productivity. By the 1960s, companies started separating HR data from payroll systems, marking the beginnings of e-HRM systems. Throughout the 1980s, organizations sought to minimize costs by incorporating computer software to manage HR functions, leading to increased efficiency and effectiveness in delivering services (Eloísa, 2009).

In the 1990s, globalization and technological advances, particularly internet-enabled services, led to the emergence of strategic HRM. Software such as IHRIS and Lawson were developed to store and track HR information. Today, e-HRM systems continue to evolve, empowering both employees and managers by providing access to information through web-based technologies. This allows for efficient HR operations and helps HR departments focus more on strategic elements rather than operational tasks (Heneman, 2002). Despite these advancements, challenges still exist in implementing e-HRM systems successfully in many organizations (Mloka, 2009).

E-HRM systems have advanced to the point where they can incorporate all HRM policies within an organization. These systems support tasks such as employee evaluation, development planning, labor cost assessments, absenteeism tracking, and employee turnover analysis. Employees and managers can access various HR-related information, including job applications, promotions, and personal development plans, through desktop computers (Juana, 2012). By facilitating HR functions and empowering managers and employees, e-HRM significantly enhances organizational efficiency and strategic focus.

Given the transformative potential of Electronic Human Resource Management (E-HRM) systems, the researcher is keen to analyze their effectiveness on human resource performance within the Kalumbila Mining Sector. This study aims to evaluate how e-HRM systems streamline HR functions, enhance employee and managerial efficiency, and alleviate the operational workload of HR departments. The focus will be on identifying the factors that contribute to the success of e-HRM implementations and the challenges that may hinder their effectiveness in this specific context.

1.2. Statement of the problem

Despite significant investments in Electronic Human Resource Management (e-HRM) systems, the Kalumbila Mining Sector has not fully realized their strategic benefits, with implementation largely focused on automating administrative tasks like payroll and employee records management (Sampa *et al.*, 2020; ZHRMA, 2022). This limited utilization contrasts with the global promise of e-HRM as a tool for enabling strategic HR roles, enhancing operational efficiency, and aligning human capital with business objectives (Ruel *et al.*, 2011; Bondarouk & Ruel, 2013). Studies indicate that over 60% of Zambian mining companies, including those in Kalumbila, have failed to shift HR functions toward strategic contributions, resulting in only marginal improvements in productivity and persistent disconnects between HR operations and organizational strategy (ZHRMA, 2023; FQM Annual Report, 2023). These gaps raise concerns about the return on investment in e-HRM systems and highlight the need for solutions to better leverage these technologies for improved HR performance and sustained competitiveness in the mining industry (Tansley *et al.*, 2001).

This study was necessary to bridge the gap between the theoretical benefits of e-HRM and its practical application within the sector. By analyzing the effectiveness of e-HRM systems on human resource performance, this research provided valuable insights into how Kalumbila and similar organizations could optimize their HR practices to ensure that their human capital was fully aligned with organizational goals. Furthermore, it offered empirical evidence to support the strategic role of HR, which was vital for guiding future investments and innovations in HR technologies. The study will contribute to the existing body of knowledge by addressing the prevailing gap in e-HRM research, particularly in the Zambian mining context, and provides actionable recommendations for enhancing the strategic contribution of HR in the Kalumbila Mining Sector.

1.3. Objectives

The general objective of this study was Analyzing the effectiveness of Electronic Human Resource Management System (e-HRMS) on Human Resource performance: A Case Study of the Kalumbila Mining Sector. Specific Objectives:

This study was guided by the following research objectives: To investigate the influence of Electronic Human Resource Management Systems (e-HRMS) on human resource performance in the Kalumbila Mining Sector. To identify the factors that lead to the effectiveness of Electronic Human Resource Management Systems (e-HRMS) on human resource performance in the Kalumbila Mining Sector. To analyse the benefits of the Human Resource Management Systems (e-HRMS) on human resource performance in the Kalumbila Mining Sector. To identify challenges facing employees in using Human Resource Management Systems (e-HRMS) on human resource performance in the Kalumbila Mining Sector.

1.4. Research questions

This study was guided by the following research questions:

i. What is the influence of Electronic Human Resource Management Systems (e-HRMS) on human resource performance in the Kalumbila mining sector?

ii. What factors lead to the effectiveness of Electronic Human Resource Management Systems (e-HRMS) on human resource performance in the Kalumbila Mining Sector?

iii. What are the benefits of Human Resource Management Systems (e-HRMS) on human resource performance in the Kalumbila Mining Sector?

iv. What challenges do employees face in using Human Resource Management Systems (e-HRMS) that affect human resource performance in the Kalumbila Mining Sector?

1.5. Theoretical/ Conceptual Framework

Figure 1 shows the conceptual framework that acted as the compass for the investigation. Technical infrastructures were defined in this study as those that facilitate the proper functioning of the electronic human resource management system at the workplace level. Views on the availability of the Kalumbila Mining Sector's technical infrastructures were used to measure this variable. On a five-point Likert scale, opinions regarding technical infrastructures were gauged. The e-HRM system's use involved management's assessment of the system's usefulness and effectiveness. To gauge those opinions, a five-point Likert scale was used.

The term "trained personnel" refers to the quantity and accessibility of trained personnel within the user department. Comparing trained staff members with those who had not received EHRMS training and offering users continuous training were two methods used to gauge these trained personnel. To gauge those opinions, a five-point Likert scale was used. In EHRMS, "effective response" means "quick response" in order to carry out human resource functions efficiently. This included the PO-PSM's perspective on a prompt and efficient response. Using a five-point Likert scale, the opinions were measured.

The dependent and independent variables are the two types of variables used in this study. Another name for the dependent variable is the outcome variable. What is measured in the experiment and what is impacted during the experiment is called a dependent variable. (Yin, 1984) The independent variable affects the dependent variable. Electronic Human Resource Management System effectiveness is one of the dependent variables. Either the inputs or causes are represented by the independent variables, or their causality is tested. In other words, an independent variable is one that you can choose and control. Usually, it's what you believe will have an impact on the dependent variable (Yin, 1984). The study's independent variables include technical infrastructures, system utilisation, trained staff, and effective response.

2. LITERATURE REVIEW

Regarding the efficacy of Electronic Human Resource Management Systems (e-HRMS) on human resource performance in accordance to the research goals, this chapter reviewed relevant literature written by a variety of academics and researchers.

In the modern world, human resource management's (HRM) effectiveness is crucial to an organization's success. Technology enablers like the electronic human resource management system (EHRMS), which comprises systematic processes and functions to gather, store, retrieve, analyse, manipulate, and disseminate pertinent information regarding organisational HR, are partly to blame for this shift in HRM practices. As a result, companies are depending more and more on e-HRMS to boost HRM effectiveness (Troshani *et al.*, 2011).

At the functional level, e-HRMS may monitor the qualifications, demographics, professional development, performance assessment, payroll, recruiting, and retention of employees, applicants, and contingent workers (Troshani *et al.*, 2011). According to Beadless *et al.* (2005), e-HRMS maintains quicker information processing, better employee communications, and more information accuracy at the administrative efficiency level. It also lowers HR expenses and increases total HR productivity. The HRM functions of strategic integration, human resource analysis, personnel development, knowledge management, communication and integration, forecasting and planning, and record and compliance are therefore ultimately aided by the e-HRMS (Mayfield, 2003).

E-HRMS have developed from simple HR information systems to complex platforms that integrate a range of HR tasks, such as employee self-service, performance management, training, and recruiting. E-HRMS simplify HR procedures and lessen administrative workloads, freeing up HR professionals to concentrate on strategic projects (Strohmeier 2007; Bondarouk *et al.* 2011).

According to Marler and Parry (2016), the use of e-HRMS is linked to improved HR process accuracy and efficiency. By offering real-time data and analytics, Stone and Deadrick (2015) showed how e-HRMS enhance decision-making.

The literature has focused on the strategic role of e-HRMS. According to Bondarouk and Ruel (2013) and Ruel *et al.* (2007), e-HRMS allow HR departments to go beyond administrative duties and make strategic contributions to organisational objectives. But achieving this potential in its entirety is a task. While e-HRMS can improve strategic HRM, Marler and Fisher (2013) pointed out that the true effect relies on how well these systems are incorporated into the organization's overarching plan.

A number of things affect how successful e-HRMS is. According to Bondarouk *et al.* (2017), important elements include staff

training, senior management support, and the alignment of e-HRMS with corporate objectives. Strohmeier and Kabst (2009) also stressed how crucial user acceptability and e-HRMS's flexibility to organisational requirements are.

According to a recent case study conducted in the mining industry by Lee *et al.* (2020), the use of e-HRMS resulted in notable increases in employee satisfaction and HR efficiency. Noutsa *et al.* (2021) conducted research in the industrial sector and discovered that e-HRMS improved performance tracking and personnel management.

The effectiveness of electronic human resource management in London energy corporations was the subject of a 2007 research by Sacht. In order to gather data, the researcher used survey questionnaires, interviews, and extensive literature. The study noted that one of the main forces for HR transformation is technology development, which lays the groundwork for HR's expanding strategic emphasis. Specifically, online and internet technologies have already made it possible for employees to easily and intelligently access business information, HR, and one other, allowing each employee to make a more direct contribution to the success of the company.

The goal of Srivasatava's (2010) study, "Shaping Organisation with Electronic Human Resource Management in the United States of America," was to determine how well public organisations used electronic resources for human resource management. To gather data, the study used questionnaires, interviews, and documentation. The outcome shown that e-HRM systems may be utilised to improve HR choices; in fact, they can be used to save expenses, boost productivity, and gain a competitive edge in the marketplace. In order to provide managers the tools they need to make these kinds of decisions, the system also connects an individual's performance to factors like training, education, and employment history.

An electronic human resource management system is a system that facilitates the planning, control, coordination, administration, and management of an organization's human resources, according to a 2015 study by Mkumbwa on the "Assessment of the Implementation of the Electronic Human Resource Management System in Kenya Commercial Bank" in the human resources department. Numerous subsystems that meet the information requirements of different human resource roles are also included in E-HR. It is essential that e-HR systems be extremely responsive to employee demands as they also facilitate critical information on issues like payroll, taxes, health benefits, child care, grievance processes, and other personal information that affects employees' personal and professional life.

A research on the "Effectiveness of Electronic Human Resource Management System in Tanzania Ports Authority" was carried out by Kitalima (2014). To gather data, the study used questionnaires, interviews, and documentation. The study's findings demonstrated that electronic human resource management is crucial for managing and growing human resources domains of experienced exchange, offering a foundation for remote learning, and shifting the organization's culture away from a paper-based one across all work domains in favour of an information and telecommunication technology-based work environment.

Ngowi's (2014) paper, "The Flexibility of Electronic Human Resource Management in Tanzania Public Sector," is comparable. Documentary review and survey questionnaires were the data collecting methods used. The outcome demonstrated how adaptable electronic human resource management is to system and work-related changes, shifting from concentrating on tactical strategies to enabling and implementing electronic management. The findings also indicated that the degree of variation in the fundamental information and technology structures across various organisations is one of the biggest barriers to implementing electronic management.

The study's findings demonstrated that electronic human resource management is crucial for managing and growing HR domains of experienced exchange, offering a foundation for remote learning, and shifting the organization's culture away from a paper-based one across all work domains in favour of an information and telecommunication technology-based work environment. Additionally, the study demonstrated that the electronic human resource management system is adaptable to system and work-related changes, shifting from focussing on tactical planning to enabling and implementing electronic management. The findings also indicated that the degree of variation in the fundamental information and technology structures across various organisations is one of the biggest barriers to implementing electronic management.

A research named "Evolution of HRM to e-HRM to achieve organisational effectiveness and sustainability" was carried out in 2015 by Ms. Nidhi Oswal and Prof. G.L. Narayanappa to investigate how HRM contributes to organisational effectiveness (OE). E-HRM may serve as an ICT instrument to accomplish sustainable management, they discovered. Organisations may improve their HR operations with the use of e-HRM, which has several advantages, including reduced costs, increased productivity, flexible services, and more employee involvement.

The intention of HR professionals in India's manufacturing sector to adopt e-HRM technology was examined in a 2019 study by Giri (2019) titled "Intention to Adopt e-HRM (Electronic Human Resource Management) in the Indian Manufacturing Industry: An Empirical Study Using the Technology Acceptance Model (TAM)". They discovered that e-HRM technology adoption in the industrial sector aids HR personnel in carrying out their duties efficiently and managing high levels of work pressure.

An investigation of the impact of e-HRM use on organisational success was carried out by Namrata (2019). Numerous facets of e-HRM and its influence on organisational results were discussed in the study. In addition to discussing how HRM processes have changed from conventional to electronic formats, the writers emphasised the potential advantages of e-HRM, including higher productivity, better data accuracy, and improved decision-making. Citing earlier research that discovered favourable correlations between e-HRM practices and organisational performance, such as enhanced work satisfaction, more employee engagement, and better financial performance, they looked at the link between e-HRM use and organisational success.

In order to determine whether there are any differences in

the HR competencies of the managers in IT/ITES companies in Chennai and to determine the relationship between HR competencies and organisational performance, Lavanya Iyengar (2019) looked into the HR competency level in these companies. She discovered that an employee's leadership, technical, functional, and interpersonal skills are all crucial in gauging the performance of the organisation. To stay on the job, people must improve their vocational skills and adjust to the demands of their employers and the industry in every circumstance.

The study by Iqbal (2019) concentrated on line managers' perceptions of how e-HRM practices affect organisational results. To investigate the relationship between e-HRM practices and several organisational outcomes, including employee performance, job satisfaction, organisational commitment, and total organisational output, they carried out empirical study. The study's conclusions showed that e-HRM procedures improved organisational results. In order to fully profit from e-HRM practices, the study emphasised how crucial it is to use and apply them properly. The lack of a thorough examination of the impact of contextual variables on the link between e-HRM practices and organisational results is the study gap. The efficacy and results of e-HRM techniques may be impacted by variables including industry type, organisational size, and cultural variations. Examining these contextual elements may deepen our comprehension of the relationship.

In order to ascertain whether e-HRM improves or hinders HRM effectiveness, Kwan (2019) carried out study. They discovered that e-HRM is essential to greatly boosting the efficacy of HRM procedures. The study made use of factors including HRM effectiveness, UTAUT, e-HRM, and efficacy.

A research by Mohamed (2021) examined the role that e-HRM practices play in attaining Sustainable Competitive Advantage (SCA). Their study sought to determine the moderating function of e-HRM Continuance and user happiness, as well as the mediating role of e-HRM PU (Perceived Usefulness) and e-HRM PEOU (Perceived Ease of Use). They found that E-HRM practices do have an influence on SCA, increase the efficacy of HRM procedures, and boost HRM value production.

A research on the strategic assessment of e-HRM in the IT and ITES industry was carried out by Dr. Mona Sahay in 2021. In order to investigate the several aspects and elements that affect the deployment and efficacy of e-HRM in these industries, the author adopted a multifaceted approach. One of the study's shortcomings was that it only mentioned the dangers and difficulties of implementing E-HRM in passing, without offering a thorough analysis or solutions. It focusses on the benefits of e-HRM deployment but does not thoroughly examine the possible disadvantages or constraints. Future study might go further into each issue and offer helpful suggestions for businesses to overcome them. Future studies might look at the possible drawbacks of relying too much on e-HRM, such the possible bias in algorithmic decision-making or the loss of human engagement in HR interactions.

A study that examined the effect of E-HRM on organisational performance was carried out by Dr. Mahmoud in 2021. To investigate how the adoption and use of e-HRM practices affect several aspects of organisational performance, the authors carried out an empirical research. The study gap did not offer a thorough examination of the underlying mechanisms or processes via which e-HRM impacts organisational performance, instead concentrating on the empirical data.

Even with e-HRM's popularity and potential advantages, implementation projects don't always proceed as planned. Many contend that HRM performance of service delivery is not necessarily improved by IT adoption (Ruël & Van der Kaap, 2012). For a variety of reasons, several e-HRM initiatives encounter issues from the beginning of the project. Others fail and lack the ability to change the HR function.

As stated by Dery *et al.* (2013) "reflects the oversimplified view of the relationship between technology and organisation that pervades much of the debate about these systems in the HR literature," according to Dery *et al.* (2013). A similar opinion is restated by Pant *et al.* (2012), who contend that not all organisations would likely see advantages equal to the expenses incurred in putting in place an e-HRM system. According to research, in order for an organisation to reap gains that will exceed expenses, a number of organisational and environmental elements must be present.

Integrating e-HRM systems with the organization's IT infrastructure is the IT element, according to Pant *et al.* (2012). For e-HRM to be implemented, a dependable and effective IT infrastructure is required. One important element in developing effective information systems is the availability of computers, software, networks, and the know-how to do so (Ruta, 2005).

diverse writers often describe the elements that directly affect the implementation of e-HRM using diverse terminology, phraseologies, and methodologies. With possibly comparable results, many of the characteristics that have been emphasised are broad and overlap in both meaning and application. According to Bondarouk *et al.* (2016), the results of most earlier research studies on e-HRM generally hint that the elements impacting e-HRM adoption are not universal. There is no one-size-fits-all model or collection of elements that can be exported or exchanged to other organisational contexts, as seen by the variety of influencing factors driving the adoption of e-HRM that have been extensively discussed in the literature. As a result, the researcher contends that e-HRM is complex and that not all organisations can effectively use it.

What works and is appropriate for one organisation could not be for another. Clarity of e-HRM goals, user satisfaction with e-HRM, perceived usefulness, perceived ease of use, intention to use e-HRM, user support, social influence, and facilitating conditions are some of the factors that Ma and Ye (2015) listed as encouraging the integration and use of e-HRM. According to Ma and Ye (2015), these factors are "the important factors connected with attitude of the HR professionals towards using e-HRM." When creating implementation strategies, this knowledge is essential.

Similar variables influencing e-HRM are presented in other research under other names. According to the research, the degree to which e-HRM is adopted by HR department staff members is the primary factor that propels the effective implementation of e-HRM. The second important component, the system's feasibility and efficacy, comes after dealing with resistance to change, or how much staff members feel threatened

by the system. According to Stone *et al.* (2013), models of electronic HRM (e-HRM) systems (Stone & Lukaszewski, 2009) contend that two factors determine their effectiveness and acceptance (i.e., the extent to which people react favourably to the system): (a) the nature of the e-HRM system and (b) the attitudes and abilities of participants (e.g., applicants). Acceptance and usage of the system are also influenced by the values, objectives, and skills of applicants. E-selection systems have to be created with candidates' values and skills in mind (Stone *et al.*, 2006).

Similarly, a number of overlapping characteristics were examined by Al-Dmour and Shannak (2012) in order to facilitate the adoption of e-HRM in Jordanian shareholder enterprises. Both internal and external factors are involved. Internal factors include the organization's resources, readiness, and commitment; its sharing culture; its demographics, size, and experience; its HR structural features; perceived advantages of IT applications; and perceived obstacles to the adoption of e-HRM. Conversely, government regulations, industry traits, and macroeconomic variables are examples of external forces.

Four key elements that affect the adoption and use of e-HRM technology were identified by Saleh (2014). These elements include organisational characteristics, technical prowess, work environment determinants, and worker acceptability. It may be claimed that a variety of variables, including organisational, technological, environmental, social, cultural, political, and economic ones, might also have an impact on the effective usage and implementation of IT in HR. The adoption of new technologies, such as e-HRM systems, is also influenced by social characteristics, cultural values, conventions and habits, beliefs, economic size, legal laws, and political and governmental difficulties (Saleh, 2014). Since people are an organization's most valuable resource and their demands dictate the success of e-HRM, the human aspects of e-HRM outweigh the technology ones, according to Bondarouk (2014). The main points influencing the implementation of e-HRM are at the centre of the discussion of e-HRM adoption factors in the literature. Over the last forty years, a variety of elements with various names and descriptions have surfaced, including organisational structure, technology infrastructure, work environment factors, management support, internal and external factors, and cultural factors.

Nevertheless, there is no proof that these e-HRM implementation criteria have been successfully applied in reality or properly translated into procedures. It is probably reasonable to conclude that the challenge of experimentally confirming such theoretical components has received very little attention. This study adopts the stance that e-HRM adoption procedures are shaped differently by organisational culture, people, work environments, and vision and decision-making. What is actually happening on the ground will always be impacted by specific qualities, even if the terms used to describe determinants, HR actions, or results are the same. Even though electronic human resource management (e-HRM) has advanced significantly in a short period of time to become one of the most widely used applications in businesses (Lee, 2011), e-HRM theory and research are still in their infancy (Stone & Dulebohn, 2013). In other words, as Parry and Strohmeier (2014) emphasise, "we still lack a broader e-HRM discussion," e-HRM theoretical understanding seems to lack depth and breadth.

The majority of studies have attributed cost effectiveness and HR department modernisation to e-HRM adoption, based on the advantages and benefits it offers, provided that the necessary resources are easily accessible. According to Bondarouk and Brewster (2016), the availability of resources is essential for the adoption of e-HRM.

Bondarouk (2016) examined how multinational corporations adopted e-HRM in emerging economies and discovered that resource availability was a key factor in e-HRM adoption. Overall, e-HRM challenges were linked to the complexity of legal, political, and economic systems as well as the HRM function's primarily administrative role in these settings.

In their paper, Bondarouk *et al.* (2015) asked if e-HRM results in better HRM services. Even though the e-HRM literature is fragmented, it paints a fairly positive picture of what e-HRM promises: "The tone of the literature is generally optimistic about the potential of e-HRM." They concluded that e-HRM is making an encouraging contribution to improving e-HRM service delivery: "e-HRM is having a positive impact on HRM services through the simplification of processes, the provision of accurate data, and enhancing the perceptions of line managers and employees of HRM services." More empirical research is being demanded by researchers in order to better conceptualise the adoption of e-HRM and its effects.

The advantages and results of e-HR, as well as the factors that facilitate and hinder HR departments' use of IT, are the subject of a wealth of literature. On the other hand, little is known about these systems' capabilities. To accomplish e-HRM technology adoption, it is important to understand relevant factors such as technological acceptability, perceived usefulness, users' mindset, and behaviour patterns. A number of acceptance technology models are mentioned in the literature, including the Yale Model of Communication and Persuasion (YMCP), the theory of planned behaviour (TPB), and the technology acceptance model (TAM).

The hypothesis that is most frequently mentioned and quoted in the relevant literature is the Technology Acceptance Model (TAM). It is credited to Davis (1986), who personally modified it from the Theory of Reasoned Action (TRA) by Ajzen and Fishbein (1980). TAM is also consistent with Rogers' (1983) theory of innovation diffusion, which holds that relative advantage and usability are two of the many factors that influence technology adoption.

There are several advantages to implementing and using e-HRM systems in businesses (Zafar, 2009). state that an organization's e-HRM system helps with the management of its human resources; helps with the transfer and promotion activities by observing the professionalism and competence of the personnel; helps to change the needs of the company by evaluating the current status of the company with the current human resources and the company's desire; helps with Human Resource Planning and analysis by identifying the positions that need to be filled by human resources, skills, and competence; facilitates Equal Employment Opportunity (EEO) by hiring people based on their attributes and qualities; facilitates Human Resource Development (HRD) through training by increasing

the staff's skills and qualities in order to retain competent employees; and makes it easy to provide compensation and benefits as well as health, safety, and security.

The HR department's efficiency and cost effectiveness may be improved, and HR can become a strategic partner in accomplishing organisational objectives, thanks to e-HRM, which is commonly seen as a potential source of HR services that might be improved for both management and staff. HRM may leverage technology to be more strategic, cost-effective, adaptable, and customer-focused, claim Stone *et al.* (2009). Similarly, "e-HRM systems are thought to provide a number of key benefits to organisations," according to Stone and Dulebohn (2013).

Lengnick-Hall and Moritz (2003) present the following argument in favour of e-HRM implementation: Your company may save money on process and administrative expenses by using e-HR. Because e-HR removes the "HR middleman," fewer HR professionals are required. Additionally, e-HRM enhances tracking and management of HR operations, speeds up transaction processing, and lowers information mistakes. Consequently, e-HR enhances service provision.

Additionally, e-HRM systems may help with the execution of HR policies, procedures, and initiatives. Through web-based procedures, e-HRM technology assists in streamlining and improving the HR function to satisfy the organization's HR requirements (Ruel *et al.*, 2004). Computers have replaced laborious manual activities in HR offices, and some organisations now operate with a paperless HRM system, which saves money, time, and manpower, allowing them to do more with less. This implies that employees now require a different set of abilities. Every aspect of human resource management has been significantly influenced by the shift from traditional HR to e-HR. When it comes to hiring, promoting, training and development, performance reviews, pay management, firing, and administrative issues, e-HR can offer more precise and fast data for decision-making (Aswathappa, 2008).

The key question is whether e-HRM is genuinely creative, a new phenomena that is likely to result in significant beneficial changes, or just another popular but short-lived idea in the human resources space that may be seen as a rebranding of HRM (Strohmeier, 2007). A article by Ruel *et al.* (2004) was titled: e-HRM: Innovation or irritation? An exploratory empirical research on web-based HRM in five big firms that asks if e-HRM is relevant. According to this report, e-HRM is a continual process that goes beyond "quick-fix" fixes. It is a challenging phrase to describe since it refers to a complex mixture of numerous, interconnected HR procedures that are regarded differently by different businesses. Additionally, it appears that any new HR concept, procedure, model, and philosophy may have both supporters and detractors. E-HRM is not simply a rebranded version of HRM with IT systems; it is distinct from conventional HRM. It adds value and gives HRM new perspectives on how to use knowledge to improve service delivery.

The perspective of this study is that e-HRM helps reduce costs and administrative burdens, but it is not a panacea for enhancing HR staff competencies. HR departments must admit that the conventional approach to human resource management is no longer viable or appropriate for today's issues. To improve the delivery of public services, human resource management must be done effectively. According to Ruel *et al.* (2004), the main objectives of e-HRM are to enhance the strategic direction of HRM, reduce costs and increase efficiency, and improve client service by making management and workers' lives easier. For these reasons, this study contends that e-HRM offers a feasible support to the present HRM practices.

E-HRM, or technology-driven human resource management, can be summed up as the dynamics, systems, processes, and approaches implemented in HR departments to eliminate outdated business practices and structures and attempt to rebuild them in order to improve service delivery. Essentially, the mountains of paperwork that are piled on the desks of the Human Resources department are eliminated with e-HRM. Empirical research supports the positive impact of e-HRM, as it contributes significantly to improving the effectiveness of HR quality services, which in turn boosts the organization's total productivity. According to Johnson and Gueutal (2011), human resources is becoming a technology-driven process with the following goals: lessen administrative burdens and streamline HR procedures; lower HR administration and compliance expenses; increase competitiveness for global talent; enhance employee and manager service and data access; give decision-makers real-time metrics to identify trends and better manage the workforce; and allow HR to change so it can play a more strategic role in the company.

Therefore, it seems that e-HRM is a growing trend rather than a passing fad (Strohmeier, 2007). Based on its beneficial contributions to increasing the effectiveness of HR operations, enhancing the delivery of HR services, and changing the role of the HR function into one that is more strategic, it could be generally argued that e-HRM is worthwhile (Hendrickson, 2003; Ruel *et al.*, 2004; Martin *et al.*, 2008). Essentially, the goal of e-HRM is to use contemporary technology to do all of the traditional HRM operational tasks, saving time and money while improving management and employee access to data and services. The organization's e-HRM is driven by the goal of enhancing service quality. Therefore, it is now generally acknowledged that e-HRM is essential to obtaining and maintaining a competitive edge.

Organisations have found it difficult to make the switch from traditional HRM to e-HRM operations. In their study on how employees see the usage of IT (Rathee & Bhuntel, 2021). investigated the effects of e-HRM system deployment in the IT industry using a sample of 320 respondents. sector. Eight elements have been identified by the researchers as likely influencing the IT department's adoption of e-HRM in India. According to the findings, technology use had the most effect factor out of the eight. IT workers. E-HRM is a useful tool that businesses find useful. Their task is made easier and more straightforward by it (Rathee & Bhuntel, 2021). According to the same authors, these elements were essential to the IT industry's success in implementing e-HRM. industry, but it can't be applied to other sectors.

Furthermore, Zareena's (2018) study explained the advantages and simplicity of using e-HRM systems by focussing on e-HRM adoption across various sectors. Several top HR personnel

provided the data. managers in global corporations and concluded that e-HRM is strongly advised. Previous reviews of the literature have examined a number of factors that may influence the adoption and implementation of e-HRM in various industries (Giri *et al*., 2019; Rathee & Bhuntel, 2021; Zareena, 2018) the most important of these factors is the use of technology and the ease and convenience of its use. Subhashree and Vasantha (2020), however, have noted additional elements impacting the use of e-HRM in businesses. In addition to the findings of earlier studies on the aforementioned e-HRM influencing elements, the authors found that an organization's IT department is one of the key factors determining its likelihood of implementing e-HRM. infrastructure as well as staff IT. proficiency.

When senior management supports substantial IT investment, an organization's attitude towards e-HRM adoption will be more positive. infrastructure and teach staff how to react with the company's IT. resources. The deployment of e-HRM is significantly influenced by employee attitudes. The main driver of e-HRM adoption is the ease of communication and registration. These results imply that companies may use new information and technology to enhance their current HRM practices. The variables impacting the adoption and deployment of e-HRM in Pakistani manufacturing SMEs are the main topic of this study (Waheed, 2020). In India, an empirical research on the adoption of e-HRM in commercial banks was carried out. 215 respondents from Kanniyakumari's public and commercial banks provided the researchers with data. Because banks are struggling with hiring, managing talent, paying personnel, and evaluating performance, it is imperative that e-HRM be examined in the banking sector. Consequently, H.R. Managers should use e-HRM to address these issues. According to the research, public banks are adopting e-HRM more slowly than private sector banks, which is causing poor organisational engagement among their staff (Roy & Jegan, 2019).

Researchers have discovered that public sector organisations in emerging economies are implementing e-HRM at a modest pace, according to similar findings on the factors influencing e-HRM practices in government organisations in Bangladesh (Rahman & Mordi, 2018). In fact, the more successful the e-HRM system is, the more benefits the business will receive. The objective is to increase company profit by reducing waste and increasing efficiency. Some of the previous literature review's recommendations for boosting the use of electronic human resource management (e-HRM) include making the system easier to use, making sure the e-HRM function systems are clearly defined, and encouraging all employees to use the e-HRM system to add value to the company. This implies that all employees in a firm should be informed of the objectives and advantages of using e-HRM practices (Manivannan & Valliammal, 2019). Computer-based HRIS was developed and widely used with the help of technological breakthroughs.

The HR. HRIS can help departments and organisations be more effective. Measuring IT has piqued the interest of scholars and practitioners. advantages for many years. However, the lack of HRIS deployment in higher education and the situation normalcy of trust prompted a great deal of study that defines HRIS execution as a system, information, and data quality. In Malaysia, the link between the adoption of human resource information systems (HRIS) and its effects on higher education was examined. The results show that system elements like information quality and institution-based confidence, which are impacted by situational normalcy and structural certainty, have an impact on user satisfaction. Users' views of the benefits of HRIS are predicted by situational normalcy and user satisfaction (Ashkan, 2020).

Another research on the effect of HRIS on individual creative potential through the mediating function of employee emotional commitment was carried out at Tunisian enterprises. The findings showed that using different HRIS features and apps promotes human resources. workers to develop their ability for innovation. They found that employee devotion enables them to grow and enhance their creativity and satisfaction. Employee dedication does, in fact, motivate people to flourish, provide fresh, creative ideas, and apply their specialised expertise for the good of the business (Ben Moussa & El Arbi, 2020). Therefore, it may be concluded that e-HRM increases employee organisational commitment. Additionally, the impact of HRIS applications on employee satisfaction and turnover was examined, and the findings showed that, from a positive perspective, using HRIS in the workplace is enjoyable because it offers numerous advantages to staff members, including higher job satisfaction and the potential to lower turnover rates. On the other hand, HRIS has drawbacks that HR can see. employees as being obnoxious and dangerous, which lowers employee satisfaction and increases the likelihood that they will leave (Shahreki *et al*., 2019).

Similarly, research was conducted in India to examine how e-HRM solutions affected consumer satisfaction in the hotel sector. The results demonstrated that employee satisfaction at the hotel had been significantly impacted by green HRM practices, including green performance reviews, green employee relations, training and development, and rewards (Mohanty, 2020). An organisation should have competent management and the capacity to raise the calibre of its human resources. In general, the calibre of H.R. Because it enhances their life, services may be the primary benefit that employees get. H.R. is the anticipation of improving the core of HRM services through e-HRM. quality of services.

This may result in an increase in H.R. services that workers get, and as a result, the performance of the organisation may increase (Aryee, 2016). According to research on Indonesian managers' use of all e-HRM practices, properly implemented e-HRM can enhance worker performance in administrative tasks (Nurlina, 2020). Despite the fact that corporate sustainability is a worldwide trend, Jordan looked into how e-HRM affected corporate sustainability in SMEs. The results showed that although Jordanian businesses were unable to completely adopt corporate sustainability, the majority of H.R. Because of e-HRM's efficacy and efficiency in doing business, employees felt at ease and encouraged corporates to utilise it (Alkhodary, 2021). In reference to the effectiveness of e-HRM, a research that included a sample of 282 respondents from two distinct telecom businesses looked at how e-HRM application affected the effectiveness of HRM systems. The three framework theories—the leader-member exchange theory, the

unified theory of acceptance and application of technology, and social exchange theory—formed the basis of the findings. Performance expectation, but not effort expectancy, had a significant impact on behavioural intention to use an e-HRM system. The adoption of an e-HRM system was significantly influenced by favourable circumstances.

Both the behavioural intention to use e-HRM and the actual usage of e-HRM were significantly impacted by the HRM responsibilities of line managers and the support of top management; nevertheless, H.R. The use of e-HRM was damaged by experts. Finally, the actual usage of e-HRM has a considerable impact on the HRM system's efficacy (Al-Harazneh & Sila, 2021). The three main categories of e-HRM are transformative, relational, and operational (Martini *et al.*, 2021). Lepak and Snell (1998) proposed three layers of e-HRM, starting with operational e-HRM, which is one of the most basic facets of human resources. it helps the HR department. such as staff data management and payroll administration. Relational e-HRM, which focusses on human resources and includes the basics, is the second most sophisticated kind of e-HRM. instruments that assist with corporate operations including hiring and choosing employees, training and development, performance management, awards, and recognition, among others. There appears to be an alternative to using a manual method or a web-based tool to conduct the hiring process. Transformational e-HRM, the third e-HRM function area, delves deeper into organisational change, transformation, and change management. Creating a transitional workforce with a suitable collection of web-based gadgets that allow the worker to make strategic decisions is essential.

Compared to industrialised areas and nations, emerging nations are adopting e-HRM at a slower rate. Even if the value and advantages of creating and implementing e-HRM are becoming more widely recognised, there are still certain difficult obstacles and problems that must be overcome before e-HRM can be implemented in developing nations. The majority of the e-HRM literature is Western-oriented, and it hasn't focused much on e-HRM in developing nations, where it is still understudied. There are several reasons for this, including a lack of funding, inadequate IT infrastructure, a culture of bad maintenance, and a lack of technical know-how, or users' low knowledge, skills, and abilities (KSAs). Additionally, there is a dearth of information technology support (Nel *et al.*, 2008) and application for HR users (Beckers & Bsat, 2002).

Sylvester (2015) asserts that many organisations in developing nations have not yet embraced the culture of information/evidence-based decision making. The people, tools, and money needed for gathering, analysing, disseminating, and using information are in limited supply. Similar to this, HR practices are still firmly anchored in conventional business practices in many underdeveloped nations, where they are buried behind paperwork and bureaucratic processes.

According to Iwu (2016), e-HRM is relatively new in Africa. Its introduction and adoption in companies are difficult because it is relatively new. Universities are perhaps the hardest impacted, even though they are known for producing vital talents. There are several reasons for this, including inadequate user integration, administration, and finance.

Although there is a significant gap in the knowledge, skills, and abilities (KSAs) of users in developed and developing nations, it can be argued that the use of technology to improve human performance is still relatively new and poorly understood by most organisations (Cooper & Schindler, 2005). It is encouraging to see that e-HRM is becoming more and more popular in many developing nations. Although it is a work in progress, it is sluggish. With the right resources and highly qualified human capital, certain emerging nations—particularly several East Asian nations like Malaysia, India, and Indonesia—have made significant progress towards catching up to industrialised nations. Additionally, certain GCC nations are adopting IT in the workplace and in other facets of society. It is noteworthy that the research gap between the few studies carried out in developing nations and the large body of western-oriented research on e-HRM is growing.

At his 2009 study, "Organisational Outcomes and Challenges," Bondarouk attempted to connect e-transformation with HRM technologies; at the end, this research clearly shows organisational flexibility, particularly with regard to HRM management. .With the use of e-HRM, managers can more easily keep an eye on team and individual tasks without having to manually supervise the employees. This is crucial, particularly when it comes to HRM performance management establishment and reward systems, as employees can update their tasks and accomplishments on a daily basis.

When it comes to managing human resources, e-HRM systems face a number of difficulties. Armstrong (2006) listed several drawbacks of e-HRM systems, including low data quality, users' ignorance of the system, poor data coding that results in useless reports, line managers' resentment of having to contribute or maintain information because they have to fill out a lot of forms, a lack of reporting capabilities, and unclear roles for information generation regarding how the system can be used to produce useful information.

According to Kovacch and Cathcart (1999), two of the biggest barriers to realising one's full potential were a lack of funding and top management support. They said that the main obstacles point to designers' inadequate HR knowledge procedures, which makes it challenging for them to offer appropriate answers to issues. The Institute of Management and Administration carried out a survey on the main challenges in e-HRMS management in 2002. Insufficient personnel, inadequate funding, a lack of IT support, ineffective time management, and the requirement to work with other departments were among the challenges they listed in the survey questionnaire (Ngai & Wat, 2006). If businesses believe they have a competitive advantage, they can be allowed to use the new technology.

However, unless the advantages are evident, many organisations are resistant to using new technologies, such as e-HRMS. The high cost of e-HRMS adoption and deployment is one of the causes of hesitancy (Beckers & Bsat, 2002). The primary obstacle to e-HRMS deployment is reportedly the high expense of setting up and maintaining an e-HRMS (Business One Review, 2013). In order to adopt e-HRMS, there are also significant infrastructure, software package, and installation costs.

Additionally, employees must have access to personal

computers and the Internet in order to take advantage of all HR opportunities. The expenses of switching from traditional HR to an e-HRMS have been found to be substantial (Brown, 2002). In addition, the expenses of software and hardware, as well as maintenance, are substantial. As previously said, e-HRMS operates as interdepartmental HR-related operations that may be paired with adopter sectors. Compatibility is another problem, though, where businesses cannot successfully integrate technology unless it is compatible with their current architecture or framework.

In their survey on the impact of HRIS on the public sector, Beadles (2015) discovered that some of the limitations were staffing shortages, budgetary allocation, cross-functional cooperation, a lack of technical support, and time management in HRIS administration.

These are a few of the typical obstacles associated with any information system; other aspects are more specific and can also be a barrier while the system is being managed and put into place. A few of these obstacles include the extremely complicated procedures required to create HR policies and make sure they comply with national regulations, identifying the individual responsible for system design, the challenge of calculating return on investment (ROI), and the risk of losing the personal information that HRIS contains. The writers of this paper have attempted to look at the obstacles that prevent the new technology from being implemented and what steps may be taken to get over these obstacles and still profit from the system.

Man (2012) investigated the factors that influence information systems and the HR department's performance. Using a questionnaire with Likert-type items and open-ended questions, the study's methodology assessed how human resource directors view the factors that influence Human Resource Information Systems (HRIS), turnaround times for all activities, the cost of HR functions, and how information is used by the organization's various management levels. Only eighteen of the twenty HR experts who completed the survey provided their responses, which were utilised to calculate the study's results.

According to the report, organisations are now better educated and recognise the value of having faster access to information and being able to store big amounts of data in a more secure manner. Nowadays, companies see the potential that Human Resource Information Systems (HRIS) provide by enabling the HR department and other organisational processes to play a more strategic and administrative role. The primary goal was to determine how long HRIS has been utilised for strategic purposes and to increase the efficiency of all organisational regular duties related to human resources. The study's findings demonstrate that HRIS is an excellent system that enhances the department's worth and helps to achieve administrative efficiency. HRIS hasn't been used to its full potential, though.

Chapman and Webster (2013) investigated the use of technology in hiring, assessing a large number of job candidates, and ultimately choosing the best qualified candidate for companies in Nairobi's industrial sectors. It was discovered that the promised strategic skills had not yet been delivered. According to preliminary results, Human Resource Information Systems were utilised to automate repetitive operations and other duties that were previously handled by HR professionals, despite technological advancements and system upgrades. However, it was also observed that the strategic potential of these systems was not fully realised. The study's findings identified three primary obstacles that prevent HR from fulfilling its responsibilities as a strategic partner. Obtaining the resources needed for system upgrades as well as top management's complete cooperation and commitment was the first obstacle. The management of the system's functionality and complexity was the second issue. The third problem was managing changes that arise with the implementation of a new or improved system, particularly with regard to important managers and staff.

Nga and Wat (2012) investigated the use of HRIS in Kenyan processing companies. Descriptive statistics were used in the investigation. According to the survey, the most significant benefit of putting human resource information systems into place was the quick response and increased capacity to access information, which improved dependability and efficiency. Financial support was the biggest obstacle as there was no adequate budget, if any, to cover the expenses. The study also showed that successful adoption of information technology and its widespread acceptance are greatly influenced by user participation, perceptions, characteristics, intentions, computer experience, external pressure, management support, information from external sources, and training.

Bahlol (2012) conducted a qualitative meta-analysis on the topic of "Implementation of Health Information System" and discovered that the primary goals of healthcare information systems (HISs) are to increase efficiency, guarantee the safety of the services provided, and adhere to all patient-driven quality standards. Nevertheless, the HIS adaptation has fallen short of expectations. To get the full rewards, much more work has to be done. A multidisciplinary team that examined different aspects of the main research conducted the analysis. It was shown that other elements besides HIS alone also affect the organization's effectiveness. These elements include tactical, strategic, and operational measures, such as management participation, software compatibility, integration with healthcare workflow, and—above all—involving the system's users through training and education.

Kinyua (2012) investigated the challenges Kenyan government institutions experienced when implementing HRIS. Given that the inquiry was conducted in real time and the data provided reflected current events, it was reasonable to conduct a census poll from a representative subset. All of Kenya's state businesses participated in the study, and a semi-structured questionnaire was used to provide flexibility in gathering primary data. Human resource professionals in charge of HR departments at state businesses were the study's target audience, and questionnaires and comments were distributed by email. Descriptive statistics and coding were employed to analyse the gathered data. According to the study's results, adopting information and communication technology (ICT) is one of the main obstacles that most human resource managers at government institutions confront when implementing HRIS. Kenyan state companies made sure they had highly skilled and knowledgeable employees, placed a strong emphasis on time

management, and made sure there was sufficient funding and IT support in order to streamline the process. However, ICT acceptance and use continue to be the biggest obstacles to HRMIS implementation in Kenyan state businesses.

Fatuma (2014) investigated factors thought to affect the Kenya Revenue Authority's implementation of HR Information Systems. The survey design used by the researcher was descriptive. Nairobi-based KRA staffers made comprised the research group. The random stratified approach was the sampling technique employed. All respondents were given a questionnaire, which served as the data collection instrument for gathering primary data. Descriptive statistics, such as ranking orders, frequency tables, standard deviation, percentages, mean scores, and pie charts, were used to analyse the data gathered. The respondents concurred that the deployment of HRIS at KRA is influenced by user participation, training, good communication, top management support, and the ICT and HR departments.

The report suggests that management provide sufficient funds for the HRIS's deployment and upkeep. It is necessary to promote communication between supervisors and staff members. HR managers' primary responsibility should be to take the initiative and help their companies through the full HRIS adoption process. The current study has a significant impact on the work of other academics whose primary goal is to gain a deeper understanding of HRM and HRIS acceptance and implementation in less developed nations. The study offers public institutions strategies for overcoming obstacles and more specific information on how to make HRIS implementation easier. In general, this should help HR professionals gain a thorough understanding and become more impartial regarding the advantages, HRIS implementation status, obstacles, and applications.

A research on technological behaviour and how to embrace it was conducted by Lee (2014). The study focused on Internet technology in medium-sized organisations. One hundred senior HR managers from all companies with more than 500 workers participated in the study. Just 25% of respondents said that the IT systems provided excellent assistance for HRM strategic tasks including workforce planning, leadership development, and performance management. In order to provide the greatest outcomes to the board of management, directors should fill the research gap between the administration's support functions and human resource initiatives. According to the research findings, human resource management has been changing and becoming more strategically important, supporting the core goals of certain firms. Nevertheless, a few of the systems utilised by human resource departments do not adhere to the required requirements. This suggests that a company should provide its human resource directors in particular with the greatest technologies and tools available.

Kovach and Cathcart (2010) investigated HRM systems that gave businesses quicker access to data. The study's conclusions clearly demonstrated that senior management's dedication and support are crucial for an organization's adoption of HRIS, which is corroborated by the literature on HRIS adoption. The three primary issues with IT adoption in businesses, according to Bhattacherjee (2008), are management's lack of interest in, support for, and attention to IS. For IS to be successful in businesses, top management support and dedication are essential. According to these academics, senior management directly affects progress and change. It was discovered that meeting one of the essential requirements for IT to thrive in businesses—cost control—can result in the anticipated benefits of being tech-savvy.

At their study, Kanake and Onyiego (2016) examined cost issues and implementation options for HR information systems at Kenyan institutions. The primary goals were to determine the challenges associated with the use of HRIS in relation to service delivery and to investigate effective solutions for maintaining HRIS utilisation on service delivery in Kenyan institutions. A survey was the method of inquiry that was employed. Employees from the departments of finance, information and communications technology, and human resources at the two universities were the target demographic. To get information from the respondents, the researcher employed questionnaires. Given the difficulties they had using HRIS, it was determined that the workers had a negative reaction to the new system and opposed the switch from manual to automated methods. Universities also had to deal with a shortage of qualified staff, expensive upkeep, and a resistance to altering long-standing customs. According to the research findings, in order to improve the use of HRIS, organisations should have a clear understanding of their aims and objectives. They should purchase a system that meets their needs, make sure they have the resources necessary to set up HRIS, provide ongoing training to all employees so they get more familiar with the program, and make sure HR hires qualified personnel who can operate the system.

3. METHODOLOGY

3.1. Research Design, Methods and Approach

This study focused on analyzing the effectiveness of Electronic Human Resource Management Systems on Human Resource Performance (e-HRM): A case study of the Kalumbila Mining Sector. In this work, a case study design was employed. A case study concentrated on examining the causes or contributing elements to a specific event or what caused the occurrence of certain occurrences because it sought to investigate a particular subject, such as a group of people, an individual, a location, an event, or a phenomena. The case study thoroughly examined the nature and complexity of a particular issue or occurrence. Both descriptive and explanatory case studies were used in this investigation. In a descriptive case study, theories were described, study-related individuals were observed, and the data gathered was compared to existing theories.

Using the study investigations to explain the causes of specific occurrences is a common practice in explanatory case studies (Cherry, 2022). Seventy workers in the Kalumbila Mining Sector were the study's target demographic. In order to gather comprehensive and detailed data regarding the impact of the Electronic Human Resource Management System (e-HRMS) on human resource performance, this study employed the homogeneous type of purposive sampling, specifically selecting all employees in the Kalumbila district as the sample.

Seventy individuals made up the study's sample size, which

was selected because it is both sufficiently large to represent the richness and diversity of the phenomena being studied and enough small to for in-depth research. Although there are no hard-and-fast guidelines for selecting a sample size in qualitative research, some researchers employ statistical formulae that take into account the population size, standard deviation, confidence level, and confidence interval (Mason, 2010). The sample size may decline to 60 individuals in the event that research participants decide to withdraw. However, in order to guarantee the validity and reliability of the results, more volunteers than the necessary sample size were asked to participate in order to prevent dropouts.

Every type of study has a crucial data collection phase. Inaccurate data collection might influence a study's results and perhaps lead to incorrect conclusions. Both primary and secondary sources of data were used in this investigation. For every category, the suggested primary and secondary data collection methods were advantageous. The collection of accurate and reliable data will be emphasised heavily in order to make informed decisions and provide unbiased evaluations.

Given the main and secondary data, this study was careful to include material from a range of sources and perspectives, which enhanced the validity and comprehensiveness of the research findings. Primary data is collected directly from the samples through surveys and interviews, ensuring that the study accurately represents the experiences and opinions of those who are taking part (Miles *et al.*, 2014). Adding supplementary data, including financial documents, industry reports, and relevant case studies, also provides further context and validation for the link being studied. According to Johnson and Onwuegbuzie (2004), primary data may be used to support and reinforce results. The data was gathered using questionnaires. Questionnaires provided by the researcher were completed by the respondents.

4. RESULTS AND DISCUSSION

Presentation of results on background characteristics of the respondents. Respondents were asked to state their gender and the following data was obtained.

4.1. Gender of respondents

Figure 1. Sex of the respondents

The data shows a 50% representation for each gender, indicating a balanced gender distribution within the respondent pool. Specifically, males constitute 50% of the total respondents, reflecting an equal contribution from male participants.

Table 1. Age group of the respondents

Age in years	Number of respondents	Percentage (%)
34-40	30	50%
26-33	12	20%
41-47	10	16.7%
48-55	5	8.3%
18-25	3	5%
Above 60	0	0%
Total	60	100

Table 1 above is the representation of the categories of age in which the respondents of the study. The age distribution among the 60 study participants shows that 50% were aged 34-40 years, 20% were 26-33 years, 16.7% were 41-47 years, 8.3% were 48-55 years, 5% were 18-25 years, and none were above 60 years, highlighting a focus on mid-career professionals.

Table 2. Qualifications of the respondents

Qualifications	Number of respondents	Percentage (%)
Bachelor's Degree	35	58.3%
Masters	10	16.7%
Diploma	10	16.7%
Masters	10	16.7%
Certificate	5	8.3%
Total	60	100

The findings in Table 2 revealed that among the 60 participants, 58.3% held a Bachelor's degree, 16.7% had a Master's degree, 16.7% possessed a Diploma, and 8.3% held a Certificate, showcasing diverse educational qualifications with a majority at the undergraduate level.

Table 3. Work experience of the respondents

Work experience	Number of respondents	Percentage (%)
6-10 years	25	41.7%
0-5 years	20	33%
11-15 years	12	20%
16-20 years	3	5%
21-30 years	0	0%
Total	60	100

The study revealed that 41.7% of the respondents had 6-10 years of experience, 33.3% had 0-5 years, 20% had 11-15 years, 5% had 16-20 years, and none had 21-30 years, highlighting a focus on early to mid-career professionals.

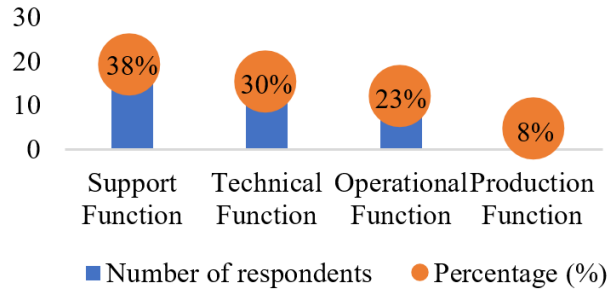

Figure 2. Departmental affiliation of respondents

The study found that 38.3% of the respondents were in support functions, 30% in technical roles, 23.3% in operational functions, and 8.3% in production, with a statistically significant difference in the distribution across these categories.

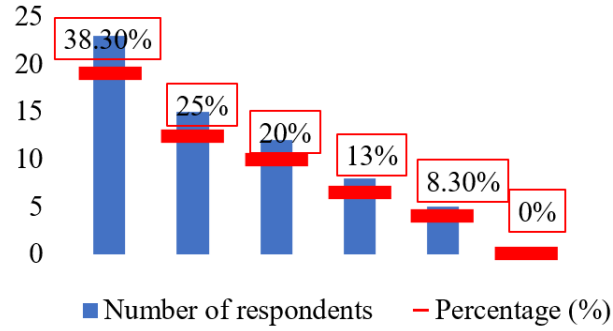

Figure 3. Types of (e-HRMS) used

The study revealed that among 60 respondents in the Kalumbila Mining Sector, Workday was the most used e-HRMS (38.33%), followed by BambooHR (25%), Oracle HCM Cloud (20%), SAP SuccessFactors (13.3%), PeopleSoft (8.3%), and no use of Ceridian Dayforce.

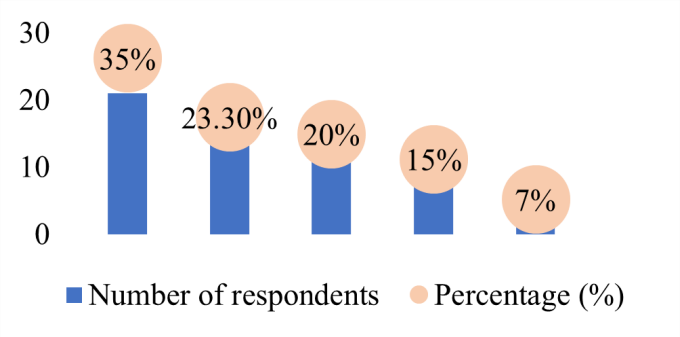

Figure 4. Primary HR functions utilized in e-HRMS

The survey revealed that the primary e-HRMS functions were payroll, benefits management, and employee self-service (35%), followed by recruitment, performance tracking, and compensation management (23.33%), with additional uses for strategic HR functions (20%), employee records, and onboarding (15%), and payroll/time management (6.7%)

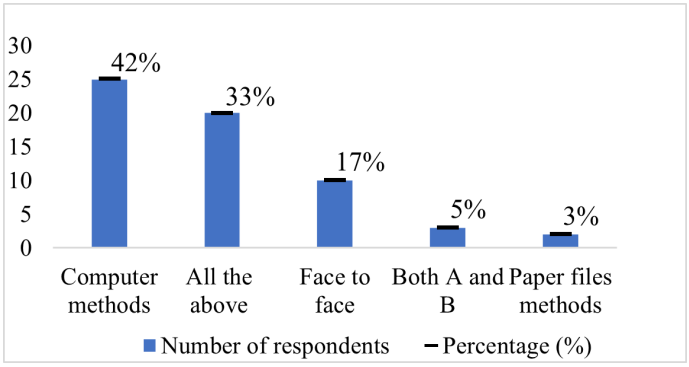

Figure 5. Information gathering and dissemination methods in HR

The study found diverse HR information methods, with 41.7% using computer methods, 33.3% using all methods, 16.7% preferring face-to-face interactions, and smaller percentages using paper and mixed methods, with no significant differences in usage patterns.

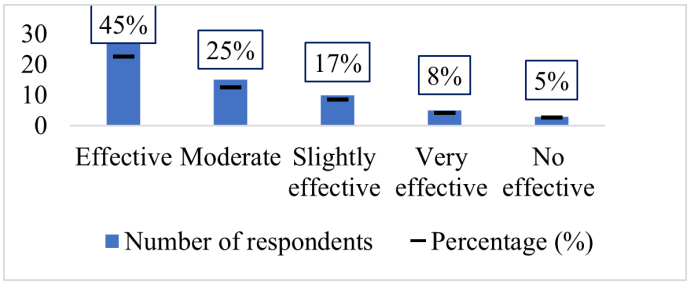

Figure 6. e-HRMS awareness

The study found that 45% of respondents rated e-HRMS as effective, 25% as moderate, 16.7% as slightly effective, 8.3% as very effective, and 5% as not effective, with no significant differences in ratings.

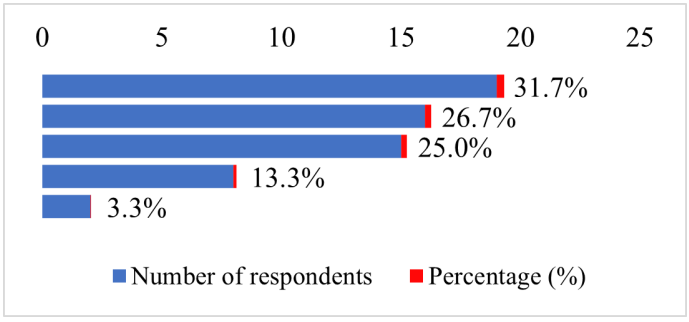

Figure 7. The influence of e-HRMS in enhancing the overall HR function performance.

The study found that 31.7% of respondents reported improved service delivery from e-HRMS, 26.7% noted streamlined workflows, 25% highlighted reduced administrative tasks, 13.3% observed enhanced data accuracy, and 3.3% saw no significant

improvement in HR functions.

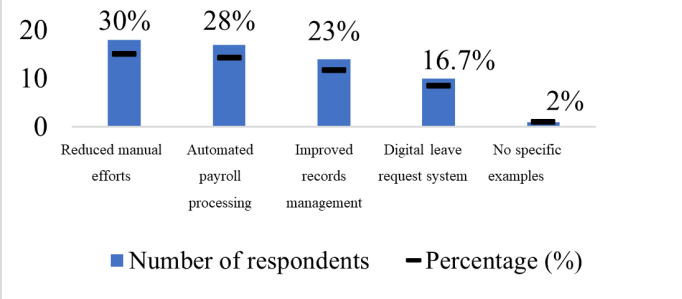

Figure 8. E-HRMS influence on day-to-day HR Operations

The study found that e-HRMS reduced manual efforts (30%), automated payroll processing (28.3%), improved records management (23.3%), and streamlined leave requests (16.7%), with 1.7% noting no significant impact on daily HR operations.

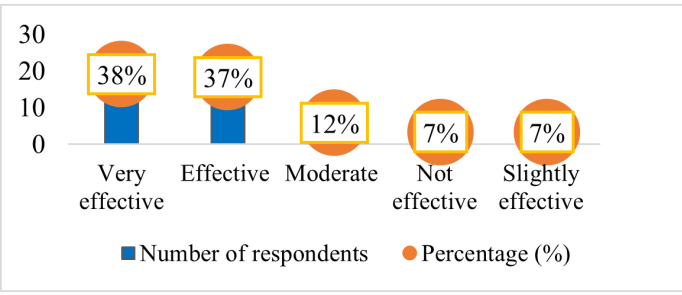

Figure 9. Effectiveness of (e-HRMS) software and hardware availability in meeting organizational needs

Out of 60 respondents, 38.3% rated the e-HRMS system as "Very Effective" in meeting organizational needs, while 36.7% considered it "Effective." Eleven point-seven percent (11.7%) of respondents rated the system as "Moderate," suggesting some value but room for improvement. Seven precent (7%) of respondents rated the system as "Not Effective," and another 7% considered it "Slightly Effective," indicating that 13.3% of respondents found the system either ineffective or only slightly effective.

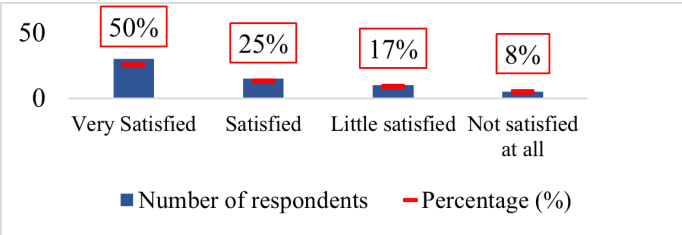

Figure 10. Satisfaction with data coding accuracy in (e-HRMS)

Of 60 respondents, 50% were very satisfied with the e-HRMS data coding accuracy, 25% were satisfied, 17% were little satisfied, and 8% were not satisfied at all.

All 60 respondents reported that leave filing, recruitment, and performance appraisal are conducted through computer

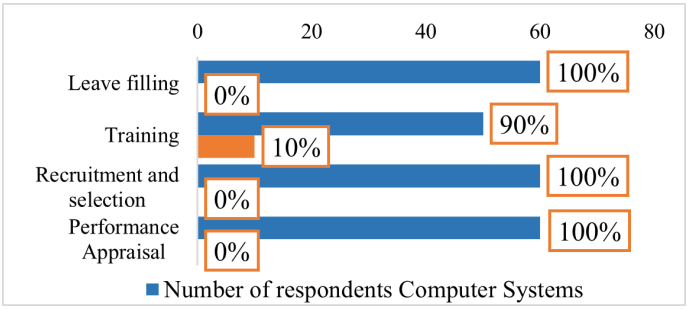

Figure 11. Methods for undertaking workplace activities

systems, while 90% indicated training is managed via computer systems, with 10% using paper files.

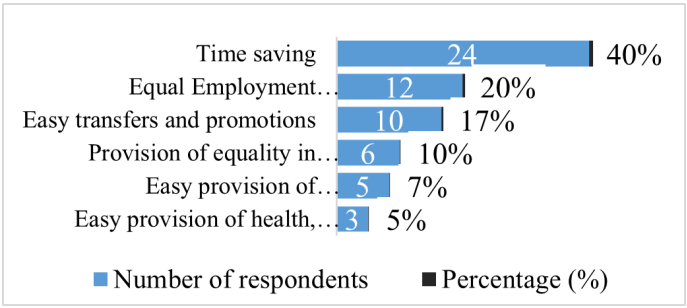

Figure 12. Evaluating system effectiveness of (e-HRMS)

The majority of respondents (40%) found the e-HRMS effective in saving time, while smaller percentages reported its effectiveness in supporting Equal Employment Opportunity (20%), facilitating transfers and promotions (16.7%), managing compensation and benefits (6.7%), and providing health, safety, and security measures (5%).

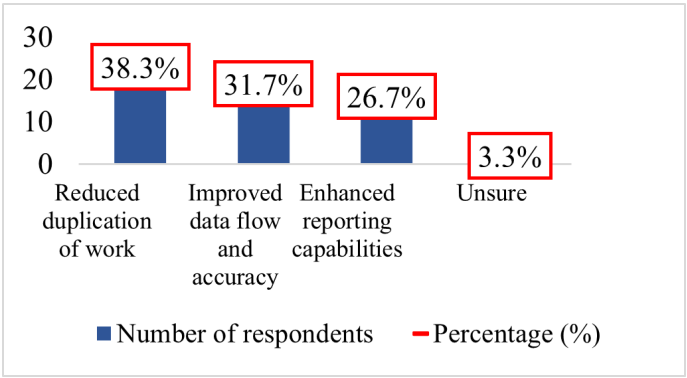

Figure 13. Enhancing HR Performance through e-HRMS integration

The majority of respondents (38.3%) reported that e-HRMS integration reduced duplication of work, while 31.7% noted improvements in data flow and accuracy, and 26.7% highlighted enhanced reporting capabilities, with a small minority (3.3%) expressing uncertainty about its impact.

The majority of respondents (51.7%) reported that IT infrastructure significantly impacted e-HRMS performance, with 23.3% noting a moderate impact, 16.7% indicating a slight impact, and a small minority expressing uncertainty or no impact.

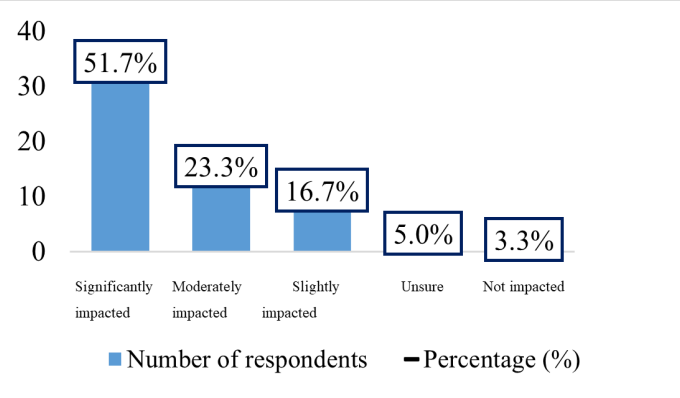

Figure 14. Impact of IT Infrastructure on e-HRMS performance

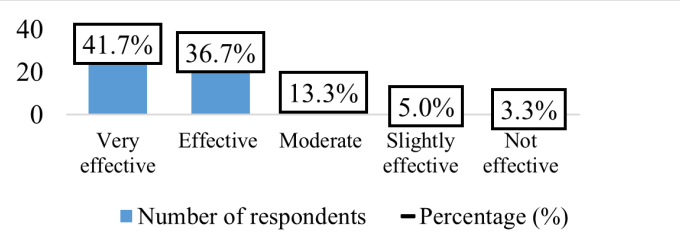

Figure 15. Enhancing Consistency across Business Units and Departments through e-HRM Applications

Most respondents (78.4%) rated e-HRM applications as effective or very effective in ensuring consistency, while a smaller group (21.6%) viewed them as moderate, slightly effective, or not effective.

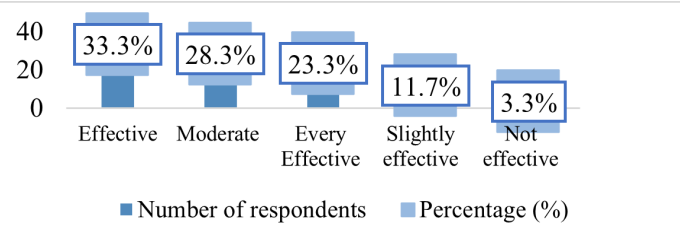

Figure 16. Suitability of e-HRMS Software and Hardware for Organizational Needs

The majority of respondents (61.6%) rated the e-HRMS software and hardware as effective or very effective in suitability, while a smaller proportion (28.3%) viewed it as moderate, and a minority (15%) found it slightly effective or not effective.

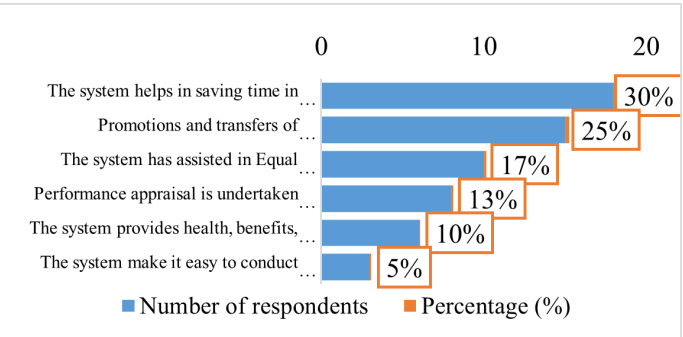

Figure 17. Key benefits of implementing an (e-HRMS)

The majority of respondents (30%) found the system effective in saving time, while smaller proportions reported benefits in areas like promotions and transfers (25%), Equal Employment Opportunity (16.7%), performance appraisal (13.3%), health and security measures (10%), and payroll activities (5%).

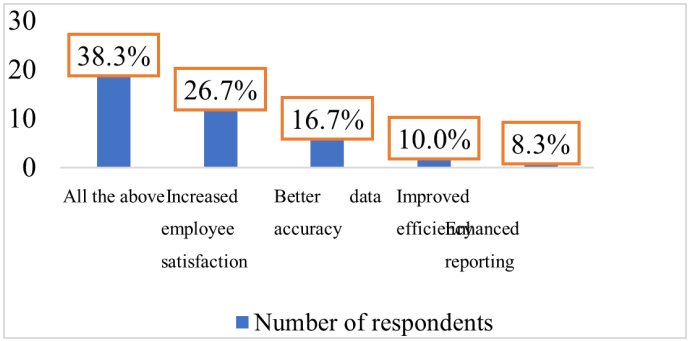

Figure 18. Main benefits of e-HRMS adoption in HR Operations

The majority of respondents (38.3%) recognized multiple benefits of the e-HRMS, including improved employee satisfaction, data accuracy (26.7%), efficiency (16.7%), and reporting (8.3%).

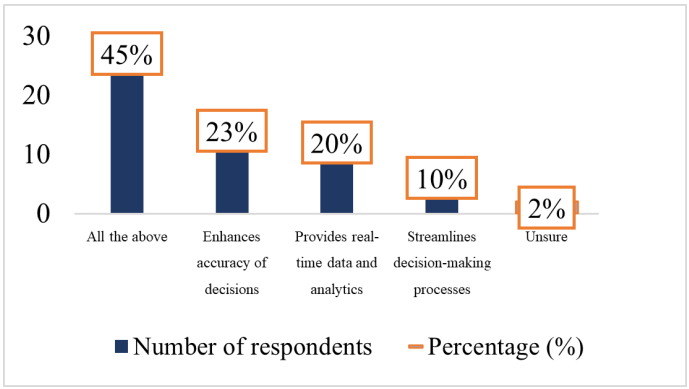

Figure 19. The influence of e-HRMS on HR decision-making

A majority of respondents (45%) acknowledged the e-HRMS's multifaceted contributions to decision-making, with specific benefits including enhanced decision accuracy (23.3%), real-time data and analytics (20%), and streamlined processes (10%), while 1.7% were unsure of its impact.

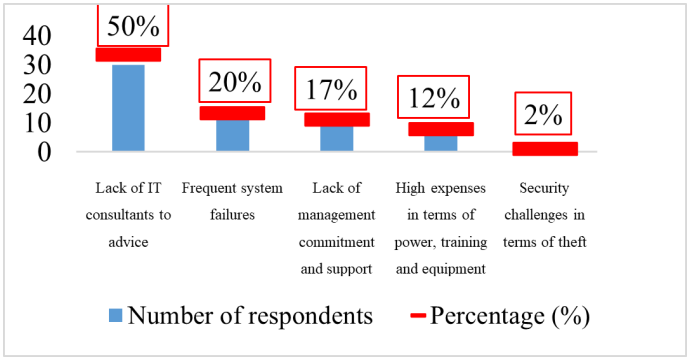

Figure 20. Features hindering e-HRMS

Key challenges identified in the study included a lack of IT consultants (50%), frequent system failures (20%), insufficient management support (16.7%), high costs for power, training, and equipment (11.7%), and security concerns related to theft (1.6%)

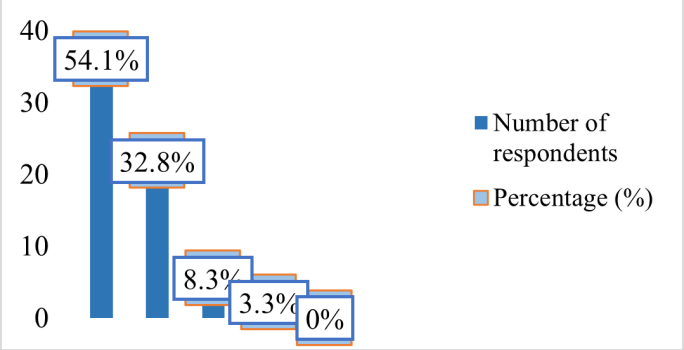

Figure 21. Adequacy of training and support for employees to effectively use e-HRMS

Most respondents (54.1%) felt adequately trained to use the e-HRMS, while 32.8% noted some training gaps, 8.2% were unsure about its sufficiency, and 4.9% reported inadequate training and support.

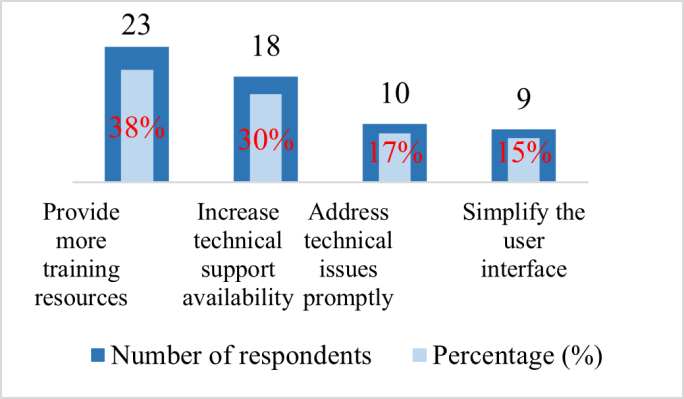

Figure 22. Optimizing e-HRMS for enhanced user experience and functionality

Respondents recommended improving the e-HRMS by providing more training resources (38.3%), increasing technical support availability (30%), addressing technical issues promptly (16.7%), and simplifying the user interface (15%).

4.2. Discussion

The findings of this study shed light on the effectiveness of Electronic Human Resource Management Systems (e-HRM) on Human Resource Performance within the Kalumbila Mining Sector.

The study assessed the effectiveness of Electronic Human Resource Management Systems (e-HRMS) in the Kalumbila Mining Sector by examining respondent demographics, including age, gender, education, years of experience, and departmental affiliations. Most respondents (50%) were mid-career professionals aged 34-40 years, actively utilizing e-HRMS for strategic HR tasks, while younger professionals (5%) and older employees above 55 years were underrepresented, highlighting gaps in early-career development and retirement planning functionalities.

Gender parity was achieved, with equal representation of male and female respondents, ensuring balanced insights into how e-HRMS promotes transparency, equitable HR processes, and gender-specific needs. Educational diversity revealed that 58.3% held Bachelor's degrees and used e-HRMS for core HR functions, while those with Master's degrees (16.7%) applied it for strategic purposes. Practical users with Diplomas (16.7%) and Certificates (8.3%) emphasized system usability for task-oriented roles.

Regarding experience, 75% of respondents had 0-10 years in their careers, demonstrating the system's relevance for early- to mid-career professionals, while senior and highly seasoned employees highlighted the need for more advanced functionalities. Departmental affiliations revealed that respondents from support functions (38.3%), technical roles (30%), operational roles (23.3%), and production (8.3%) found e-HRMS valuable for administrative tasks, workforce scheduling, compliance, and performance tracking, though further customization was needed to address specialized departmental requirements.

On the first objective, the researcher wanted to investigate the influence of Electronic Human Resource Management Systems (e-HRMS) on Human Resource performance in the Kalumbila Mining Sector.

The study explored the impact of Electronic Human Resource Management Systems (e-HRMS) on HR performance in Kalumbila's mining sector. Key findings highlighted significant adoption of e-HRMS for processes like leave filing, recruitment, and appraisals, with 100% digital usage in these areas. However, 10% of respondents still relied on paper files for training, suggesting partial resistance to full digitalization. Most respondents (75%) rated e-HRMS as effective, recognizing its efficiency and data management capabilities, though some noted challenges related to usability and integration.

Regarding data accuracy, 75% of users expressed satisfaction, indicating the system's reliability in minimizing errors and improving decision-making. Nonetheless, 24.3% reported varying levels of dissatisfaction, pointing to areas for improvement. These results are consistent with research by Bondarouk *et al.* (2017) and Marler and Parry (2016), which highlight how e-HRMS may increase productivity while recognising implementation difficulties. According to research by Bondarouk *et al.* (2017), accurate data coding reduces mistakes, improves decision-making, and expedites HR procedures. Strohmeier (2009) highlighted that operational efficiency and HR decision-making are undermined by inaccurate data, which is a crucial factor in determining the effectiveness of e-HRMSs. All things considered, the study highlights how e-HRMS may revolutionise HR operations—as long as problems like system integration and user training are resolved.

The study investigated factors contributing to the effectiveness of Electronic Human Resource Management Systems (e-HRMS) across several HR functions. The findings revealed mixed perceptions among respondents about the system's impact on time-saving, Equal Employment Opportunity (EEO), employee

transfers and promotions, training equality, health and safety measures, and compensation management.

Forty percent (40%) of respondents found the e-HRMS effective in streamlining workflows, improving productivity, and reducing manual tasks. This aligns with Marler and Fisher (2013), who emphasized the efficiency benefits of automating HR processes, allowing HR teams to focus on strategic activities. Only 20% of respondents acknowledged the system's role in promoting fair employment practices, indicating a moderate perception of its effectiveness in supporting EEO. This suggests that while e-HRMS may have some features aimed at promoting EEO, their impact might be limited or underutilized. Bondarouk and Ruel (2013) noted that e-HRMS can support fair employment practices, but its effectiveness depends on how well these features are implemented.

Sixteen-point seven (16.7%) of respondents recognized the e-HRMS's effectiveness in managing employee transfers and promotions. However, this relatively low figure suggests that the system may not have fully optimized these HR functions. Strohmeier (2009) highlighted that e-HRMS could enhance HR processes, but the effectiveness of functions like transfers and promotions is contingent on the system's design and integration with organizational practices. Only 10% of respondents felt the e-HRMS ensured equality in training opportunities, pointing to potential gaps in the system's ability to provide fair access to training for all employees. Parry and Tyson (2011) suggested that e-HRMS could improve training management by tracking employee development and identifying training needs, but its effectiveness depends on comprehensive system implementation.

Just 5% of respondents said that the e-HRMS was useful for promoting security, safety, and health measures. This low number suggests that the system's capabilities are limited or that it is not integrated with health and safety management, as many users did not consider it to be very successful in this area. According to Bondarouk *et al.* (2017), the features and modules that are offered have a significant impact on how effective e-HRMS is in various domains. Six out of seven respondents (6.7%) said that the e-HRMS handled perks and compensation well. This result confirms Strohmeier's (2009) finding that although e-HRMS can expedite the administration of compensation, the system's functionality and interaction with other HR functions restrict its influence.

In conclusion, respondents generally saw e-HRMS as having limited or ineffective effects on promoting EEO, managing employee transfers, guaranteeing equality in training, promoting health and safety, and administering compensation, even though it was evidently effective in increasing efficiency and saving time. These results point to areas in which e-HRMS should be enhanced to better assist HR operations within organisations.

With an emphasis on their efficacy across many organisational segments and HR activities, the study investigated the advantages of Electronic Human Resource Management Systems (e-HRMS) on HR performance within the Kalumbila Mining Sector. The results gave a conflicting picture of how the system affected functional skills, appropriateness, and consistency.

The e-HRMS was successful in standardising HR procedures, as evidenced by the noteworthy 41.7% of respondents who gave it a "Very Effective" rating for maintaining uniformity across departments and business divisions. Another 36.7% said it was "Effective," however there was variation in effectiveness within divisions. Nonetheless, 13.3% gave it a "Moderate" rating, while smaller percentages thought it was "Slightly Effective" (5%) or "Not Effective" (3.3%), suggesting that consistent execution may use some work. These results are corroborated by research by Bondarouk and Ruel (2013) and Marler and Fisher (2013), which highlights the significance of system integration and design in attaining consistency.

The suitability of the e-HRMS system received varied ratings, with 33.3% of respondents considering it "Effective," 23.3% rating it "Very Effective," and 28.3% finding it "Moderate." Smaller percentages (11.7% and 3.3%) rated it as "Slightly Effective" and "Not Effective," respectively. The results indicate that whilst many users felt the system met organisational goals, others noted flaws that needed to be fixed or customised. Research by Bondarouk *et al.* (2017) and Parry and Tyson (2011) supports the necessity of customised system design to improve applicability.

According to 30% of respondents, the e-HRMS was most successful in saving time by optimising workflows. While 25% of respondents mentioned that the system assisted employee transfers and promotions, its efficacy in managing payroll (5%) and health and benefits (10%), performance reviews (13.3%), and equal employment opportunity (16.7%) was less pronounced. These conclusions are supported by research by Marler and Fisher (2013), Strohmeier (2009), and Parry and Tyson (2011), which shows that although e-HRMS is excellent at automating repetitive processes, it may have trouble with more complicated HR services like payroll and benefits administration.

In order to optimise the advantages of e-HRMS, case studies by Brewster *et al.* (2016) and Marler and Fisher (2013) emphasise the significance of system customisation and efficient deployment. According to the study's conclusions, e-HRMS increases efficiency and standardisation, although integrating sophisticated HR services continues to present difficulties.

In line with findings from earlier research, the study on Electronic Human Resource Management Systems (e-HRMS) in the Kalumbila Mining Sector identifies a number of potential and difficulties. According to 16.7% of respondents, one of the main issues found is a lack of managerial support and commitment, which is consistent with research by Panayotopoulou *et al.* (2007) and (Kraemer-Mbula & Wamae, 2013). According to these research, executive support is essential for the successful implementation and efficient use of HR technology since organisational transformation and resource allocation are made easier by leadership commitment. Strong leadership is crucial for facilitating seamless transitions and enhancing HR efficiency, as demonstrated by case studies such as IBM's successful e-HRMS deployment.

The lack of IT professionals to offer technical guidance and assistance is another major issue, as stated by 50% of respondents. This result is consistent with studies by Janssen and Klievink (2008) and Reddick (2009), which emphasise the need for technical know-how to properly handle integration,

troubleshooting, and maintenance. Shell's approach of integrating IT experts into their e-HRMS implementation highlights how crucial technical assistance is for resolving system issues and improving HR efficiency.

Frequent system failures were recorded by 20% of respondents, which calls into doubt the e-HRMS's reliability and dependability. Similar findings by Bostrom & Heinen (1977) and Doll & Torkzadeh (1988) indicate that system reliability is critical to user trust and operational efficiency. SAP's focus on continuous monitoring and repair demonstrates how critical it is to address these dependability issues in order to improve system performance and user satisfaction.

High operational costs, such as expenses for power, training, and equipment, were reported by 11.7% of respondents as a barrier to the effective use of e-HRMS. According to studies by Pappas and Kourouthanassis (2016) and Beck & Gilmore (2006), financial limitations may prevent people from adopting new technologies. Microsoft's meticulous planning during the deployment of their e-HRMS serves as an example of how businesses may maintain system performance while controlling expenses.

Five percent of respondents mentioned security issues, such as the possibility of theft and data breaches, underscoring the significance of strong data protection protocols. Research by Kumar & Maheswari (2012) and Dhillon & Backhouse (2001) emphasises how insufficient security measures might jeopardise important HR data and damage system confidence. The necessity of thorough security procedures to safeguard HR data is further highlighted by Target's experience with a significant security breach.

Respondents agreed that e-HRMS greatly improves HR performance by decreasing manual workloads, improving data quality, and simplifying procedures in spite of these difficulties. However, there is still room for development in areas like salary management, training equity, and staff transfers. These results are supported by studies by Obeidat (2012) and Davesh (2013), which point out that e-HRMS efficacy may be constrained by inadequate system integration and change aversion. In order to reduce resistance and promote acceptance, Davesh's study also emphasises the need of encouraging a favourable attitude among staff members towards the system.

The study comes to the conclusion that although e-HRMS has the potential to revolutionise HR operations, resolving the issues raised will determine how effective it is. Crucial actions include securing strong management support, incorporating IT know-how, preserving system dependability, efficiently controlling expenses, and putting strong security measures in place. The Kalumbila Mining Sector may improve e-HRMS performance and overcome these obstacles by learning from organisations such as IBM, Shell, SAP, Microsoft, and Target.

5. CONCLUSIONS

According to the study's findings, e-HRMS is essential for increasing HR performance since it reduces manual labour, streamlines procedures, and improves data accuracy. It emphasises important advantages in data management, process automation, and efficiency. However, system design, user training, and integration with organisational processes all affect how effective it is. Lack of technological know-how, poor management support, problems with system dependability, budgetary limitations, and data security are some of the main obstacles.

Organisations must prioritise ongoing system customisation, strong user support, and focused enhancements to close gaps in order to fully realise the promise of e-HRMS, especially in areas like employee transfers, promotions, pay, and health and safety management. Adapting the system to particular organisational requirements, improving training, and guaranteeing alignment with strategic objectives should be the top priorities of future initiatives. By resolving these problems, e-HRMS can assist HR professionals more successfully and help the company reach its goals.

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